

# APPOINTMENTS PANEL AGENDA



**7 May 2013**

**at 3.00 pm**

**in Committee Room A, Civic Centre, Hartlepool**

MEMBERS: APPOINTMENTS PANEL:

Councillor S Akers-Belcher, Chair of the Council  
Councillor C Akers-Belcher, Leader of the Council  
Councillors Dawkins, Hill, James, Loynes, Richardson and Simmons

- 1. APPOINTMENT OF CHAIR**
- 2. APOLOGIES FOR ABSENCE**
- 3. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**
- 4. MINUTES**
  - 4.1 To confirm the minutes of the meeting held on 30 November 2012 and reconvened on 3 December 2012
- 5. ITEMS REQUIRING DECISIONS**
  - 5.1 Director of Child and Adult Services Appointment – *Chief Executive*
- 6. ANY OTHER ITEMS WHICH THE CHAIRMAN CONSIDERS ARE URGENT**

**APPOINTMENTS PANEL**  
**MINUTES AND DECISION RECORD**  
**30 November 2012**

The meeting commenced at 8.30 a.m. in the Civic Centre, Hartlepool

**Present:**

Councillor S Akers-Belcher(In the Chair)

Councillors C Akers-Belcher, Dawkins, Jackson, James, Simmons and Wells.

In accordance with Paragraph 4.1 of the Council's Procedure Rules, Councillor Thompson was in attendance as substitute for the Mayor, Stuart Drummond

Officers      Gillian Laight, HR Business Partner  
                 Dave Stubbs, Chief Executive  
                 Amanda Whitaker, Democratic Services Team (commencement and  
                 conclusion of meeting only)  
                 Peter Devlin, Chief Solicitor (conclusion of meeting only)

**33. APOLOGIES FOR ABSENCE**

The Mayor, Stuart Drummond

**34. DECLARATIONS OF INTEREST BY MEMBERS**

None

**35. MINUTES**

The minutes of the meeting held on the 26 November 2012 were confirmed.

**36. LOCAL GOVERNMENT ACCESS TO INFORMATION**

Under Section 100(A)(4) of the Local Government Act 1972, the press and public were excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Minute 37 [Director of Regeneration and Neighbourhood Appointment] (Para 1 – This item contained exempt information under Schedule 12A of the Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation)

Order 2006) namely, paragraph 1; Information relating to any individual and paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)

### **37. DIRECTOR OF REGENERATION AND NEIGHBOURHOODS APPOINTMENT – Chief Executive**

The Panel interviewed the candidates who had been shortlisted for the position of Director of Regeneration and Neighbourhoods. The candidates provided a presentation on the selected topic and then answered questions that had been agreed by the Panel.

#### **Decision**

That the meeting be adjourned and reconvened on 3<sup>rd</sup> December 2012 at 6.00 p.m.

Upon Reconvening the meeting the following Members were present:-

Councillor S Akers-Belcher(In the Chair)

Councillors C Akers-Belcher, Dawkins, Jackson, James, Simmons and Wells.

In accordance with Paragraph 4.1 of the Council's Procedure Rules, Councillor Thompson was in attendance as substitute for the Mayor, Stuart Drummond

Officers        Gillian Laight, HR Business Partner  
                    Dave Stubbs, Chief Executive  
                    Amanda Whitaker, Democratic Services Team (commencement and conclusion of meeting only)

### **38. LOCAL GOVERNMENT ACCESS TO INFORMATION**

Under Section 100(A)(4) of the Local Government Act 1972, the press and public were excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1 and 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Minute 39 [Director of Regeneration and Neighbourhood Appointment] (Para 1 – This item contained exempt information under Schedule 12A of the Local Government Act 1972 (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, paragraph 1; Information relating to any individual and paragraph 3; Information relating to the financial or business affairs of any particular person (including the authority holding that information)

**39. DIRECTOR OF REGENERATION AND NEIGHBOURHOODS APPOINTMENT**  
*– Chief Executive*

The Panel concluded interviewing the candidates who had been shortlisted for the position of Director of Regeneration and Neighbourhoods. The candidates answered additional questions that had been agreed by the Panel.

**Decision**

The decision is set out in the exempt section of the minutes

The meeting concluded at 7.30 p.m.

CHAIR

# **APPOINTMENTS PANEL**

**7 May 2013**



**Report of: Chief Executive**

**Subject: DIRECTOR OF CHILD & ADULT SERVICES  
APPOINTMENT**

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## **1. PURPOSE OF REPORT**

To consider and agree the arrangements for the recruitment selection process for the post of Director of Child & Adult Services.

