



Meeting called at short notice, under the provisions of Access to Information Procedure Rule 4.1

## EMPLOYMENT COMMITTEE

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Meeting to be held in Civic Hall, Leeds on  
Friday, 23rd September, 2016 at 1.15 pm

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### MEMBERSHIP

#### Councillors

B Cleasby

J Dowson

H Hayden

A Lamb

J Lewis

L Mulherin

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Agenda compiled by:  
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# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>ELECTION OF CHAIR</b></p> <p>To elect a Chair for the duration of the meeting.</p>	
2			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)</p>	
3			<p><b>EXCLUSION OF PUBLIC</b></p> <p>To resolve that the public be excluded from the meeting under the terms of Access to Information Procedure Rule 10.4(1) and (2) and on the grounds that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the need to maintain the competitive nature of the interview process and to retain information submitted by individual applicants in confidence, as disclosure could undermine the process, future appointment processes, or the outcome on this occasion to the detriment of the Council's and public interest.</p>	
4			<p><b>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</b></p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
5			<p><b>APOLOGIES</b></p> <p>To receive any apologies for absence from the meeting.</p>	
6		10.4(1, 2) (Appendix 3 only)	<p><b>APPOINTMENT OF ACTING DIRECTOR OF CHILDREN'S SERVICES</b></p> <p>To consider the report of the Chief Officer HR which outlines the process for the recruitment to the position of Acting Director of Children's Services.</p> <p>(Please note that Appendix 3 to this report is designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4 (1) and (2)).</p> <p><b>THIRD PARTY RECORDING</b></p> <p>Recording of those parts of this meeting which are open to the public is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts named on the front of this agenda.</p> <p>Use of Recordings by Third Parties– code of practice</p> <p>a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.</p> <p>b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.</p>	1 - 18

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**Report of** *Chief HR Officer*

**Report to** *Employment Committee*

**Date:** *23 September 2016*

**Subject:** *Appointment of Director, Children's Services (Acting)*

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix 3 is exempt under rule (10.4 (1) & (2))	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

## Summary of main issues

### **This report outlines the background to the recruitment to the Director in Children's Services on an Acting basis**

The role of Director Children's Services is a statutory role within the Council. It is covered by Sections 18(7) (Director of Children's Services) and 19(2) (Lead Member for Children's Services) of the Children Act 2004. This means that local authorities must have regard to it and, if they decide to depart from it, they will need to have clear reasons for doing so.

The current Director of Children's Service will be leaving the post on 30<sup>th</sup> September.

This report proposes that an appointment is made on an acting basis with recruitment on a permanent basis to take place in 2017. The report outlines the recruitment stages for the post.

## Recommendations

The Employment Committee is asked to agree the following:

- 6.1.1 Agree to the recruitment of the post of Director, Children's Services on an acting basis;
- 6.1.2 Consider applications for this post.

## **1 Purpose of this report**

- 1.1 This report outlines the reasons for the recruitment to the post of Director of Children's Services which will become vacant on 1<sup>st</sup> October, 2016.

## **2 Background information**

- 2.1 Leeds is committed to putting children and young people at the heart of the future growth strategy of the city, and the role of the Director of Children's Services is critical to this ambition.
- 2.2 The authority is presently well positioned to achieve this aspiration with a Good Ofsted Inspection in 2015 which judged its Leadership to be outstanding.
- 2.3 The Director of Children's Services (DCS) along with Lead Member Children's Services (LMCS) are appointed for the purposes of discharging the education and children's social services functions of the local authority. The functions for which the DCS is responsible are set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care services in their area and all children looked after by the local authority or in custody (regardless of where they are placed).

## **3 Main issues**

- 3.1 Leeds has the ambition to be the best city in the UK and aims to be a Child Friendly City. Its ambition, priorities and strategy are outlined in its Children and Young People's Plan.
- 3.2 The Director of Children's Services role is critical to the delivery of this plan. As a local authority, Leeds must ensure that there is both a single officer and a single elected member each responsible for both education and children's social care. The DCS and LMCS should each have an integrated children's services brief, ensuring that the safety and the educational, social and emotional needs of children and young people are central to the local vision. Between these two roles, the DCS and LMCS provide a clear and unambiguous line of local accountability.
- 3.3 The DCS has professional responsibility for children's services, including operational matters; the LMCS has political responsibility for children's services. The DCS along with other key partners has a key leadership role both within the local authority and working with other local agencies to improve outcomes for children and young people.
- 3.4 The Director post will become vacant on 1st October 2016. In reviewing the options and the current capacity with the Authority, it has been decided to fill the role on an acting basis from with the authority pending a permanent recruitment exercise in 2017.
- 3.5 The post has been advertised throughout the Authority's Best Council Leadership requesting expressions of interest.

