



Barking & Dagenham Trading Partnership Ltd.

**Chair, Chief Executive
& Board Members**

Recruitment Information Pack

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Welcome Message

Thank you for your interest in these unique opportunities for the Chair, Non-Executive Board Member and Chief Executive of the Barking & Dagenham Trading Partnership Ltd.

The London Borough of Barking and Dagenham is at a key moment in the borough's history. We have a long and proud record of providing public services for the local community. At the same time, we have sustained the deepest cuts in government support in the last few years, and further government cuts mean that we will face a shortfall of £63 million, a third of our remaining budget, by 2020.

We face a simple choice: we can do nothing and continue to cut services, or we can find new ways of delivering them. That is our challenge. Our ambition is to make Barking and Dagenham a stronger, more prosperous place to live in the coming years with opportunity for all.

With a renewed sense of prosperity and purpose, the Council has great aspirations and intends to maximise its resources and assets to benefit our community both today and in the future. To achieve our ambition, we need to change the way the Council is run. We need to be less traditional and more efficient, and spend money wisely.

Operating as a company wholly-owned by Barking and Dagenham Council, we have created Barking & Dagenham Trading Partnership. Our expectation is that initially it will comprise of two divisions: -

'Home Services' will be a revitalised repairs and maintenance service initially contracted by the Council to maintain and repair the Council's own portfolio of properties. It will comprise all the services currently within the Council's Repairs and Maintenance Service. The aim is to create a service that could trade, offering a service to local landlords, providing the opportunity for the service to generate additional income by broadening its customer base.

'Traded Services' will be a company that offers a range of services, including cleaning and catering. These services will initially be provided to the family of schools in the borough and to schools in other locations, but could also explore wider markets. It is proposed that this company will support the Council in achieving its social objectives by investing in staff (literacy and numeracy training).

For all these services, we consider that the proposed new model offers the best option to improve the delivery of services and to protect jobs. However, the final mixture of services is to be determined. Any service within the company must be able to maximise income, and we want the benefits of that income to support the delivery of public services. This is an exciting opportunity to provide a sustainable community offering that is known for its quality and commitment to service delivery.

As **Chair**, you will be tasked with leading the board. This role requires an individual with a respected track record of operating at the highest levels, with an ability to work at the private/public interface. You will be committed to providing direction to the Company, helping us to maximise investment and deliver on key strategic priorities.

As **Chief Executive**, your entrepreneurial leadership and commercial flair will help to lead a highly motivated workforce in shaping a future that builds on our strengths and creates a commercial focus for delivering new and improved services in the context of a fast-paced changing Borough.

As a **Board Member**, your respective track record, experience and insight will contribute to our decision making processes, adding value to the shape of the Company and its key projects.

Given the scale of our ambition, you will need to be passionate about wanting to make a difference for the Borough of Barking and Dagenham.

You will have personal responsibility for ensuring that the Company achieves its objectives. This will not be a small endeavour - you will be dealing with large, complex deals and working closely with the Board, Chief Executive, Councillors, and the Council to deliver services for the Borough.

This is an extremely exciting time to work in Barking and Dagenham. If you are interested in any of these positions then we look forward to receiving your application.

About Barking and Dagenham

Over the last 15 years, Barking and Dagenham has become one of the fastest changing communities in Britain. Change is everywhere, but the Council remains committed to ensuring equality of opportunity for all and establishing a 'one borough' sense of community.

The population of Barking and Dagenham rose from 164,000 in 2001 to 186,000 in 2011, and an estimated 198,000 in 2014.

Population growth is set to continue. National statistics forecast a population of 220,000 by 2020, and up to 275,000 by 2037.

The population is much more diverse than 15 years ago - since 2001 the proportion of the population from minority ethnic backgrounds has increased from 15% to 50%. That proportion is projected to increase to 62% over the next 25 years.

Like other London boroughs, there is also rapid movement of people: between 2012 and 2014 approximately 50,000 new residents came to the borough, and roughly the same number left, meaning that the 'turnover' was almost a quarter of the total population.

