

## Non-Executive Director - Role and Person Specification

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### Role Profile

Worcestershire County Council is creating a wholly owned company to take **operational responsibility for delivering the full range of services across Children's Services including Social Care, Education & Early Help.**

Worcestershire Children First's sole focus will be improving services and outcomes for children and young people in Worcestershire. Taking the lead from Worcestershire's Children and Young People's Plan, the Company's vision is for **Worcestershire to be a wonderful place for all children and young people to grow up. WCF will help create supportive communities where children and young people are safe, secure, supported to achieve, and nurtured to become independent adults.**

The Company's mission is **to make a positive impact on the lives of our children and young people aged 0 to 25yrs, and their families, by providing outstanding, innovative, child and young people-focused services where practice and practitioners flourish and we maximise life opportunities for all.**

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### The Company's Board

The Company's Board will provide strong and compelling leadership of Children's Services and have a single and unwavering focus on improving outcomes for children and young people.

The Board operates at a strategic level and is the responsible body for the operational performance, achievement and overall direction of Children services. The Board will provide clarity of direction that demands the highest quality practice; recognises the importance and value of working in partnership and centres all of its work on meeting the needs of children and young people. It will seek out innovative, collaborative and creative solutions to deliver the highest quality service in the most efficient and effective way. It will work openly and transparently with the Council and its partners about performance and outcomes and ensure that elected Members are able to exercise their democratic and statutory accountabilities to their communities.

## Non-Executive Directors

The Company's Board will consist of a number of Executive Directors (4) and Non-Executive Directors (6) comprising the following:

- A chair (appointed by the Secretary of State, in consultation with the Council, as a non-executive director during the period of statutory direction.);
- Four executive directors from the company's executive management team (including the company's Chief Executive);
- Three non-executive directors with collective knowledge and expertise across children's services, public services, business development and other relevant areas plus appropriate local knowledge and sensitivity; and
- At least two other non-executive directors (at least one Elected Member and One Officer) appointed by the Council.

The Board operates at a strategic level and is the responsible body for the performance, achievement and overall direction of the company. More specifically, the Board:

<ul style="list-style-type: none"><li>• Establishes and models the values and culture</li></ul>
<ul style="list-style-type: none"><li>• Is accountable for the company's performance:<ul style="list-style-type: none"><li>- Outcomes for children and young people; and</li><li>- Management of resources (staff, budgets, equipment).</li></ul></li></ul>
<ul style="list-style-type: none"><li>• Sets policy for:<ul style="list-style-type: none"><li>- Service improvements and developments;</li><li>- Financial spend of the company; and</li><li>- Operational management, including financial and staffing.</li></ul></li></ul>
<ul style="list-style-type: none"><li>• Is responsible for ensuring that the company fulfils its legal and contractual obligations.</li></ul>

## The role of a Non-Executive Director

Non-Executive Directors play a key role in ensuring there is effective governance and leadership at Board level. They contribute to the work of the Board, both by actively participating in Board discussions and decision making and more widely, contributing to the Board's governance, performance management and development of strategy for the company. Board members, including the Non-Executive Directors, are required to represent the company locally, regionally and nationally, developing and maintaining excellent relationships with a range of key partners and stakeholders including the Council (as a customer under its services contract), schools, other councils, Government, health organisations, and partners in the delivery of high quality and value for money services to children and their families.

Non-Executive Directors contribute across a range of specific areas, including: the development of strategy for the future success of the company; ensuring that we – including the Board – listen to the views of children, families, schools, and the public; ensuring we identify and manage risks appropriately; ensuring that the company models its values of transparency, empowerment, and putting children first.

## Person specification for a Non-Executive Director

Applicants for the position of Non-Executive Director of Worcestershire Children First will be asked to provide evidence of examples of their experience and/or achievements in each of the selection criteria listed in the Person Specification.

Successful candidates will be expected to be able to demonstrate a strong record across the range of criteria listed. These responses will be further developed and discussed with those candidates invited for interview. We are looking for a range of diverse experiences which collectively will construct the most effective board composition. As such, candidates do not need to possess all of the outlined skills and experiences below. Significant strength in certain areas could offset a lack of experience in other areas as we seek to enhance the combined strength and diversity of the board.

### Personal qualities and skills

- Demonstrable passion for improving opportunities and outcomes for children in Worcestershire;
- An ability to contribute and support the organisation;
- Strong interpersonal and relationship building skills which engender confidence and support from Worcestershire County Council and partner agencies;
- A strategic thinker able to clearly express their view verbally and in writing;
- Ability to work effectively with senior officers, wider Board members and the Chair;
- A commitment to the company's values and public service nature;
- Capacity to commit the necessary time to fulfil the role;
- High expectations for themselves and others in achieving and delivering high quality public services;
- The ability to promote a culture that emphasises high performance and continuous improvement;
- Honesty, integrity and a strong set of values around the rights of the child;
- Political sensitivity and an ability to establish positive relationships, which engender confidence and respect; and
- Effective analytical skills;
- Commercial Acumen.

### Experience

- A demonstrable track record of senior leadership and management, and of delivering a successful improvement in services;
- Evidence of effective strategic and operational resource management within a complex organisation;
- Experience and strong professional knowledge of children's services;
- Experience of delivering financial and profitable efficiency;
- Legal experience would be advantageous, as would accountancy experience;
- Evidence of working within a political and publicly accountable environment;
- Experience of working at Board level and effective corporate governance; and
- A level of local knowledge of Worcestershire.

## Terms of appointment

Each Non-Executive Director will be appointed for on an initial fixed term contract basis for two years, with the potential for re-appointment, subject to Board approval at the end of that term.

Non-Executive Directors are anticipated to commit to approximately up to 20 days per year, including attendance at 12 scheduled Board meetings together with any further Board or committee meetings that may be arranged, and to undertake particular work on behalf of the Board from time to time as required.

Non-Executive Directors shall be remunerated on a fixed rate per day basis; the remuneration is £500 per day.

Please note that the company will not become fully operational until 1 October 2019 (i.e. the service commencement date under the proposed services contract with the Council). Prior to this date, it is intended that the Board will operate in “shadow form” from 1 April 2019. Throughout the shadow period, the Board will start to oversee and influence on an informal basis:

- the management of the service’s leadership team
- the delivery of the transferring services during this interim period
- approve the necessary set-up arrangements prior to 1 October 2019

A director must provide a minimum of three months’ notice in writing to the company of any notice of resignation.

## Qualification criteria

All Non-Executive Directors must:

- Be aged 18 or over;
- Not be the subject of a bankruptcy order or an interim order or entered into a composition with their creditors generally in satisfaction of their debts;
- Be eligible to be a company director under the provisions of the Companies Acts and not be disqualified from being a company director;
- Not have been convicted of any criminal offence, excluding any that have been spent under the Rehabilitation of Offenders Act 1974 as amended, and excluding any offence for which the maximum sentence is a fine or a lesser sentence; and
- Provide a satisfactory enhanced DBS disclosure.