



## EMPLOYMENT COMMITTEE

---

Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Friday, 7th July, 2023 at 8.45 am\*  
(\*Please note revised start time)

---

### MEMBERSHIP

#### Councillors

S Arif

J Pryor

R Stephenson

F Venner

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:  
Governance & Scrutiny  
Support, Civic Hall  
LEEDS LS1 1UR  
Telephone No:

Governance & Scrutiny  
Support

0113 3788664

Produced on Recycled Paper

# 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 INTERESTS</b></p> <p>To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.</p>	
5			<p><b>APOLOGIES</b></p> <p>To receive any apologies for absence from the meeting.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
6			<p><b>GOVERNANCE ARRANGEMENTS: RECRUITMENT TO THE POSITION OF DIRECTOR OF CHILDREN AND FAMILIES</b></p> <p>To consider 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		10.4(1, 2) (Appendix 3 only)	<p><b>APPOINTMENT OF DIRECTOR OF CHILDREN AND FAMILIES</b></p> <p>To consider a report of the Chief Executive regarding recruitment to the position of Director of Children and Families.</p> <p>(Please note that Appendix 3 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 - 58

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p><b>THIRD PARTY RECORDING</b></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> <p>We strive to ensure our public committee meetings are inclusive and accessible for all. If you are intending to observe a public meeting in person, please advise us in advance of any specific access requirements that we need to take into account by email  <b>(FacilitiesManagement@leeds.gov.uk).</b>  Please state the name, date and start time of the committee meeting you will be observing and include your full name and contact details</p>	

## Governance Arrangements: Recruitment to the Position of Director of Children and Families

Date: 7 July 2023

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

### Brief summary

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**.

### 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.

## What is this report about?

- 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 4, with Members being appointed in the following proportions, in line with the overall political composition of the Council: Labour 3; Conservative 1.
- 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 agrees 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).

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

Health and Wellbeing       Inclusive Growth       Zero Carbon

- 5 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

## What consultation and engagement has taken place?

Wards affected: N/A

Have ward members been consulted?       Yes       No

- 6 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?**

7 There are no resource implications arising from this report.

### **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.

### **What are the legal implications?**

9 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.

10 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.

11 The report is not subject to Call In.

### **Appendices**

- Appendix 1: The Council's 'Officer Employment Procedure Rules'

### **Background papers**

- None

This page is intentionally left blank



## 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 Director<sup>1</sup> 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).

---

<sup>1</sup> "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 Officer<sup>2</sup>;
  - 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 Committee<sup>3</sup>.

---

<sup>2</sup> 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.

<sup>3</sup> 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 Officer<sup>4</sup>;
- 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 Committee<sup>5</sup>.

---

<sup>4</sup> 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.

<sup>5</sup> 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 panel<sup>6</sup>.
  - (b) the conclusions of any investigation into the proposed dismissal; and
  - (c) any representations from the relevant officer.

---

<sup>6</sup> 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 dismissal<sup>7</sup>; 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-founded<sup>8</sup>.

### **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.

---

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

<sup>8</sup> 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.

This page is intentionally left blank



## Appointment of Director of Children and Families

Date: 7<sup>th</sup> July 2023

Report of: Chief Executive

Report to: Employment Committee - Interview

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

(Appendix 3 – Access to Information Procedure Rule 10.4 (1) & (2))

### Brief summary

This report outlines the reasons for the recruitment to the post of 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 2023/24.

### Recommendations

a) Note the process for the recruitment of the post of 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 permanent post of Director of Children and Families.
- 2 The current post holder was appointed to the role on an interim basis for a period of 12 months from September 2022. The Chief Executive proposes to commence the permanent recruitment process.
- 3 The role of Director of Children and Families is a statutory requirement as it covers the duties of a Director of Children Services as required under the Children Act 2004.
- 4 The post of Director of Children and Families provides strategic leadership for the Children and Families directorate covering Social Care, Learning, Resources and Strategy, and the newly created Transformation and Partnership service.
- 5 The post holder is accountable to the Chief Executive and their work falls under the Executive Members for Children's Social Care & Health Partnerships, and Economy, Culture and Education.