- 3.5 The Job Description for the post has been attached (Appendix 1).
- 3.6 The recruitment process is being coordinated by Human Resources. The post advert and the job description are attached as Appendix 1. The process identifies the following steps:
- a. Closing date for expressions of interest in the role was 22<sup>th</sup> August 2016 with an Employment Committee now proposed for 23<sup>rd</sup> September 2016.

The one 'expression of interest' application is attached to the Employment Committee report (Appendix 3 – Exempt from publication)

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The proposals contained in this report have been consulted with the leadership of the Council and with key partners.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 This post has had an equality impact assessment. (Appendix 2)

### **4.3 Council policies and the Best Council Plan**

- 4.3.1 This post will make a significant contribution to the Council's ambition to be a Child Friendly City and the Children's and Young People in the City.

### **4.4 Resources and value for money**

- 4.4.1 The post is an established, statutory post within the budget provision for 2016/17.

### **4.5 Legal Implications, Access to Information and Call In**

- 4.5.2 This post is a Member appointment given its reporting lines and will be recruited to in accordance with Officer Employment Procedure Rules.
- 4.5.3 The candidate information in the report is exempt from publication. Appendix III attached to this report relates to the personal details of Council employees applying for employment within the authority.

It is considered that since this information relates to the personal details of Council Employees it is not in the public interest to disclose this information at this point in time.

Also it is considered that the release of such information would or would be likely to prejudice the Council's ability to recruit effectively to similar posts in the future

It is therefore considered that this element (Appendix 3) of the report should be treated as exempt from publication under Rule 10.4.(1) and (2) of the Access to Information Procedure Rules.

## **4.6 Risk Management**

- 4.6.1 The Council has clear statutory responsibilities for Children Services outcomes and attainment in the City and a failure to recruit to this post will impact on its ability to fulfil these responsibilities.

## **5 Conclusions**

- 5.1 Members of the Employment Committee are to agree the content of this report

## **6 Recommendations**

- 6.1 The Employment Committee is asked to agree the following:
  - 6.1.1 Agree to the recruitment of the Director, Children's Services on an Acting basis;
  - 6.1.2 Consider applications for this post.

## **7 Background documents<sup>1</sup>**

- 7.1 N/A

## **Appendixes for the report**

Appendix 1 Job description and Advert

Appendix 2 Equality Screening report

Appendix 3 Expressions of Interest from Shortlisted candidates (Exempt from publication under the provisions of Access to Information Procedure Rule 10.4(1) and (2))

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



**Appendix 1a –Director of Children’s Services (Acting)**

**Best Council Leadership Team Flyer**

**From:** Riordan, Tom  
**Sent:** 09 August 2016 15:04  
**To:** Best Council Leadership Team  
**Subject:** Acting Director of Children's Services

Dear Colleague

Further to my email dated 2 August 2016, regarding the retirement of Nigel Richardson on the 30 September 2016.

Nigel is taking voluntary early retirement and while it is not appropriate to delete the post of Director of Children’s Services due to its statutory role, we will be taking the opportunity to review the leadership structure that was put in place five years ago to meet the challenges in the service at that time. The review will deliver significant financial savings and contribute to the budgetary challenges the council faces.

At this stage we would like to invite internal applications for the interim Director of Children’s Services. We have attached the existing job description for your reference.

Should you be interested in this role can you please submit an expression of interest (no longer than 2 sides) to Lorraine Hallam Chief Officer HR by no later than 5.00 pm Monday 22 August 2016. The appointment is subject to an Employment Committee decision and arrangements are being made for a date and time.

