



EMPLOYMENT COMMITTEE

**Meeting to be held in Civic Hall, Leeds on
Thursday, 4th January, 2018 at 10.00 am**

MEMBERSHIP

Councillors

R Downes
H Hayden
J Heselwood
P Latty
L Mulherin
J Pryor

**Agenda compiled by:
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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			ELECTION OF CHAIR To elect a Chair for the duration of the meeting.	
2			APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS 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) (*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)	
3			EXCLUSION OF PUBLIC 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.	
4			DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS 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.	
5			APOLOGIES FOR ABSENCE To receive any apologies for absence (If any)	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
6			<p>GOVERNANCE ARRANGEMENTS REGARDING RECRUITMENT TO THE POSITION OF DEPUTY DIRECTOR (SAFEGUARDING AND TARGETED SERVICES), CHILDRENS AND FAMILIES</p> <p>To receive a report of the City Solicitor which provides an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for the recruitment to the position of Deputy Director (Safeguarding and Targeted Services), Childrens and Families.</p> <p>(Report attached)</p>	1 - 12
7		10.4(1, 2)	<p>APPOINTMENT OF DEPUTY DIRECTOR (SAFEGUARDING AND TARGETED SERVICES), CHILDRENS AND FAMILIES</p> <p>To receive the report of the Chief Officer (HR) which presents a proposal to appoint to the position of Deputy Director (Safeguarding and Targeted Services), Childrens and Families.</p> <p>(Report attached)</p>	13 - 58

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p>THIRD PARTY RECORDING</p> <p>Recording of this meeting 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> <ul style="list-style-type: none"> 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. 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. 	

Report of the City Solicitor

Report to the Employment Committee

Date: 4th January 2018

Subject: Governance Arrangements Regarding Recruitment to the Position of Deputy Director (Safeguarding and Targeted Services), Childrens and Families

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

1 Purpose of this report

- 1.1 The Employment Committee has been established by full council to 'appoint or dismiss or take disciplinary action against' those senior officers, as defined within the Officer Employment Procedure Rules and the Committee's Terms of Reference.
- 1.2 The purpose of this report is to provide Members with an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for the recruitment to the post of Director of Children and Families.

2 Main issues

- 2.1 Quorum and Membership – The Constitution requires that the membership of an Employment Committee be a minimum of 3 and must include one member of the Executive. Agreement has been reached for the membership of this Employment Committee to be 6, with members being appointed in the following proportions:

Labour	Conservative	Liberal Democratic
4	1	1

- 2.2 Members are asked to also note that the quorum for an Employment Committee is 2 Members, including 1 Member of the Executive Board.
- 2.3 Meeting Adjournments This recruitment exercise will require two distinct sessions; including one session for a short listing exercise (4th January 2018) and a formal interview session (1st February 2018). The Employment Committee meeting will be formally adjourned at the conclusion of the first session and then reconvened at the commencement of the next. Interim minutes will be produced at the end of the first stage and a final minute published at the conclusion of the recruitment exercise.
- 2.4 Exempt information The Council's Access to Information Procedure Rules allow for a Committee to resolve to exclude the public and press from those parts of the meeting where it is likely that in view of the nature of the business to be transacted, confidential or 'exempt' information will be disclosed and that the Committee deems that maintaining the exemption outweighs the public interest in disclosing the information. Given the nature of the information being considered as part of this recruitment exercise it will be necessary for the committee to consider making such a resolution prior to considering the information contained within agenda item 7.
- 2.5 Officer Employment Procedure Rules Attached at Appendix A are the Officer Employment Procedure Rule, the committee must conduct proceedings and make decisions in accordance with these rules.

3 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 The necessary consultation has been undertaken with relevant legal officers upon the decision making processes, as outlined within this report.
- 3.1.2 At the commencement of each Employment Committee cycle, the relevant Group Whips are consulted upon the membership arrangements for that Committee.

3.2 Equality and Diversity / Cohesion and Integration

- 3.2.1 No implications

3.3 Council policies and City Priorities

- 3.3.1 The aim of this report, which is to ensure consistency and transparency of decision making throughout each Employment Committee recruitment process supports the ambition to be "The Best City and Best Council" and is consistent with Council values.