### **What impact will this proposal have?**

- 6 Recruiting to this post will ensure continued contribution to the Best City Ambition - our overall vision for the future of Leeds.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 7 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

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

### **What are the resource implications?**

- 9 The Director of Children and Families is an established post and is within budget provision for 2023/24, and therefore no additional costs will be incurred in making this permanent appointment.

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

- 10 If this statutory post is not filled on a permanent basis then it is likely to have a detrimental effect on vulnerable children and families in the city.

## **What are the legal implications?**

- 11 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.
- 12 Candidate information as part of this recruitment exercise is detailed within Appendix 3 and is designated as exempt from publication. It is considered that this information relates to individuals' personal details.
- 13 Also, it is considered that the release of such information in exempt Appendix 3 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 in Appendix 3 should be treated as exempt from publication under the provisions of paragraphs 10.4 (1) and (2) of the Access to Information Procedure Rules

## **Options, timescales and measuring success**

### **What other options were considered?**

- 14 No other alternative options considered as the interim appointment to this role since September 2022 has provided the directorate with effective leadership and management and continues to improve the outcomes for the most vulnerable children and families in the city.

### **How will success be measured?**

- 15 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?**

- 16 The Recruitment process is being co-ordinated by Human Resources and the timeline is as follows:
- Job advertisement live on LCC Jobsite - 2<sup>nd</sup> June 2023.
  - Job advertisement close – 19<sup>th</sup> June 2023.
  - Long and Short List by Employment Committee – 26<sup>th</sup> June 2023.
  - Children and Young People Panel – 6<sup>th</sup> July 2023
  - Stakeholder Panel – 6<sup>th</sup> July 2023
  - Interviews by Employment Committee – 7<sup>th</sup> July 2023
- 17 Members of the Employment Committee, at the Short List meeting on 26<sup>th</sup> June 2023, agreed to put forward the 1 application that was received to the next stage of the process –

assessment centre, which will comprise of a stakeholder panel, a children and young people panel, and final interviews by the Employment Committee.

## **Appendices**

- Appendix 1 Advert
- Appendix 2 Role Specification and Role profile
- Appendix 3 - Applicant details - designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4 (1) and (2).

## **Background papers**

- None

## Welcome to Leeds – a child friendly city

### Director of Children and Families – Up to £163,789

As our new Director of Children and Families you'll relish the opportunity to ensure we are the best we can be and bring real change to children and families in Leeds.

Our vision is for the city to be a great place to grow up; a child friendly, compassionate, sustainable and economically successful city where children and young people feel welcome, 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 is like to grow up in Leeds.

We're getting it right. Ofsted have rated us as Outstanding in our overall effectiveness, and through the Strengthening Families Protecting Children programme we are now supporting other local authorities to improve the lives of their children and young people too.

At Leeds City Council we have a culture of excellence and are continually striving to drive up standards. We are building on the recommendations of a positive peer review in November 2022 to help us deliver the next phase of our [Best City Ambition](#).

We still have the professional challenges that you would expect within a large and diverse city, alongside the more recent impact of COVID-19. Therefore, it is vital that we continue to be close to the detail and we expect our Director of Children and Families will bring experience of operating within a similar setting. You should be someone who collaborates well – working with colleagues, partners (including schools, colleges, health and the third sector) and the community to really understand what people need. You should also have experience of leadership within a '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 good practice it is the ideal place to influence and shape innovation – at home, in schools and further afield.

We're putting children and young people at the heart of a strong economy, in a compassionate city. You could be a part of it.