The age profile of the population is also changing. Between the last two national censuses, the 0 - 4 year old age group grew significantly. More recent data show that the rate of increase in the very young has slowed, with the largest increases now in primary school ages. At the same time, the borough has the fourth highest proportion of people aged 10 to 19 in the country and has seen an increase in the 20 to 29 age group of just under a quarter.

Financial pressures

These demographic changes have increased demand for services, adding to the huge financial challenge. Demand for services will continue to increase as the population changes and increases - but the reductions in funding imposed by central government will make it impossible to meet those demands. Without a change in approach, we would not be able to meet the most basic needs of our residents.

By 2020 the cuts in funding mean that the Council will have roughly half the amount of money that we had to spend in 2010. At the same time, the pressures caused by the growing population and more complex needs mean that we will need an additional £50 million to meet rising demands. Overall, we estimate that, if we did nothing, there would be a shortfall in our budget of £63 million by 2020/21.

Our Council of the future will need to excel at five things:

- **Providing consistently outstanding customer service** - we need to improve how customers get access to information and services and find innovative ways to enhance the customer experience and build trust whilst reducing demand and therefore cost.
- **Shaping a place that people choose to live in** - That means creating and maintaining areas that are attractive and affordable. That includes excellent schools, a safe and clean environment, culture and leisure facilities, and heritage.
- **Being commercially minded and financially self-sufficient** - Making our Council commercially astute, with the capability to innovate and to maximise income, and a constant drive to improve our efficiency and productivity.

- **Building public engagement, greater responsibility and civic pride** - this includes a focus on clean streets and enforcement, holding private sector landlords to account for the condition of property they own, and running a wide and varied Council events programme promoting a sense of community and attracting people to the borough.
- **Reducing service demand** - A coordinated approach to reducing demand through early and effective Intervention including key services such as social care, housing and integrated health.

The prize of economic growth

The unprecedented challenge caused by the financial pressures, social and demographic change, and the policy priorities of the current government are not exclusive to our borough. But unlike most other areas, we have a unique opportunity to secure the benefits of huge economic growth for our residents, so that no-one is left behind.

No other part of Greater London has the potential to play the role that Barking and Dagenham does in the expansion of London's economy. But we recognise that the borough is not yet ready for the scale of change this will mean. There is much work to do to prepare for this future if growth is going to be inclusive and sustainable, making the borough a better place for all our residents.

Over the next 20 years, we have the potential for over 50,000 new homes and over 20,000 new jobs in the borough. We can stand by and watch things happen, or we can shape the future so that the whole community benefits and prospers.

Home Services

The Home Services business case proposes that the existing repairs and maintenance functions embedded within the Council is transferred to a Council wholly owned company. This is in order to generate profit through greater focus on delivering value for money, effective financial control, and leadership to take advantage of trading opportunities and achieve consistently high customer satisfaction. It is recommended that this is one of two divisions in our new company - Barking & Dagenham Trading Partnership Ltd.

The business case proposes a single repairs and maintenance solution capable of delivery across all service functions and disciplines including; Corporate, Education, Housing, Highways, Leisure, Libraries, Parks, Schools and Social Services. The new company would seek to explore selling its services to the private sector once it has established cost and quality control and when it has both the ability and capacity for doing so at a profit.

The provision of a good repairs and maintenance service is crucial to the on-going sustainability and optimisation of the underlying physical assets and through this the Council aims to meet its legislative and statutory obligations. Home Services also expects to provide a competitive and high-quality repairs and maintenance service capable of adapting to the expectations of both current and future customers.

Significantly, the Council's strong brand should be used to leverage support towards trading. The objective for the service is to start small, and grow the business by extending out in the London Borough of Barking and Dagenham's own operating environment. Using this strategy, the potential turnover and profit have been initially estimated at approximately £22m and £1.1m by 2022/23.

Once established and bedded-in the expectation should be for the company to explore opportunities to extend its service offer, firstly within the LBBDD operating environment and then extending to other local housing associations/Landlords, and to generate profit for distribution to the Council as shareholder.