3.4 Resources and value for money

- 3.4.1 No implications

3.5 Legal Implications, Access to Information and Call In

- 3.5.1 The aim of this report is to inform Members of the Constitutional and legal requirements are met as part of the Employment Committee decision making process.
- 3.5.2 The Council's Access to Information Procedure Rules allow for a Committee to resolve to exclude the public and press from those parts of the meeting where it is likely that in view of the nature of the business to be transacted, confidential or 'exempt' information will be disclosed and that the Committee deems that maintaining the exemption outweighs the public interest in disclosing the information. Given the nature of the matters considered by Employment Committee, this report provides Members with background and guidance on the consideration and disclosure of exempt and confidential information.
- 3.5.3 The report is not subject to Call In.

3.6 Risk Management

- 3.6.1 The purpose of this report is to minimise any risks around the Committee's decision making processes and to ensure that the Committee's decisions are taken in line with all Constitutional and legal requirements.

4 Conclusions

- 4.1 This report provides Members with an overview of the governance arrangements and format for the Employment Committee.

5 Recommendations

The Committee is recommended to note:-

- (i) The governance arrangements and format relating to the Employment Committee;
- (ii) The Council's requirements regarding the consideration and disclosure of confidential and 'exempt' information,

6 Background documents¹

- 6.1 None

¹ 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.

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OFFICER EMPLOYMENT PROCEDURE RULES

1.0 RECRUITMENT AND APPOINTMENT

1.1 Declarations

- (a) The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing Councillor or officer of the Council, or of the partner of such persons. A candidate who fails to declare such relationship will be automatically disqualified from such appointment with immediate effect.
- (b) No candidate so related to a Councillor or an officer will be appointed without the authority of the relevant Director or an officer nominated by him/her for that purpose.
- (c) Every Member and senior officer of the Council shall disclose to the relevant Director any relationship known to that person to exist with a candidate for any appointment. It shall be the duty of the relevant Director to report to the Council or to the appropriate Committee or Sub-Committee including any Member or officer to whom power has been delegated to make an appointment, any such disclosure made by a candidate, Member, or senior officer.
- (d) Directors shall record in a book to be kept for the purpose particulars of such disclosure made under this Rule.
- (e) Where relationship to a Member of the Council is disclosed, that Member shall withdraw from the meeting while the appointment is under consideration.

1.2 Seeking support for appointment

- (a) The Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.
- (b) No Councillor will seek support for any person for any appointment with the Council.

1.3 Equal Opportunities

The Council will not unlawfully discriminate in the recruitment and appointment of officers and all appointments shall be made on merit.

2.0 RECRUITMENT OF HEAD OF PAID SERVICE AND DIRECTORS

- 2.1 Where the Council proposes to appoint a Head of Paid Service or a Director¹ the Council will:
- (a) draw up a statement specifying:
 - (i) the duties of the officer concerned; and
 - (ii) any qualifications or qualities to be sought in the person to be appointed;
 - (b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified for it; and
 - (c) make arrangements for a copy of the statement mentioned in paragraph (a) to be sent to any person on request.
- 2.2 Where a post has been advertised as provided in Rule 2.1, the authority shall:-
- (a) interview all qualified applicants for the post, or
 - (b) select a shortlist of such qualified applicants and interview those included on the shortlist.
 - (c) Members of the Executive will be given the names of those candidates to be interviewed.
- 2.3 Where no qualified person has applied, the authority shall make further arrangements for advertisement in accordance with Rule 2.1(b).

¹ "Directors" for the purpose of paragraph 4.1 and "Director" for the purposes of paragraphs 2.1, 4.2 to 4.2.5 and 7.3 and 7.4 shall mean any officer(s) referred to in sub-paragraph (b), (c), or (d) of paragraph 3 of Part II of Schedule 1 of the Local Authorities (Standing Orders)(England) Regulations 2001, namely:

- , those named as Directors in the Council structure and any other officers who are required to report directly to, or who are directly accountable to, the Chief Executive in relation to most or all of the duties of their posts; and
- any officer who is required to report directly to, or is directly accountable to, any officer included within the immediately preceding paragraph in relation to all or most of the duties of their post.