## **2. BACKGROUND**

The current Director of Child & Adult Services post has been vacant since the acting up arrangements of the post holder to the Chief Executive vacancy and her subsequent resignation. The current acting up arrangements has been in place since September 2011. The decision to fill this post was made by Council on 11<sup>th</sup> April 2013.

## **3. PROPOSED RECRUITMENT PROCESS**

### **3.1 Job Description and Person Specification**

The job description and person specification for the post is attached at Appendix A. Specific areas of responsibility based either in statute or to reflect local needs have been included.

### **3.2 Promoting the Post / Advert**

As an alternative to providing paper based information packs it is proposed to establish a recruitment microsite within the Council's website. This provides an ideal medium for providing information to potential candidates and can be reused for additional recruitment campaigns, if these arise in the future. This is a standard approach for posts of this nature. A draft advert is attached at Appendix B.

### **3.3 Recruitment Process**

Council agreed on the 11<sup>th</sup> April that the vacancy will be advertised externally and internally at the same time and this is reflected in the timetable at Appendix D.

### **3.4 Executive Search**

A decision needs to be made about whether to appoint a Recruitment Agency to use their national networks to carry out an Executive Search, making contact with potential candidates. This method would help identify a greater pool of candidates and is a recommended investment for a post of such high importance to the Council.

It is recommended that this is included in the recruitment process

### **3.5 Technical Interviews**

The technical interviews will be carried out by a panel of senior managers including the Chief Executive (Hartlepool Borough Council), HR Business Partner, and an external independent assessor. The independent assessor is a co-interviewer and someone who will be well regarded in this particular sphere of local government.

Technical assessment involves a rigorous interview that tests out the candidate's abilities against the job description. Once candidates have been interviewed, a written technical assessment report will be produced on each candidate, scored against the criteria in the person specification and will address such areas as motivation for the post, understanding of the roles and key strengths and weaknesses of the candidates.

It is recommended that these are included in the recruitment process

### **3.6 Other Candidate Assessment Methods**

Prior to final interview other assessments could be undertaken including:

- In-Tray Exercise - This would be used to further assess a candidate's response to typical work-based scenarios in a pressured situation and would be assessed by the nominated recruitment consultant, with a summary provided to Members.
- Stakeholder Panels - The Appointments Panel will receive feedback on the stakeholders' perceptions of the candidates. Recommendations for the Stakeholders Panels to include; Head Teachers and Governors; Young People; Partners and Professional; Service Users.
- Meet and Greet - A session whereby Members and Senior Officers have the opportunity to meet the candidates.

It is recommended that these are included in the recruitment process.

#### 4. SUMMARY OF POTENTIAL COSTS AND FUNDING ARRANGEMENTS

The costs of the alternative recruitment options are detailed in Appendix C and are summarised below to show approximate costs, which may vary depending on the options approved by Members (these are excluding VAT). It is proposed that the most cost-effective recruitment agency will be used.

##### **Summary of Costs**

Advertising Costs (Management Journal and The Guardian)	£15,000
Executive Search Costs	£10,000
Recruitment Consultant support for Technical Interviews (including sourcing)	£1,000
Recruitment Consultant support for In tray	£1,500
<b>Total Cost</b>	<b>£27,500</b>

The Chief Finance Officer has advised that in normal circumstances the above costs would be funded from the salary savings from the post being vacant, net of the temporary costs of any interim arrangements and associated back filling arrangements which may need to be implemented. Depending on the recruitment option adopted by Members the temporary salary savings may not be sufficient to cover one-off recruitment costs. Therefore, in the event that this situation arises the Chief Finance Officer has suggested the unfunded costs will need to be a first call on the uncommitted managed departmental underspend achieved in the current financial year. As Members will be aware in-year under-spend targets have been set for 2012/13 for all departments to identify funding for additional one-off strategic risks. Full details of the progress in achieving these targets were reported to Cabinet and Council in February and these reports identified uncommitted resources of between £0.161m and £0.941m, depending on the final outturn. A decision on the use of the final uncommitted outturn will be made as part of the 2014/15 budget process. If there is insufficient funding for the recruitment costs for this post the shortfall will have to be funded from the uncommitted outturn resources and this will reduce the resources available to allocate as part of the 2014/15 budget process.

## **5. FINAL INTERVIEWS**

Candidates are typically asked to prepare a ten-minute presentation and there is a set time for formal questions. A list of questions will be provided for the Panel to consider, and suggested areas on each candidate that may require specific questions from the technical assessment stage and/or stakeholder panels.