Traded Services

The Council has a long history of providing services to the schools in the borough. It is one of a very few Councils that has maintained a significant level of in-house provision and it has enjoyed a very good relationship with schools and a high buy-back of services. School spending with the Council amounts to some £15m per year across 73 different services. These services vary considerably in scale and type and are managed in different directorates of the Council, but the largest service areas traded to schools are catering and cleaning.

The Traded Services business case proposes that initially 6 services are in scope including the two largest - catering and cleaning - in terms of turnover (£13.65m) and staff numbers (837) and that these will create the second division of Barking & Dagenham Trading Partnership Ltd. These services are deemed to have the highest potential to generate surplus and form a sustainable commercial business. The company will have the independence and ability to operate commercially, to refine its service offer in response to customer demand and to resource itself in line with the market. Initially, the focus will be on maintaining the current customer base in the face of increasing market competition. In time, the company can grow its customer base beyond the borough. By 2020/21 it is anticipated that this division of the new company will be turning over £15.13m (compared to a baseline of £14.12m in 2016/17) and generating profits of £230,000.

Improving the education and skill base of local residents is also a key priority for the Council as is enhancing the borough's image to attract investment and growth and improving employment opportunities. Our expectation is that social objectives will be agreed to invest in the staff who currently deliver these services. The success of the company and its growth in the future are closely linked with having a well-qualified, dedicated workforce that see themselves as an integral part of an organisation with which their future success is closely aligned.

Role Description

Chair

A Chair is sought with significant private sector experience, although the ability to operate effectively within public sector circles will also be a prerequisite. The Company is to have a private sector focus, and the Chair must bring credibility to the Company through an ability to work with, and for, the business community as well as the council.

The successful Chair will be a prominent individual from the private sector; highly visible and prepared to campaign on behalf of the company. The Chair will be expected to take responsibility for leadership of the board, ensure that the strategic direction of the company is identified and implemented; ensure the appropriate governance procedures are established and maintained and develop the company's external relationships in conjunction with the Chief Executive.

Principal Accountabilities

- Chair the Board and manage the business of the Board: ensure that Board membership in terms of its composition and capability is aligned with the challenges facing the business; and ensure the effective utilisation of the skills of Board members, both individually and in teams;
- Ensure that the Board has accurate and clear financial information, has visibility of objectives achieved and is advised of all likely future developments and trends;
- Provide counsel, advice and support to the Chief Executive and Executive team; act as a mentor/coach where necessary, encouraging them in their ongoing development;
- Oversee and make a strong contribution to the development of strategy, acting as a sounding board for the Chief Executive who will present future strategic plans for approval by the Board;
- Represent the Company, as appropriate, in its relationships; network across current and prospective partnerships, providing contacts or introductions, as appropriate, for the operational management;
- Take responsibility for building and maintaining an effective Board, in particular, ensuring that the performance of individual members of the Board and its committees is evaluated annually;
- Ensure that the performance of the Chief Executive and the Executive Directors are monitored by the Board and that a strong management succession is at all times developed and plans therefore are in place;
- Be the principal public face representing Barking & Dagenham Trading Partnership Ltd. to private/public sector partners, with the media and at public events, instilling confidence in and promoting effective relations with the wider public - especially local communities around the Barking and Dagenham area.

Person Specification

In your written application, please give evidence of proven experience in response to as many of the criteria listed in "Part One" of the Person Specification as possible.

These responses will be further developed and discussed with those candidates invited for interview, together with the other criteria listed in "Part Two".

It is expected that the successful candidate will be able to demonstrate a strong record across a broad range of the criteria in both Part One and Part Two:

The candidate will have the skills, analytical mind and judgement to contribute effectively to Board discussions and have the interpersonal skills to engage effectively with a wide cross section of people and organisations.