3.0 APPOINTMENT OF HEAD OF PAID SERVICE

- 3.1 Following a recommendation of the Employment Committee that a particular candidate should be appointed to the post of Head of Paid Service, the Proper Officer shall notify every member of the Executive of the following:
 - 3.1.1 The name of the person to whom the Employment Committee recommends that the post be offered;
 - 3.1.2 Any other particulars relevant to the appointment which the Employment Committee has notified to the Proper Officer²;
 - 3.1.3 The period within which any objection to the making of the offer is to be notified to the Proper Officer. The standard period will be 3 working days, but may be shortened by the Chair of the Employment Committee where necessary for the proper discharge of the Authority's functions, subject to a minimum period of 24 hours.
- 3.2 The full Council may only make an offer of appointment to the post of Head of Paid Service to the person recommended by the Employment Committee provided that:
 - 3.2.1 The Proper Officer has, within the period specified in the notice under paragraph 3.1.3, notified the full Council that each member of the Executive has stated that they do not have any objection to the making of the offer; or
 - 3.2.2 The Proper Officer has notified the full Council that no objection was received by him from any member of the Executive within the specified period; or
 - 3.2.3 The full Council is satisfied that any objection which has been received from any member of the Executive within the specified period is not material and/or is not well-founded or does not outweigh the other factors taken into consideration by the Employment Committee³.

² It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes, for example: the identity of the proposed appointee's latest two employers/host organisations, the posts or offices held and the duration of employment/office holding in each case.

³ It will be a matter for the full Council to determine in each case whether any particular objection is material and/or well-founded, having regard to the relevance of any such objection to the suitability of the particular candidate for that particular role, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

4.0 APPOINTMENT OF DIRECTORS

- 4.1 The Employment Committee will appoint Directors.
- 4.2 Before the Employment Committee makes an offer of appointment to the post of Director, the Proper Officer shall notify every member of the Executive of the following:
 - 4.2.1 The name of the person to whom the Employment Committee intends to offer the post;
 - 4.2.2 Any other particulars relevant to the appointment which the Employment Committee has notified to the Proper Officer⁴;
 - 4.2.3 The period within which any objection to the making of the offer is to be notified to the Proper Officer. The standard period will be 3 working days, but may be shortened by the Chair of the Employment Committee where necessary for the proper discharge of the Authority's functions, subject to a minimum period of 24 hours.
 - 4.2.4 The Employment Committee may only make the offer of appointment provided that:
 - 4.2.5 The Proper Officer has, within the period specified in the notice under paragraph 4.2.3, notified the Employment Committee that each member of the Executive has stated that they do not have any objection to the making of the offer; or
 - 4.2.6 The Proper Officer has notified the Employment Committee that no objection was received by him from any member of the Executive within the specified period; or
 - 4.2.7 The Employment Committee is satisfied that any objection which has been received from any member of the Executive within the specified period is not material and/or is not well-founded or does not outweigh the other factors taken into consideration by the Employment Committee⁵.

⁴ It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes, for example: the proposed appointee's latest two employers/host organisations, the posts or offices held and the duration of employment/office holding in each case.

⁵ It will be a matter for the Employment Committee to determine in each case whether any particular objection is material and/or well-founded, having regard to the relevance of any such objection to the suitability of the particular candidate for that particular role, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

5.0 OTHER APPOINTMENTS

- 5.1 **Officers below Director.** Appointment of officers below Directors (other than assistants to political groups) is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by Councillors.
- 5.2 **Assistants to political groups.** Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.

6.0 DISCIPLINARY ACTION

- 6.1 **Suspension.** The Head of Paid Service, Monitoring Officer and Chief Finance Officer may be suspended whilst an investigation takes place into alleged misconduct.
- 6.2 Councillors will not be involved in the disciplinary process in respect of any officer below Director level except where such involvement is necessary for any investigation or inquiry into alleged misconduct.

7.0 DISMISSAL AND OTHER DISCIPLINARY ACTION

- 7.1 Councillors will not be involved in the dismissal of any officer below Director except where such involvement is necessary for any investigation or inquiry into alleged misconduct.
- 7.2 **The Head of Paid Service, Chief Finance Officer and Monitoring Officer**
- 7.2.1 Subject to the provisions of paragraph 7.4, the Employment Committee may take disciplinary action short of dismissal or recommend to full Council that the Head of Paid Service, Chief Finance Officer or Monitoring Officer be dismissed. Only full council can approve the dismissal of the Head of Paid Service, the Chief Finance Officer or the Monitoring Officer (referred to below in each case as “the relevant officer”).
- 7.2.2 Before taking a vote at the relevant meeting on whether or not to approve such a dismissal, the authority must take into account, in particular-
- (a) any advice, views or recommendations of an independent panel⁶.
 - (b) the conclusions of any investigation into the proposed dismissal; and
 - (c) any representations from the relevant officer.
- 7.2.3 The independent panel referred to must be appointed by the authority at least 20 days before the relevant meeting and should comprise a minimum of two independent panel members.