## **6. TIMETABLE**

It is proposed that the first Appointments Panel to be held will agree the selection process and documentation with further Appointments Panel meetings to be held to longlist and/or shortlist candidates. A final Appointments Panel will interview the shortlisted candidates.

A proposed timetable for the Director of Child & Adult Services recruitment is attached at Appendix D.

## **7. RECOMMENDATIONS**

To consider comment upon and agree

- i) the job description and person specification ( Appendix A)
- ii) the arrangements for promoting the post and advertisement (3.2 above and Appendix B)
- iii) the recruitment timetable (appendix D)
- iv) the process for the final interview (section 5 above)

Determine whether to

- v) appoint a Recruitment Agency for Executive Search (3.4 above)
- vi) undertake technical Interviews (3.5 above)
- vii) undertake the other candidate assessment methods (all or part) 3.6 above



## **Hartlepool Borough Council Job Description**

**Job Title: Director of Child & Adult Services**

**Reports to: Chief Executive**

### **Role Remit & Responsibilities:**

#### **Corporate Remit**

1. As an active member of the Corporate Management Team support the Chief Executive; set, deliver and monitor the vision, strategic direction and core values of the Council and provide a clear sense of direction, optimism and purpose.
2. Lead key corporate areas of activity, organisation development and council wide / cross-departmental strategies and policies for the Council linking with whole organisation initiatives which are positive, forward thinking, results orientated, risk aware and customer focused.
3. Establish and foster working partnerships to promote collaborative working nationally and locally that enhance current and future service delivery and actively promote success and achievements.
4. Ensure the Council is central to local, sub regional, regional and national initiatives and partnerships, influencing decision making which has an impact on Hartlepool.
5. Ensure employees feel valued and understand their role in achieving the Council's vision and objectives in a supportive and learning environment which protects and enhances their personal well-being.
6. Through personal example, open commitment and clear action, value and celebrate the diversity of communities and the organisation and ensure that equalities policies are implemented in both service delivery and employment practices.
7. Responsible for influencing relevant national and regional organisations and partners

#### **Specific Role Functions**

8. The Director of Child & Adult Services is appointed to carry out all of the statutory functions which relate to the Child & Adult Department.

### **Service Remit**

9. Develop and articulate the Council's vision for a service department and ensure its delivery to meet statutory obligations, policy objectives and value for money.
10. Optimising service performance and delivery, ensuring efficient and effective use of the services available resources (financial, human and physical) and the commitment to improve within a whole systems approach.
11. Responsibility for maximising the availability of all funding sources to enhance service delivery.
12. To ensure, support and develop effective cross departmental and organisational working.
13. Responsible for ensuring effective engagement with regard to sub-regional and regional activity.
14. Responsible for the provision of the following:-

Area	Functions included
<ul style="list-style-type: none"><li>Children's Services</li></ul>	Safeguarding, Assessment & Support, Children looked after and leaving care, Children with disabilities, Fostering and adoption, Safeguarding and Review/ Independent Reviewing Officers, Local Safeguarding Children Board, Children's Strategic Commissioning, Parenting and Acorn Team, Integrated Youth Support Services, Youth Offending Service, Early Intervention and Prevention Services, Extended School and Children's Centre development, Sure Start Early Years Team (including Play), Principal Social Worker (Child and Adults)
<ul style="list-style-type: none"><li>Education</li></ul>	School improvement monitoring, challenge support, Curriculum development and enrichment, Performance management and self-evaluation, Pupil Referral Unit, ICT in schools, Transformation of Learning, Primary Capital Programme, Social and Educational Inclusion, School Transformation, Special Educational Needs, Educational Psychology, Early Years Foundation Stage, School Capital (in partnership with R&N), School Admissions and School Place Planning, Departmental Administration
<ul style="list-style-type: none"><li>Adult Services</li></ul>	Older Peoples Commissioning, Mental Health Commissioning, Commissioning for Working Age Adults, Social Care

	Transformation, Adult Social Work Teams (Older People, Learning Disabilities, Physical Disabilities, Sensory Loss), Safeguarding Vulnerable Adults, Integrated Mental Health Services, Occupational Therapy, Early Intervention and Reablement, Assistive Technology, Carers, Direct Care and Support Services, Day Services, Commissioned Services Team, Performance Management and Management Information
<ul style="list-style-type: none"> <li>Community Services (under review)</li> </ul>	Sport & Recreation (Three Leisure Centres, Sport & Physical Activity, Grayfields Football Development centre, Carlton Outdoor Education Centre, Primary Swimming programme, Summerhill Country Park), Culture & Information Services ( Hartlepool Maritime Experience, Museums & Art Gallery, Tourist Information, Arts Development, Strategic Events, Town Hall Theatre and Borough Hall), Central Library, 4 branch libraries, mobile library, home library service, Community centres and youth facilities, Adult Education:, Tees Archaeology:

The work of Local Government changes and develops continuously. The above functions should not be therefore regarded as immutable.