Part One - Key Experience

1. A proven track record of organisational leadership and management at the highest corporate level, providing strong strategic direction and demonstrating an understanding of business needs;
2. Proven track record of success in leading in delivering the objectives of complex organisations and major projects;
3. Proven commercial acumen backed by a track record of success in the private sector;
4. Proven track record of success in having operated effectively, and with ease, at the highest corporate/public levels;
5. Proven track record of success in influencing decision making and developing high quality thinking in the delivery of similar services;
6. Proven track record of success in building and motivating senior teams to deliver a clear strategic vision;
7. Proven track record of success in strong financial management;
8. Proven track record of success working in highly political environments;
9. Proven track record of success in chairing boards/committees in a high-profile role/s;
10. Proven track record of success in communicating and working effectively in co-operation with a wide range of stakeholders, encouraging the strong involvement of economic, social and environmental representatives.

Part Two

Abilities, Skills and Knowledge

1. Strong vision and capacity to lead and represent Barking & Dagenham Trading Partnership Ltd., giving a clear sense of overall strategic direction and purpose;
2. An ability to present well-ordered arguments;
3. An ability to inspire the delivery of results and outcomes in highly complex political environments;
4. A well-respected champion of a sector or industry;
5. An ability to effectively operate at all levels, including working with diverse local communities;
6. Has an understanding of public sector governance, standards of public life and the need to ensure Company spend is subject to strong Board scrutiny and meets the Company's objectives.

Personal Style and Behaviour

1. Strong leadership;
2. Entrepreneurialism;
3. Excellent ambassadorial qualities;
4. Credibility with both public and private sectors;
5. Clear strategic and creative thinker;
6. Collaborative in style & a team player, ready to work with partners across sectors to strengthen the impact of the economic strategy;
7. Demonstrates probity & integrity;
8. Public service values;
9. Energy & focus;
10. A deep commitment to community and economic development in Barking and Dagenham and the wider region;
11. A strong personal commitment to what they do and to the delivery of objectives.

Role Description

Chief Executive

The CEO of Barking & Dagenham Trading Partnership Ltd. will ensure the delivery of key strategies in relation to the business plan and provide strategic leadership, direction and vision for the Board and the Senior Management Board.

The role is to provide strategic direction in the context of a changing market and to direct the development and growth of new commercial services to communities which focus on choice and control for service users/customers.

Principal Accountabilities

- To ensure the delivery of the business objectives of Barking & Dagenham Trading Partnership Ltd. through the development and implementation of the strategy and business plan; and to contribute to and engender efficient professional relationships with the Board;
- To lead, manage and direct the Barking & Dagenham Trading Partnership Management Board and undertake performance reviews and instigate development initiatives for individuals as appropriate;
- Provide effective strategic and inspirational leadership to Barking & Dagenham Trading Partnership as an organisation and to employees;
- To ensure the Barking & Dagenham Trading Partnership budget is delivered by monitoring progress and taking such action as is necessary to achieve targets;
- To provide information of the performance of the company to the Non-Executive Board and keep them informed of the developments and changes within the Company;
- Represent Barking & Dagenham Trading Partnership to stakeholders, shareholders, partner organisations, Barking and Dagenham Borough citizens and service users;
- To initiate and develop relationships with other providers in order to take advantage of opportunities to set up services in partnership with other leading organisations that will be of benefit to the Barking and Dagenham people;
- Seek opportunities to develop the business outside of the main contract with the London Borough of Barking and Dagenham.

Person Specification

In your written application, please give evidence of proven experience in response to as many of the criteria listed in "Part One" of the Person Specification as possible.

These responses will be further developed and discussed with those candidates invited for interview, together with the other criteria listed in "Part Two".

It is expected that the successful candidate will be able to demonstrate a strong record across a broad range of the criteria in both Part One and Part Two.

Part One: Essential Experience

1. Experience of high-level business sector activity in leading an organisation (public/private/voluntary sector) delivering a complex range of activities with a significant budget and of comparable complexity;
2. Significant management experience in: the investment and delivery of community services such as repairs and maintenance; people management; resource planning and management; programme/project management; quality assurance and customer care;
3. Track record of business development in a people service environment;
4. Evidence of maintaining and applying up to date knowledge of current thinking and developments within the context of maintenance and repairs and/or catering and cleaning;
5. Evidence of successfully engaging with commissioners and with stakeholders to develop and maintain successful commercial relationships;
6. Track record of successful management of change delivered within a collaborative stakeholder environment and for developing policy and enhancing service provision;
7. Evidence of excellent communication skills and proven ability to be an effective advocate and to influence stakeholder opinion;
8. Experience of commercial management, strategic vision and experience of decision making in a complex environment;
9. Track record of managing complex financial budgets;
10. Demonstrable willingness to develop an active interest in the social investment of Barking and Dagenham, with an appreciation of the wider business and community interests in the area.

Part Two: Knowledge, Skills and Abilities

1. Educated to Degree level or equivalent, or appropriate professional qualification.
2. The ability to work effectively as part of a leadership team and take the lead in the corporate decision making process.
3. Ability to work with complex statistical, financial and performance information.

4. Ability to lead, inspire and demonstrate commitment to achieve service development and improve quality.
5. An understanding of and track record in risk management.
6. Effective communication skills and the ability to act as an advocate and champion of the business.
7. Knowledge of and credibility within government and other public agencies.

Personal Style and Behaviour

1. A respected individual with a track record of delivery.
2. Leads by example, inclusive rather than exclusive, and prepared to share expertise, know-how and skills.
3. Commitment to values; and organisational governance.
4. Commitment to and understanding of diversity and equality.
5. Sets challenging but achievable targets.
6. Demands high performance of self and colleagues, working positively and effectively.
7. Works collaboratively and builds relationships with customers to establish the key issues and anticipate requirements.
8. Develops methods of empowering customers to enable choice and influence service improvements.
9. Acts as a customer champion across the organisation and with partner organisations.
10. Looks to the future, is able to see links and opportunities that others might miss.
11. Identifies, leads and manages change which furthers the long-term goals and vision of Barking & Dagenham Trading Partnership.
12. Uses new approaches, theory and technologies to develop innovative service solutions.
13. Applies concepts and learning from outside own field/environment, looking ahead over the long-term to deliver improvements and avoid problems.
14. Acts as a champion and role model, putting the organisations needs first and upholding goals and decisions, even when it is difficult to do so.
15. Identifies and develops cross-functional working and long-term partnerships to enable the organisation to meet its goals.
16. Supports others to work together to develop solutions, avoiding blaming others when things go wrong.
17. Creates and communicates a compelling, consistent vision that generates excitement and commitment at all levels of the organisation.

Role Description

Non-Executive Board Member

Purpose:

The successful non-executive director appointees will be expected to fulfil all the generic requirements of non-executive directors in relation to good corporate governance.

The appointees will need to become well informed about the business, the environment in which it operates and the issues it faces. They will need to question constructively, challenge where necessary and decide objectively in the best interests of the company. All the non-executive directors are expected to bring an independent and broad view on corporate issues, help ensure there are adequate systems to safeguard the interests of the company and see that shareholders are provided with sufficient and timely information.

Principal Accountabilities

As a member of the Board and under the Chair's leadership, you will:

- Contribute to the strategic direction of the company, participating in Board decisions, setting overall policy and representing the company and its members with national, regional and local stakeholders;
- Ensure effective delivery of an agreed programme of interventions through the company's executive staff and in partnership with other stakeholders. In particular, ensure an effective business plan is prepared, agreed and implemented by the Company in line with funder requirements;
- Ensure effective planning, management and financial control procedures are in place in the company and that the company complies with all relevant legal and statutory requirements;
- Ensure that the activities of the company are communicated effectively to key stakeholders;
- Scrutinise the performance of management in meeting agreed goals and objectives, receiving and reviewing performance data and information to compare achievements against targets and, where necessary, support the implementation of remedial action;
- Ensure that financial information is accurate and that financial controls and systems of risk management are robust and defensible;
- Support and constructively challenge the Company Board, including the Chairman and Chief Executive, to ensure the Board conforms to the highest standards of Corporate and Information Governance, acts in the interest of the community and stakeholders it serves and is seen to be accountable for the services provided and the resources deployed;
- Provide general counsel and specific advice based on your particular knowledge and expertise;
- Take responsibility for own personal development and contribution.

Person Specification:

In your written application, please give evidence of proven experience in response to as many of the criteria listed in "Part One" of the Person Specification as possible.

These responses will be further developed and discussed with those candidates invited for interview, together with the other criteria listed in "Part Two".

It is expected that the successful candidate will be able to demonstrate a strong record across a broad range of the criteria in both Part One and Part Two:

Part One: Essential Experience

1. Experience of high-level business sector activity;
2. Experience of contributing to the delivery of complex programmes of comparable complexity;
3. Track record of managing complex development financial budgets;
4. Strategic vision and experience of decision making in a complex environment;
5. Board-level experience of the leadership of an organisation working in a complex operating environment;
6. The ability to work effectively as part of a leadership team and take the lead in the corporate decision making process;
7. Demonstrable willingness to develop an active interest in the physical, economic and social regeneration of Barking and Dagenham, with an appreciation of the wider business and community interests in the area;
8. An understanding of public policy in relation to community service provision, regeneration and economic development;
9. Experience of leadership of an organisation delivering a complex range of activities.

Part Two: Knowledge, Skills and Abilities

1. Knowledge of business sectors important to the development of Barking and Dagenham is desirable;
2. Understanding of economic inclusion;
3. Effective communication skills and the ability to act as an advocate and champion of Barking and Dagenham on the national and potentially international stage;
4. Knowledge of and credibility within government and other public agencies;

Personal Style and Behaviour

1. A respected individual with a track record of delivery;
2. A credible and persuasive leader for Barking & Dagenham Trading Partnership Ltd;

3. Articulate, dynamic, energetic and delivery focused;
4. Able to translate broad objectives into delivering real outcomes;
5. Self - motivation, commitment and enthusiasm, relentless, in the pursuit of delivering results;
6. Leads by example, inclusive rather than exclusive, and prepared to share expertise, know how and skills;
7. A highly presentable and persuasive communicator at this level.

Indicative Timetable

(Please note that these dates are only indicative at this stage and could be subject to change).

Advert closing date **Wednesday 6th September 2017**

Chair

First Stage Interviews **w/c 17th September 2017**
Final Panel Interviews **w/c 25th September 2017**

Chief Executive

First Stage Interviews **w/c 2nd October 2017**
Final Panel Interviews **w/c 16th October 2017**

Board Members

First Stage Interviews **w/c 9th October 2017**
Final Panel Interviews **w/c 30th October 2017**

How to Apply

Ref Number:	Chair	(LBOBD001)
	Chief Executive	(LBOBD002)
	Non-Executive Director	(LBOBD003)

If you wish to apply, please supply the following documentation:

- > A **comprehensive CV** setting out your career history, with responsibilities and achievements;
- > A **supporting statement** that fully addresses the criteria in **Part One** of the person specification;
- > Please also state details of **two referees** together with a brief statement of the capacity in which, and the length of time for which, they have known you (referees will not be contacted before final interviews without your express permission). The successful candidate will be subject to final references and security clearance before an appointment can be formally offered;

It is essential in your written application that you provide as full an answer as possible to the criteria being answered to ensure your application covers all the relevant experience that the selection panel will be looking for in the sift process.

If you wish to receive a hard copy of the information content, or in an alternative format e.g. Audio, Braille or large font then please contact Kelly Rooke on +44 (0)20 3137 3449 or by e-mailing her at Kelly.rooke@rockpools.com

If you cannot apply online, please post applications to:

**Kelly Rooke
Coventry Techno Centre
Coventry University Technology Park
Puma Way
Coventry
CV1 2TT
United Kingdom**

For an informal and confidential discussion, please call our advising consultants at Rockpools:

David Thomas on 07967 172902, Janice Dean on 07793 606015 or Balvinder Sangha on 07739 508312.

Rockpools will, of course, respect the privacy of any conversations regarding these key roles.