⁶ Appointed under s.102(4) of the Local Government Act 1972 for the purposes of advising the authority on matters relating to the dismissal of relevant officers of the authority in accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended)

7.3 Directors

7.3.1 Subject to paragraph 7.4 and (in the case of the Chief Finance Officer and the Monitoring Officer) paragraphs 7.2.1 to 7.2.3, the Employment Committee may dismiss or take disciplinary action short of dismissal in respect of Directors.

7.4 Notice of dismissal of a Director (falling within the definition under footnote 1 above) must not be given until the Proper Officer has notified every member of the Executive of the following:

7.4.1 the name of the person who the Employment Committee proposes to dismiss;

7.4.2 any other particulars relevant to the dismissal⁷; and

7.4.3 the period within which any objection to the dismissal is to be made by any member of the Executive to the Proper Officer; and either:

7.4.4 the Proper Officer has within the specified period notified the Employment Committee that each member of the Executive has stated that they do not have any objection to the dismissal; or

7.4.5 the Proper Officer has notified the Employment Committee that no objection was received by him within the specified period from any member of the Executive; or

7.4.6 the Employment Committee is satisfied that any objection received is not material and/or is not well-founded⁸.

8.0 POLITICAL ASSISTANTS

8.1 Not more than one political assistant's post shall be allocated by the Council, from time to time, to each of the qualifying political groups into which the Council is divided.

8.2 No appointment to a political assistant's post shall be made until the Council has allocated such a post to each qualifying political group.

8.3 For the purpose of this Rule, a "qualifying political group" means a political group which qualifies for the allocation to it of a political assistant's post in accordance with sub-sections 6 and 7 of Section 9 of the Local Government and Housing Act 1989.

⁷ It will be a matter for the Employment Committee to determine in each case what particulars are relevant for these purposes.

⁸ It will be a matter for the Employment Committee to determine in each case whether any particular objection is material and/or well-founded, not being matters which relate to a protected characteristic under s.4 of the Equality Act 2010. The terms "material" and "well-founded" shall bear their normal dictionary meanings.

9.0 POLITICAL RESTRICTIONS ON COUNCIL EMPLOYEES

- 9.1 All persons exercising powers of appointment, shall do so only in accordance with the legislative provisions restricting political activity as detailed in the Local Government Act 1972 and the Local Government and Housing Act 1989.
- 9.2 The Head of Paid Service will, in accordance with the Local Government and Housing Act 1989 and if requested to do so, determine whether to grant or revoke exemptions to posts from inclusion on the list of politically restricted posts maintained by the Council. In carrying out these functions, the Head of Paid Service will consult the Monitoring Officer.
- 9.3 Directors have a duty to apply to the Head of Paid Service to revoke any exemption to inclusion on the list of politically restricted posts, for a post within their service area, where the duties of that post have substantially changed and/or where the Director believes that the exemption is no longer appropriate.
- 9.4 The Chief Officer (Human Resources) will maintain a list of all politically restricted posts within the Council. Directors have a duty to inform the Chief Officer (Human Resources) of any post within their structures which should be included on the list of politically restricted posts under the Local Government and Housing Act 1989.

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Report of *Chief HR Officer*

Report to *Employment Committee*

Date: 13th December 2017

Subject: *Appointment of Deputy Director (Safeguarding and Targeted Services), Childrens and Families, on a permanent basis*

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 post of Deputy Director (Safeguarding and Targeted Services) in Childrens and Families on a permanent basis.

The role of Deputy Director (Safeguarding and Targeted Services) leads the services across the City who work with children and young people who are identified as being particularly vulnerable and having the most complex need.

The position of Deputy Director (Safeguarding and Targeted Services) is currently filled by a temporary acting up arrangement. This had been agreed on the basis that the situation would be reviewed once the Director of Children's Services had been permanently recruited to. As the substantive post holder has recently been appointed to the post of Director of Children's Services on a permanent basis, it is proposed that the Deputy Director post is now recruited to permanently.

This report outlines the rationale for filling the Deputy Director (Safeguarding and Targeted Services) on a permanent basis with recruitment taking place in January 2018.

Recommendations

The Employment Committee is asked to agree the following:

- 6.1.1 Agree to the recruitment of the post of Deputy Director (Safeguarding and Targeted Services), Childrens and Families on a permanent basis;
- 6.1.2 Consider applications for this post and following the interview and selection process, make a recommendation for appointment.

1 Purpose of this report

- 1.1 This report outlines the reasons for the permanent recruitment to the post of Deputy Director (Safeguarding and Targeted Services), Childrens and Families.

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 Deputy Director (Safeguarding and Targeted 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 role of Deputy Director (Safeguarding and Targeted Services), Childrens and Families is a senior member of the Directorate Leadership Team, reporting directly to the Director of Children's Service. The main focus of the role is Safeguarding and is the senior operational manager for the Children's Social Work service in Leeds.

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 Deputy Director role is to facilitate the directorate's multi agency approach and to ensure the effective co-ordination of resources (financial, human, physical or other) which support a whole service approach centred around the needs of children and young people throughout the City, and especially those who are most vulnerable.
- 3.3 The role is directly responsible for Children's Social Work Services, Targeted Services, Learning for Life and the Independent Safeguarding Unit.
- 3.4 Leeds is currently a Social Work Partner in Practice Authority which means it is a leader in the development of best practice and innovation in social work delivery and practice. The role of Deputy Director (Safeguarding and Targeted Services), is at the forefront of this work both nationally and in the region. The role is also critical in providing support to other Authorities identified as Inadequate under the Ofsted framework.
- 3.5 The Deputy Director post became vacant on 21st July 2017 when the substantive post holder was appointed as Director of Childrens Services on a permanent basis. It has therefore been decided to fill the Deputy post on a permanent basis.
- 3.6 The post has been advertised externally on the Leeds City Council job site.
- 3.7 The advert and Job Description for the post are attached (Appendix 1a and 1b respectively).
- 3.8 The recruitment process is being coordinated by Human Resources. The

Recruitment timeline is as follows:

- Job advert closes – 15/12/17
- Short list (by Employment Committee) – 04/01/18
- Stakeholder panel plus interviews (by Employment Committee) – 01/02/18

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. (To follow)

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 to the Children and Young People's plan for the City.

4.4 Resources and value for money

- 4.4.1 The post is an established, statutory post within the budget provision for 2017/18.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 This post is an Elected Member appointment given its reporting lines and will be recruited to in accordance with Officer Employment Procedure Rules.
- 4.5.2 Future candidate information as part of this recruitment exercise is exempt from publication. It is considered this information will relate to individuals personal details.

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 future candidate information should be treated as exempt 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 asked 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 Deputy Director (Safeguarding and Targeted Services), Children's Services on a permanent basis.
- 6.1.2 Consider applications for this post when the Employment Committee meets on 4th January 2018 and following the interview and selection process, make a recommendation for appointment

7 Background documents¹

7.1 N/A

Appendixes for the report

Appendix 1a and 1b	Advert and Job description
Appendix 2	Equality screening report
Appendix 3	Applications for candidates

¹ 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.

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Our vision for Leeds is that it will be a great place to grow up: a child friendly, compassionate and economically successful city where children feel welcome and safe, and where they have the right opportunities and support to achieve their full potential. A key part of this is listening – giving our young people a voice at the top table to tell us what it's like to grow up in Leeds.

And we're getting it right. The quality of our safeguarding work is recognised nationally and we are working as a partner in practice with a number of other local authorities.

So this role offers the chance to build on what we have achieved in Leeds and to share our experience and insight on a regional, national and international stage.

We still have all the professional challenges you would expect within a big, diverse city, so it's vital that we continue to be close to the detail, and we expect our Deputy Director to bring experience of operating in a similar setting.

You should be someone who collaborates well - working with colleagues, partners and the community to really understand what people need and enhancing our 'high support, high challenge' culture.

Leeds is an ambitious city, and if you can offer a compelling track record and the desire to build on existing good practice it will be the ideal place to influence and shape innovation: at home, in schools and further afield. Children are at the heart of our growth strategy - be a part of it.

We are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. We promote diversity and want a workforce that reflects the population of Leeds.

A Disclosure and Barring Service (DBS) check will be carried out on preferred candidates.

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With an emphasis on strong leadership this role operates within the context of the Best Council Plan and the City's broader strategic objectives. People in roles at this level support the Director in setting the purpose and strategic direction of the directorate and for the delivery of statutory obligations, functions and services, as appropriate.

The postholder is responsible and accountable for the full leadership and management of a service, or range of services and functions, and for creating a culture of excellence in service delivery and continuous improvement that focusses on maximising resources and delivers agreed outcomes and objectives in accordance with the values, vision and service priorities. You will deputise for the Director and negotiate and resolve issues that impact on the council by working with the public, Members, partners and other key stakeholders.

As part of the directorate leadership team, you will live and model values and behaviours to help the council to achieve the ambition to become the best city council.

Aspect - For roles at this level, you must be able to show you ...	Outcome The result when all aspects are applied effectively
<p>Know – Professionally accredited or with the equivalent extensive in depth and relevant expertise and significant knowledge gained through substantial managerial/practical experience</p> <p>Extensive in depth knowledge of local, regional and national issues and a thorough understanding of the economic, business, cultural and political environment within the city and region that influence and impact upon council strategy, statutory provision, policy and practice.</p>	<p>You use your knowledge and significant experience to provide credible and trusted professional advice to the Leadership team, members, customers and partner organisations.</p> <p>Your knowledge of existing and emerging legislation means that you anticipate issues and financial challenges and create an environment of constructive challenge.</p>
<p>Leadership & strategic planning – lead the strategic and corporate planning of the service(s), setting and delivering change and transformational goals, ensuring there are agreed strategies and policies in place for the delivery and performance monitoring of service objectives, targets and outcomes.</p> <p>Provide leadership and direction; cultivating strong relationships and effective joint working within the Council, with politicians, partners and stakeholders across the city, region and nationally to support the delivery of transformational change that results in high quality/high value effective services.</p>	<p>You demonstrate highly visible and supportive leadership and create open, honest and trusted relationships that empower, enable, motivate and promote a high performing workforce. Directorate plans are developed, communicated and cascaded and there is evidence of excellent performance where targets and objectives are met.</p> <p>You give strategic direction to changing programmes and priorities where the Chief Officers work together to challenge existing ways of working to deliver better outcomes for citizens, customers and communities</p>

<p>Collaboration & innovation – Understanding, sensitivity and experience of working successfully within a political context and governance framework having confidence and perspective to facilitate open and honest relationships with elected members</p>	<p>Your extensive experience of productive collaborative working at senior leadership level, ensures that organisational developments remain focused on delivering improved outcomes for customers and citizens within the city and region</p>
<p>Create opportunities for partnership working both within and outside the council and lead a culture of innovation and enterprise across the directorate. Working with multi agency teams to build services and deliver outcomes that are sustainable, flexible and adaptable and that ensure all legal, professional and statutory functions are met</p>	<p>You demonstrate clear passion in promoting Leeds as a major centre, on the national and international stage, and develop trust with an engaging, collaborative and inclusive way of working</p>
<p>Problem solving & decision making – identify opportunities, initiate and develop strategic plans and projects and deliver solution focused outcomes across a diverse range of highly complex related and unrelated issues.</p> <p>Influence a high performance culture across the directorate and be accountable for the achievement of performance, outcomes, targets and objectives that provide continuous improvement and challenge within approved budgets for the services.</p> <p>Lead consultation, engagement and communication of wide ranging and complex issues and influence, negotiate and establish credibility for the directorate in order to deliver the corporate strategic direction of the council and city priorities.</p>	<p>You anticipate emerging issues and changing context, and use high levels of creativity both in problem solving, idea generation and in seeking out and disseminating successful practice. Strategies and policies that effectively deal with diverse, highly complex and highly sensitive situations are developed.</p> <p>Using a coaching style you create a culture of high performance where strategic outcomes and plans are translated into clear objectives. You provide strategic advice, critical challenge and moderation in relation to all aspects of the work of the directorate.</p> <p>There is evidence of your success in delivering directorate improvements and that you manage and transform performance to achieve outcomes and objectives within boundaries agreed with the most senior managers and/or elected members</p>
<p>Deliver – Plan and direct/sponsor highly significant strategic programmes, projects and initiatives and commission services for and on behalf of the council and across the region; working in partnership with customers, citizens and communities to deliver better outcomes and , make a difference to local people</p> <p>Ensure that there is capacity to respond positively to change, traditional thinking is challenged and innovative solutions are pursued within the directorate responsibility. Provide leadership and direction that ensures the delivery of timely and appropriate services to customers</p>	<p>Through major change/complex multi-disciplinary programmes you provide directional control ensuring the resources to deliver are secured and that projects and programmes have clear and assigned accountabilities to meet objectives.</p> <p>You demonstrate high levels of creativity in highly complex problem solving, idea generation and seeking out and disseminating successful practice, in order to effectively deal with diverse, very complex and highly sensitive situations.</p>