15. Responsible for the co-ordination of delivery of services, ensuring they are undertaken in a responsive manner.
16. Responsible for maximising the extent to which services are delivered directly to the user.
17. Responsible for ensuring the appropriate risk, financial and service management arrangements for the service are in place.

### **Person Specification**

#### **Part One**

1. A proven track record of consistent and demonstrable achievement at a senior management level within an organisation of comparable scope and complexity and with a developed understanding of the issues facing the Child & Adult Services Department including the areas of Schools, Community Services, Commissioning, Adult Social Care, Children's Social Care, Resources & Support Services and Targeted Services.
2. Experience of successful strategic and corporate management and a proven track record of leading in the formulation and delivery of strategic objectives and policies within a large, multi-disciplined organisation.

3. A demonstrable track record of leading, motivating and managing multi-disciplinary teams to achieve high performing and significant, sustainable service improvements and outstanding results, through internal and external partnerships.
4. Experience of developing and sustaining a culture that meets the needs of and engages with customers and staff within a safe, open and high performing working environment.
5. Evidence of establishing a performance management culture to drive continuous improvement, including service planning, target setting, performance appraisal and the management of diverse staff groups.
6. Extensive experience and demonstrable success in the generation and management of major organisational and cultural change.
7. Evidence of success in building and enhancing the reputation of an organisation with external bodies and the media.
8. A track record of working in and forging successful partnerships with a wide range of internal and external bodies including governmental and non governmental organisations, the private and voluntary sectors to successfully deliver cross sector projects.
9. A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues that achieve the corporate and service objectives of the organisation.
10. A proven track record of working effectively at both regional and sub-regional levels.

## **Part Two**

### **Knowledge, Skills & Abilities:**

1. High degree of political awareness and capable of working effectively with the political dimension; working at the boundary of politics and management, building strategy in relation to members and maintaining effective relationships with members.
2. Ability to lead, change & develop the organisation whilst, maintaining consistency with corporate values and ethics, working with uncertainty, ambiguity and change and developing appropriate relationships with staff and managers.
3. Maintain personal perspective and self-knowledge by maintaining continuous professional development and developing personal resilience and skills.
4. Ability to develop effective external relationships including being a champion for the local authority and working with communities and other agencies.

5. Maintain focus on strategic and long term issues by developing and holding a vision/strategic view and an awareness of the organisations strategic capacity.
6. Create a supportive learning and self development environment where a culture of learning is promoted, constructive feedback on him/herself and the service provided is encouraged.
7. Clarifies individual and team direction, priorities and purpose by clarifying objectives and boundaries and being team orientated to problem solving, decision making and to identifying values.
8. An inspirational communicator, networker and achiever; capable of communicating the vision of the organisation and service to a wide network of internal and external stakeholders; gaining the confidence and support of various groups through sensitivity to needs; and achieving organisational goals.

### **Personal Style & Behaviour**

9. A corporate leader and effective manager who is energetic, determined, positive, robust and resilient enough to cope with the demands of the role.
10. An enthusiastic and effective ambassador for the Council with a strong commitment to improving its performance and its ability to meet the needs of the communities it serves.
11. An excellent role model, promoting high standards of ethical behaviour, probity, integrity and honesty, with credibility across a wide range of audiences and respect for all.
12. An innovator and motivator, who can promote new and creative thinking and a corporate focus to achieving the Council's objectives and continuous improvement, best value, service excellence and equal opportunities.
13. A persuasive and effective influencer who can foster partnerships, work collaboratively across boundaries and achieve performance and results through others.
14. A shrewd, intellectual, creative, strategic and lateral thinker.

**February 2013**

**CHILD & ADULT SERVICES DEPARTMENT**

**DIRECTOR OF CHILD & ADULT SERVICES**

**Salary: £100,000 - £110,000 pa**  
**Permanent**

**Ref:**

**Do you have the vision, skills, confidence, credibility, innovation and passion to deliver our aspirations?**

With a track record of excellence, Hartlepool is an ambitious Council which aims to be even better. We may be one of the smallest unitary Councils in the country, but there is nothing modest about our ambitions. We are looking for a talented and ambitious individual to lead a vibrant and dedicated team to contribute to our vision.

The Council is ambitious and constantly striving to make the town a better place for people to work and live. Local pride and community spirit, highly effective working relationships with our partners and our residents make this an exciting, challenging and dynamic opportunity to shape the future direction of services in Hartlepool by working with elected members and the senior management team to engage and inspire our workforce and community.

If you have substantial experience and success in managing at a senior level in the public sector and are able to demonstrate a commitment to the delivery of top quality public services, then we would like to hear from you.

You must be an innovative thinker, networker and focused on outcomes that make real difference and be capable of delivering priorities. You will provide a strategic focus on standards and possess the initiative to achieve and sustain excellence through innovation and tenacity. We want to use your significant aptitude for managing change, leading and inspiring others to build on previous successes and address remaining challenges, making a real difference within Hartlepool.

**For an informal and confidential discussion contact Dave Stubbs, Chief Executive on Tel: (01429) 523301.**

**Application forms and further details are available from: Rachel Clark, HR Business Partner, Workforce Services Division, Chief Executive's Department, Level 2, Civic Centre, Victoria Road, Hartlepool, TS24 8AY. Tel: 01429 284346. E-mail address: [rachel.clark@hartlepool.gov.uk](mailto:rachel.clark@hartlepool.gov.uk).**

**Closing date: Friday 7<sup>th</sup> June 2013**

**HARTLEPOOL BOROUGH COUNCIL IS COMMITTED TO SAFEGUARDING AND PROMOTING THE WELFARE OF CHILDREN AND YOUNG PEOPLE.**

**THIS POST IS SUBJECT TO SAFER RECRUITMENT MEASURES**

## APPENDIX C

### **Advertisement and Recruitment Costs**

#### **Internal Advertisement**

Circulated via Hartlepool Borough Council's Jobs Bulletin.

#### **External Advertisement**

An internally developed microsite will provide additional information for all candidates to access through the Council's website.

The publications below are the recommended media for the Director of Child and Adult Services advert, in addition to the North East Jobs Portal. The costs below are approximate only.

#### **Management Journal (specialised target group)**

½ page advert including on line £6000

#### **Guardian (wider target group)**

½ page advert including on line £3000 black and white / or £6000 for colour plus £2000 for guardian e'recruitment.

Three recruitment agencies were contacted to provide information in relation to executive search, technical interview support with in tray exercise, and a quote for full executive recruitment for information.

- Gatenby Sanderson
- Northern Recruitment Group (NRG)
- TMP Worldwide (TMPW)

The full submissions from the recruitment agencies can be viewed via request to [rachel.clark@hartlepool.gov.uk](mailto:rachel.clark@hartlepool.gov.uk)

## Appendix D

**Table 1: Timetable with Long and Short List (larger number of applicants)**

	<b>Week commencing</b>
1 <sup>st</sup> Appointment Panel	7 <sup>th</sup> May
Executive Search (following Appointment Panel)	7 <sup>th</sup> May
Internal / External Advert Published	13 <sup>th</sup> May
Closing Date	Friday 7 <sup>th</sup> June
Report to Appointment Panel (long list)	12-14 <sup>th</sup> June
Technical Assessments (interview and in tray)	24 <sup>th</sup> June
Report to Appointment Panel (short list)	1 <sup>st</sup> July
Stakeholder Panels / Meet & Greet	15 <sup>th</sup> July (Day 1 pm)
Appointment Panel Final Interviews (including presentation)	15 <sup>th</sup> July (Day 2) *

**Table 2: Timetable with Short List only (smaller number of applicants)**

	<b>Week commencing</b>
1 <sup>st</sup> Appointment Panel	7 <sup>th</sup> May
Executive Search (following Appointment Panel)	7 <sup>th</sup> May
Internal / External Advert Published	13 <sup>th</sup> May
Closing Date	Friday 7 <sup>th</sup> June
Report to Appointment Panel (short list)	12-14 <sup>th</sup> June
Technical Assessments (interview and in tray)	24 <sup>th</sup> June
Stakeholder Panels / Meet & Greet (Day 1 pm only)	1 <sup>st</sup> July (Day 1 pm)
Appointment Panel Final Interviews (including presentation) (Day 2)	1 <sup>st</sup> July (Day 2) *

Recent recruitment to Chief Officer vacancies has not resulted in large numbers of quality applications therefore Table 2 is recommended initially and could be reviewed in light of actual numbers later in the process.

\* If there is a small number of shortlisted applicants (up to three) then it may be possible to amalgamate the Stakeholder Panels, Meet and Greet and Final Panel Interviews on the same day.