For more information or to arrange a discussion with Tom Riordan CBE, Chief Executive, about the role please contact [PA.ChiefExec@leeds.gov.uk](mailto:PA.ChiefExec@leeds.gov.uk)

**Closing Date** – Monday 19<sup>th</sup> June 2023

**Selection Date** – Friday 7<sup>th</sup> July 2023

This page is intentionally left blank

# Leeds City Council

## Role Specification

**Job title: Director of Children and Families**

**Date: May 2023**

**Job Purpose** The postholder will provide strategic leadership, providing advice and expertise to decision makers across the Council. The role is accountable to the Chief Executive for the delivery of agreed outcomes, targets and objectives. Working with key partners at national, regional and local level they will champion initiatives within the organisation and in collaboration with colleagues and partners support the delivery of real change across the city. With an emphasis on strong leadership, this role operates within the context of the Vision for Leeds, and the city's broader strategic objectives.

The role will hold the statutory responsibilities of the Director of Children's Services (DCS) as defined under the Children Act 2004.

### Key Requirements

Lead and develop the Children and Families Directorate in a way 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. Ensuring delivery of Best Value services and meeting the objectives of the Council's Plan and complying with Government Standards.

Relevant degree qualification or substantial experience in working in this field together with substantial senior leadership and management experience.

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.

Instigate a city-wide focus on prevention and early intervention across children's services, through building and maintaining progressive delivery partnerships.

Maximise 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.

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.

Build a strong relationship with the Lead Executive Member for Adult and Children's Social Care & Health Partnerships that enables them to fulfil their political leadership role.

Build relations regarding the schools and learning agenda with the Lead Executive Member for Economy, Culture & Education.

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.

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.

Actively support and advocate the voice of children, young people and families at the heart of decision making.

Contribute to the corporate leadership and management of the Local Authority as a whole, leading, planning and delivering the Council's corporate strategic priorities.

Ensure 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

Demonstrate credibility in a senior leadership position working collaboratively to lead and embed a performance management culture which delivers high quality outcomes.

A proven record of accomplishment of leading colleagues to achieve significant sustainable service improvements and outstanding results in a diverse environment.

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.

Evidence of being able to exercise good judgement in decision making.

Evidence of leading, shaping and influencing cutting edge thinking and innovative practice.

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.

Evidence of success in building and enhancing the reputation of an organisation, locally and nationally with external bodies, the community and the media.

Demonstrate experience and commitment to the engagement of children, young people and families in decision making processes.

Extensive experience of operating successfully at a strategic and corporate management level, with a proven record of accomplishment in the development of corporate objectives, policies and strategies.

Experience of working successfully within a political context and governance framework.

Experience of productive collaborative, working at a senior level and having confidence and perspective to facilitate open and honest relationships with elected Members.

Experience of successful strategic and operational resource management, including the evaluation of competing priorities and the application of rigorous monitoring and control arrangements.

Experience of managing resources to achieve improvements and excellence within financial and budgetary constraints, including the management of pooled budgets.

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

Meet agreed objectives ensuring compliance with legislation and, where appropriate, national standards, in pursuit of excellence in service delivery.

Work collaboratively across the council to contribute to the leadership and management of the city.

Promote and deliver positive solutions to achieve diversity and equality of opportunity in all aspects of service delivery, community engagement activity and human resource areas.

Undertake effective consultation and engagement activities and communications with staff, service users, councillors, trade unions, partners and other stakeholders in accordance with Council policy.

Support open, responsive and accountable government, ensuring governance compliance with financial and procurement procedures.

Manage all aspects of risk and be accountable for the safety of staff, service users and contractors in accordance with all statutory obligations and relevant health and safety policies.

Monitor and review the achievement of targets in the Directorate and take action to ensure targets are met and improvements achieved.

Secure the achievement of the Directorate's Equalities plans and targets

Actively drive and deliver continuous improvement initiatives taking the strategic lead in developing the Directorate in the context of city, regional and national priorities.

Accountable for and provide appropriate strategic advice relating to the work of the Directorate to Members and council officers and other stakeholders so as to manage risk and support them in their respective roles.

Responsible for maintaining effective communications and engagement with staff, service users, councillors, trade unions, partners and other stakeholders and which supports open, inclusive, responsive and accountable government.