Best wishes

Tom

Tom Riordan  
Chief Executive  
Leeds City Council  
Tel: 0113 2474554  
Fax: 0113 2474870  
[tom.riordan@leeds.gov.uk](mailto:tom.riordan@leeds.gov.uk)  
[www.leeds.gov.uk](http://www.leeds.gov.uk)  
[twitter.com/tomriordan](https://twitter.com/tomriordan)

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## **JOB DESCRIPTION – Director of Children’s Services**

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Job Title:	Director of Children’s Services
Responsible to:	Chief Executive
Responsible for:	Children’s Services

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### **PURPOSE OF JOB**

The Director of Children’s Services (DCS) will champion the needs and aspirations of all children and young people and their families across the city.

This will be done through;

- Effective and strong leadership which harnesses the capacity and capability to deliver improved outcomes across the city.
  - The provision of strong and effective partnership and organisational arrangements that provide a focus on the priority needs of children and young people across the city.
  - Maximising the use and accessibility of resources by breaking down traditional boundaries and working closely with all partners to create a model of service provision that is needs-led, rather than built around professional boundaries.
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### **SPECIFIC DUTIES AND RESPONSIBILITIES**

1. The Role holds the statutory responsibilities of the Director of Children’s Services as defined by the Department for Children Schools and Families.
2. Take the strategic lead in the creation and development of a children’s services directorate that seeks to deliver on our ambition for all children in Leeds to be happy, healthy, safe, successful and free from the effects of poverty.
3. To lead the development, promotion and delivery of effective partnership arrangements that engage with all of the key partners and agencies in delivering our ambitions for children and young people.
4. Instigate a city-wide focus on prevention and early intervention across children’s services, through building and maintaining progressive delivery partnerships.

5. Maximise the outcomes delivered for all children and young people through developing integrated commissioning arrangements that recognise the cultural demography of the city and respond to changing need.
6. Provide the necessary strategic leadership for the development, maintenance and implementation of an integrated Children's and Young People's Plan (CYPP) that is ambitious and provides clear and measurable milestones to achieve improved outcomes for children and young people.
7. Build a strong relationship with the Lead Executive Member for Children's Services that enables him / her to fulfil their political leadership role.
8. Support the Council's Executive and Scrutiny by acting as principal advisor on all aspects of strategy and service provision for children and young people.
9. Provide clear leadership to the children's services workforce that enables their development and provides a framework within which first class performance is the norm and innovation is a fundamental part of the culture.
10. To actively support and advocate the voice of children, young people and families at the heart of decision making.
11. Contribute to the corporate leadership and management of the Local Authority as a whole, leading, planning and delivering the Council's corporate strategic priorities.
12. Ensure that the Council's overall vision and strategy has an appropriate focus on improving outcomes for children and young people and that senior officers understand their corporate role in delivering improved outcomes for the children and young people of Leeds.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

## **PERSON SPECIFICATION – Director of Children’s Services**

### **Guidance Note**

It is essential that in your written application / CV you give evidence of examples of proven experience in each of the following selection criteria listed in Section 1 of the person specification. These responses will be developed further along with the criteria under Sections 2 & 3 with those candidates invited for initial interview.

### **Section 1 – Experience**

1. Demonstrate credibility in a senior leadership position working collaboratively to lead and embed a performance management culture which delivers high quality outcomes.
2. A proven track record of leading colleagues to achieve significant sustainable service improvements and outstanding results in a diverse environment.
3. Evidence of success in leading on major transformational change, developing a high performance culture which puts customers first, delivers high quality outcomes and values colleagues.
4. Evidence of being able to exercise good judgement in decision making.
5. Extensive experience of operating successfully at a strategic and corporate management level, with a proven track record in the development of corporate objectives, policies and strategies.
6. Evidence of leading, shaping and influencing cutting edge thinking and innovative practice.
7. Evidence of forging and driving successful partnerships arrangements with a wide range of internal and external bodies to successfully deliver cross-sector projects and quality outcomes.
8. Evidence of success in building and enhancing the reputation of an organisation, locally and nationally with external bodies, the community and the media.
9. Experience of working successfully within a political context and governance framework.
10. Experience of productive collaborative, working at a senior level and having confidence and perspective to facilitate open and honest relationships with elected Members.
11. Demonstrate experience and commitment to the engagement of children, young people and families in decision making processes.
12. Experience of successful strategic and operational resource management, including the evaluation of competing priorities and the application of rigorous monitoring and control arrangements.
13. Experience of managing resources to achieve improvements and excellence within financial and budgetary constraints, including the management of pooled budgets.
14. A record of promoting and delivering positive solutions to achieve diversity, equality of opportunity and prevent discrimination.

15 Experience of developing and managing a transparent framework for compliance with national, regional and local requirements.

### **Section 2 – Ability, Skills and Knowledge**

1. Ability to work successfully with a wide range of stakeholders to develop, communicate and gain ownership of a shared vision and direction.
2. Ability to lead and motivate others through difficult times and periods of significant change.
3. Ability to work collaboratively with partners and colleagues whilst also being able to exercise judgement where strong decisive decision making is required.
4. Understanding, developing and sustaining a culture that meets the needs of and engages with a range of diverse communities and staff.
5. Ability to promote the council, its reputation and status at a local, regional and national level.
6. Understanding of and sensitivity to working successfully within a political context and governance framework.
7. Ability to develop and maintain constructive relationships with elected Members, giving timely and appropriate advice and influencing policy in a variety of forums.
8. Able to develop practical and creative solutions to service and corporate problems.
9. An understanding of the principles of the participation of children, young people and families and an ability to communicate effectively with children, young people and families.
10. Understanding and application of risk management and health and safety principles and requirements.
11. Understanding of the legal, financial and political workings of local government and current best practice on tackling the kind of challenges that face local government services.
12. Maintain and apply an up-to-date knowledge of current thinking and developments within their professional area with an ability to maximise their contribution by having a broader outlook than their own profession.

### **Section 3 – Personal Qualities**

1. Strategic thinking with a strong corporate orientation balanced with operational responsibility and accountability.
2. Develops trust with an engaging, collaborative and inclusive way of working;
3. Communicates effectively using straightforward language adapting style as appropriate to ensure engagement by others.

4. Highly developed networking, partnership, advocacy, influencing, negotiating and presentation skills.
5. High degree of personal integrity with commitment to fairness, equality and diversity.
6. Commitment to the organisation, being an ambassador and representative of the city and the council.
7. Diplomatic, approachable and respectful, being open, honest and responsive.
8. Seeking agreement and consensus, but prepared to constructively challenge.
9. Resolving problems creatively, pragmatically and flexibly.
10. Commitment to a collaborative style of working.
11. Able to make strong, decisive and informed decisions.
12. Commitment to fairness and equality and sensitivity to diverse service users.
13. Professional integrity, commitment to maintaining and sharing own knowledge.

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# Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

<b>Directorate: Children' Services</b>	<b>Service area: Directorate</b>
<b>Lead person: Tom Riordan</b>	<b>Contact number: 0113 2474554</b>

## 1. Title: Appointment to Director Children's Services (Acting)

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify – Employment Appointment

## 2. Please provide a brief description of what you are screening

The proposal and recruitment to the post of Director Children's Services (Acting)

### 3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		X
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?		X
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> <li>• Eliminating unlawful discrimination, victimisation and harassment</li> <li>• Advancing equality of opportunity</li> <li>• Fostering good relations</li> </ul>	X	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

#### 4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

The Job Description and Person Specification for this post give clear expectations of this role. The post is a statutory role within the Authority. The recruitment process will be member lead and test and explore the commitment in relation to a number of equality areas in delivering the aspiration to be a Child Friendly City

The post itself will play a leadership and statutory role within in the city working with existing well established frameworks and settings and have the opportunity to further enhance our commitments to better, fairer outcomes to users of Leeds services.

- **Key findings**

The appointment of a strong candidate will enhance better equality outcomes through the effective fulfilling the functions of this role.

- **Actions**

The impact and assessment of this post will be managed through the Council's existing management, performance reporting and appraisal processes

**5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.**

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

**6. Governance, ownership and approval**

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Alex Watson	Head of HR	8 <sup>th</sup> September 2016
<b>Date screening completed</b> 8 <sup>th</sup> September 2016		

**7. Publishing**

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk) for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to <b>Governance Services</b>	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent:
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent:

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