<p>Resource management – Support a culture of excellence in se delivery of strategic plans+, continuous improvement and a focus on transformational goals and outcomes which maximises the use of resources and actively promotes the council’s values, supports adaptable ways of working and creates strong flexible teams</p> <p>Responsibility for the direction and control of a significant budget, the financial integrity of the service and accountable for directing and implementing comprehensive risk management programmes and resources across the service(s).</p>	<p>There is an environment of constructive challenge where the Chief Officers work together to challenge existing ways of working to deliver better or equivalent outcomes for reduced costs</p> <p>Strategic plans are delivered within budget; value for money is maximised, and operational, regulatory, statutory and financial risk is managed and monitored in compliance with council requirements and with Local Government and national working practices.</p>
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<u>Job title:</u> Deputy Director (Safeguarding and Targeted Services)		<u>Date:</u> 12.02.2016	<u>Ref:</u>LS95011
<u>Job Purpose</u>			
<p>Working as part of the senior leadership team, you will live and model values and behaviours to help us to achieve our ambition to become the best city council in the country and our aspiration, shared across our partners, to become the first truly child friendly city.</p> <p>The Deputy Director for Safeguarding, Targeted and Specialist Services will draw together the services across the City that work with children and young people identified as being particularly vulnerable and having the most complex need. The Deputy Director is jointly and directly responsible for ensuring all children and young people are safe from harm; do well in learning and have skills for life; choose healthy lifestyles; have fun growing up; and are active citizens who feel they have voice and influence.</p> <p>The Deputy Director for Safeguarding and Targeted Services will build strong and dynamic relationships and trust with politicians, partners, stakeholders, children and families, communities and external agencies to enhance profile and reputation.</p>			
<u>Key Requirements</u>			
<ul style="list-style-type: none"> Degree and post graduate qualification, a diploma in Social Work or equivalent, membership of relevant professional bodies and evidence of ongoing professional development. Evidence of significant successful leadership experience at a senior level within children's services or another relevant environment including experience of change management and resource management. Experience of having developed and implemented strategies leading to successful outcomes for children and young people. Excellent communication skills with the ability to influence, negotiate and establish credibility for the service, to enhance its reputation and to form positive relationships. Evidence of ability to make reasoned and logical decisions allied with high level organisational skills. 			
<u>LCC Values</u>			
Working as a Team for Leeds	<ul style="list-style-type: none"> Evidence of ability to make reasoned and logical decisions allied with high level organisational skills 		
Being Open, Honest & Trusted	<ul style="list-style-type: none"> Ensures citizens and council members are provided with all relevant information to make decisions; learns from mistakes and seeks to promote continuous improvement and best practice 		
Working with Communities	<ul style="list-style-type: none"> Works effectively with a variety of partner organisations to deliver services; communicates and involves stakeholders and the wider community in new developments to encourage ownership and commitment 		
Treating People Fairly	<ul style="list-style-type: none"> Recognise that everyone has an equally important part to play within the Council and value the diverse and vibrant nature of the city and all its citizens 		

Spending Money Wisely	<ul style="list-style-type: none"> Recognise that everyone has an equally important part to play within the Council and value the diverse and vibrant nature of the city and all its citizens
<u>Working Context</u>	
<ul style="list-style-type: none"> The role is primarily office based but post holders are expected to work flexibly both at home and at various locations across the City and region. Hours are worked mainly Monday to Friday, in accordance with the needs of the service; however the post holder will be expected to work regularly outside normal working hours, including attendance at evening / weekend meetings or events. 	
The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility	

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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.

Directorate: Children and Families	Service area: Directorate
Lead person: Steve Walker	Contact number: 0113 37 83628

1. Title: Appointment to Deputy Director (Safeguarding and Targeted)

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 Deputy Director (Safeguarding and Targeted Services)

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">• Eliminating unlawful discrimination, victimisation and harassment• Advancing equality of opportunity• Fostering good relations	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
Gemma Taskas	Deputy Chief Officer HR	December 2017
Date screening completed December 2017		

7. Publishing	
<p>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.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • 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 for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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