Lead and contribute to cross Council projects and collaborative working with partners.

Comprehensive knowledge and understanding of the current local, regional and national issues and the legislative and political context relating to children, young people and families.

Excellent communication skills with the ability to influence, negotiate and establish credibility across sectors to enhance reputation and form positive relationships.

Actively support Corporate Leadership Team in achieving continuous improvement across the Council and develop and implement initiatives to support continuous improvement in the Directorate.

Demonstrate knowledge of legislation, regulations, policies, inspections and performance information applicable to the relevant strategic functions e.g. child protection, health, safety and security, confidentiality and data protection. Promoting compliance with Leeds City Council policies and procedures.

In line with the Budget Management Accountability Framework Ensure that effective budget management and control takes place across the directorate, the planned level and quality of service provided for within the revenue and capital budgets are delivered and that budget pressures are resolved.

Detailed knowledge and understanding of economic strategy and policy, understanding of local government political systems and experience of working on politically sensitive issues including significant experience of developing productive working relationships with Council Members, trade unions and members of the Corporate Leadership Team which commands respect trust and confidence.

Work with elected members, service users and community representatives in ways which support open, responsive and accountable government providing appropriate advice relating to the work of the Directorate to Members and council officers so as to manage risk and support them in their respective roles.

**Working Context** - Post holders will work flexibly both at home and at various locations across the City and region. All colleagues should work in line with our hybrid working principles and spend regular time in the workplace to support service delivery, meeting the needs of the team and the requirements of their individual role. The hours are worked mainly Monday to Friday. However, the post holder will be expected to work outside normal working hours, including attendance at evening/weekend meetings or events if required to meet the needs of the service.

## Role profile

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 Chief Executive in setting the purpose and strategic direction of the directorate and for the delivery of statutory obligations, functions and services, as appropriate.

The post holder is responsible and accountable for the full leadership and management of the Directorate, 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 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.

For roles at this level, you must be able to show

**Knowledge** – Professionally accredited or with the equivalent extensive in depth and relevant expertise and significant knowledge gained through substantial managerial/practical experience. You use your knowledge and significant experience to provide credible and trusted professional advice to the Leadership team, members, customers and partner organisations.

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. Your knowledge of existing and emerging legislation means that you anticipate issues and financial challenges and create an environment of constructive challenge.

**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. 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.

Provide leadership and direction; cultivating strong relationships and effective joint working within the Council, 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. 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

**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. 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

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. 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

**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. 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.

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. 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.

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. 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

**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 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.

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. 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.

**Resource management** – Support a culture of excellence in delivery of strategic plans and, continuous improvement and a focus on transformational goals and outcomes which maximise the use of resources and actively promotes the council's values, supports adaptable ways of working and creates strong flexible

teams. 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

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 Directorate. 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.

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

## **Council Values and Behaviours**

Leeds City Council values are at the heart of everything we do. They inform the way we design and deliver our services and the way we all work and behave. Our shared values help everyone be their best:

**Being open, honest and trusted** I can be my best. bring out the best in everyone, and provide opportunity for all, have quality appraisal conversations, keep everyone informed and up to date, give people a voice, and listen and act on what they say, look out for my own wellbeing and that of others

**Treating people fairly** I feel valued for who I am, respect all, give everyone a fair chance, and root out inequality and discrimination, encourage everyone to be themselves at work, be kind and compassionate, support others well through change, appreciate others, celebrate success and say thank you for a job well done

**Spending money wisely** I make every pound go further, make the most of what we have, stick within budget, manage money and resources well, deliver more efficient ways of working, work with partners to get best value

**Working as a team for Leeds** I'm part of a 'can do' team, set high standards and get the best from the team, get the basics right, do things well, on time and consistently, encourage learning, innovation and improvement, make work fun and productive, empower people and give real accountability, actively monitor and manage workloads

**Working with all communities** I make a difference, do things with people, not to them, deliver on outcomes, provide great customer service, build strong working relationships with councillors, make the most of partnership working, bring people together in the city.

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank