



EMPLOYMENT COMMITTEE

Meeting to be held in Civic Hall, Leeds on
Tuesday, 26th July, 2022 at 2.00 pm

MEMBERSHIP

Councillors

D Coupar

D Jenkins

J Pryor

R Stephenson

F Venner

(Vacancy, Liberal Democrat Group)

To Note: Please do not attend the meeting in person if you have symptoms of Covid-19 and please follow current public health advice to avoid passing the virus onto other people.

**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>ELECTION OF CHAIR</p> <p>To elect a Chair for the duration of the meeting.</p>	
2			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</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>EXCLUSION OF PUBLIC</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>DECLARATION OF INTERESTS</p> <p>To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.</p>	
5			<p>APOLOGIES</p> <p>To receive any apologies for absence from the meeting.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
6			<p>GOVERNANCE ARRANGEMENTS: RECRUITMENT TO THE POSITION OF DIRECTOR OF CHILDREN AND FAMILIES (INTERIM)</p> <p>To receive a report of the City Solicitor which provides an overview of the governance arrangements and format of this specific Employment Committee.</p>	5 - 16
7		<p>10.4(1, 2)</p> <p>(Appendix 2 only)</p>	<p>APPOINTMENT OF INTERIM DIRECTOR OF CHILDREN AND FAMILIES</p> <p>To receive a report of the Chief Executive regarding recruitment to the position of Director of Children and Families on an interim basis.</p> <p>(Please note that Appendix 2 to this report is designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(1) and (2))</p>	17 - 38

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> <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>	

Governance Arrangements: Recruitment to the Position of Director of Children and Families (Interim)

Date: 26 July 2022

Report of: City Solicitor

Report to: Employment Committee

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- 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.
- 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, on an interim basis.**

Recommendations: The Committee is recommended to note:-

- a) The governance arrangements and format relating to the Employment Committee;
and
- b) The Council's requirements regarding the consideration and disclosure of confidential and 'exempt' information.

Why is the proposal being put forward? / Main Issues

- 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, in line with the overall political composition of the Council: Labour 4 Conservative 1 Liberal Democrat 1 (vacancy).
- 2 Quorum - Members are asked to also note that the quorum for an Employment Committee is 2 Members, including 1 Member of the Executive Board.
- 3 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.
- 4 Process following interviews – The Committee is invited to note, that before an offer of employment can be made, the Executive will be notified of the name (and any other details deemed relevant) of the individual that the Committee wishes to offer the post to. Executive Members would then have a designated period of time to raise any objections they may have to the making of an offer to that individual. Should any objections be raised, it would then be up to the Employment Committee to determine whether they are material and/or well founded. (Procedure Rule 4, within the Appendix provides further detail).

What impact will this proposal have?

Wards affected: N/A

Have ward members been consulted?

Yes

No

What consultation and engagement has taken place?

- 5 At the commencement of each Employment Committee cycle, the relevant Group Whips are consulted upon the membership arrangements for that Committee.

What are the resource implications?

- 6 There are no resource implications arising from this report.

What are the legal implications?

- 7 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.

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.

The report is not subject to Call In.

What are the key risks and how are they being managed?

- 8 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.

Does this proposal support the council’s three Key Pillars?

- Inclusive Growth Health and Wellbeing Climate Emergency

- 9 The aim of this report, which is to ensure consistency and transparency of decision making throughout each Employment Committee recruitment process is in line with the Council’s priorities and ambitions.

Appendices

- 10 Appendix 1: The Council’s ‘*Officer Employment Procedure Rules*’

Background papers

- 11 None

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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.

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)

7.2.3 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.

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.

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.

- 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.

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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Appointment of Interim Director of Children and Families

Date: 26 July 2022

Report of: Chief Executive

Report to: Employment Committee

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report outlines the reasons for the recruitment to the post of Interim Director of Children and Families.

Recruiting to this role will build on the achievements of Child Friendly Leeds and continue to work to improve the outcomes for the most vulnerable children and families in the city.

The post is an established post and within budget provision for 2022/23.

Recommendations

- a) Note the process for the recruitment of the post of Interim Director of Children and Families;
and
- b) Following the interview process, should an appropriate candidate be identified, make an offer of appointment, subject to the associated notification processes, as set out within the Officer Employment Procedure Rules.

What is this report about?

- 1 This report outlines the reasons for the recruitment to the post of Interim Director of Children and Families. The current Director of Children and Families will be moving on to a new role in September 2022 to support other councils on the Strengthening Families, Protecting Children programme. The Chief Executive proposes to recruit to this post on a temporary basis for a 12 month period in the first instance.
- 2 The role of Director of Children and Families is a statutory requirement and covers the duties of a Director of Children Services as required under the Children Act 2004.
- 3 The post of Director of Children and Families provides strategic leadership for the Children and Families directorate covering Social Care, Learning, and Resources and Strategy.
- 4 The post holder is accountable to the Chief Executive and their work falls under the Executive portfolios of Adult & Children's Social Care & Health Partnerships and Economy, Culture & Education.

What impact will this proposal have?

5. Recruiting to this post will ensure continued contribution to the 'Best City Priorities' of the Best Council Plan 2020 – 2025 particularly in relation to the Child Friendly City i.e.
 - Supporting families to give children the best start in life;
 - Improving educational attainment and closing achievement gaps for children and young people vulnerable to poor learning outcomes;
 - Improving social, emotional and mental health and wellbeing;
 - Helping young people into adulthood, to develop life skills and be ready for work; and
 - Enhancing the city now and for future generations.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 6 Making this appointment will also ensure relevant issues in relation to the above three pillars are considered across the Children and Families Directorate.

What consultation and engagement has taken place?

Wards affected: None

Have ward members been consulted?

Yes

No

- 7 The proposals contained in this report have been agreed by the Executive Board Members.

What are the resource implications?

- 8 The Director of Children and Families is an established post and is within budget provision for 2022/23, and therefore no additional costs will be incurred in making this interim appointment.

What are the key risks and how are they being managed?

- 9 If this statutory post is not filled then it potentially will have an impact on short to medium-term planning of the children and families services and which in turn is likely to have a detrimental effect on vulnerable children and families in the city.

What are the legal implications?

- 10 This post is an Employment Committee appointment in line with the criteria set out in the Officer Employment Procedure Rules and will be recruited to in accordance with those Procedure Rules.

Options, timescales and measuring success

What other options were considered?

- 11 A full permanent recruitment exercise was considered however an interim internal recruitment has been identified as the best option at this stage primarily to ensure strategic leadership stability and continuity following the outcome of the recent Ofsted inspection and the continued recovery from the effect of the pandemic on children and their families.

How will success be measured?

- 12 Recruiting to this role will build on the achievements of Child Friendly Leeds and the recent 'Outstanding' Ofsted rating in continuing the work to improve the outcomes for the most vulnerable children and families in the city.

What is the timetable and who will be responsible for implementation?

- 13 The Recruitment process is being co-ordinated by Human Resources and the timeline is as follows:
- Expressions of Interest were sought from the Best Council Leadership Team on Wednesday 29 June with a closing date of Wednesday 6 July 2022.
 - Employment Committee Interview scheduled for Tuesday 26 July 2022.

Appendices

- Appendix 1 Job Description
- Appendix 2 Candidate Expression of Interest & Summary of Career History and Experience

Background papers

- None

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Job Title: Director of Children and Families

Responsible to: Chief Executive

Responsible for: Children and Families Directorate

PURPOSE OF JOB

The Director of Children and Families 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.
-

JOB DESCRIPTION – Director of Children and Families

SPECIFIC DUTIES AND RESPONSIBILITIES

1. The role holds the statutory responsibilities of the Director of Children’s Services (DCS) as defined under the Children Act 2004.
2. Take the strategic lead in the creation and development of a Children and Families 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 demography and diversity 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 Adult and Children's Social Care & Health Partnerships that enables him / her to fulfil their political leadership role. To likewise build equivalent relations regarding the schools and learning agenda with the Lead Executive Member for Economy, Culture & Education.

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 values-driven 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.

PERSON SPECIFICATION – Director of Children and Families

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, inclusion and anti-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 good 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, diversity and inclusion.
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.

June 2022

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