



EMPLOYMENT COMMITTEE

Meeting to be held in Civic Hall, Leeds on
Monday, 26th June, 2017 at 9.30 am

MEMBERSHIP

Councillors

J Blake

D Cohen

R Downes

H Hayden

J Lewis

L Mulherin

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 DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
5			<p>APOLOGIES</p> <p>To receive any apologies for absence from the meeting.</p>	
6			<p>GOVERNANCE ARRANGEMENTS REGARDING RECRUITMENT TO THE POSITION OF DIRECTOR OF CHILDREN AND FAMILIES</p> <p>To receive a report from the City Solicitor which provides Members with an overview of the governance arrangements and format for this specific Employment Committee, which will have responsibility for the recruitment to the position of Director of Children and Families.</p>	1 - 12
7		10.4 (1, 2)	<p>APPOINTMENT OF DIRECTOR OF CHILDREN AND FAMILIES</p> <p>To receive the report of the Chief Officer (HR) which presents a proposal to appoint to the position of Director of Children and Families.</p> <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>	13 - 22

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Report author: Kevin Tomkinson
Tel: 0113 395 2194

Report of the City Solicitor

Report to the Employment Committee

Date: 26 June 2017

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

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 number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

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 three distinct sessions; including one session for long listing exercises (26th June 2017) a further session for short listing exercises (11th July 2017) and a formal interview session (17th July 2017). The Employment Committee meeting will be formally adjourned at the conclusion of each session and then reconvened at the commencement of the next. Interim minutes will be produced at the end of each 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 Officer HR*

Report to *Employment Committee*

Date: *26th June 2017*

Subject: *Appointment of Director, Children's and Families*

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: 10.4 (1&2) (The documentation containing candidates' details, which will be provided to Members, will be designated as exempt from publication)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Summary of main issues

This report outlines the background to permanently appoint to the post of Director Children and Families.

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

The post of Director of Children and Families is currently filled using an interim arrangement due to cease 30th September 2017.

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

Recommendations

The Employment Committee is asked to agree the following:

- 6.1.1 Agree to the recruitment of the post of Director, Children and Families on a permanent basis;
- 6.1.2 Consider applications for this post.

1 Purpose of this report

- 1.1 This report outlines the reasons for the permanent recruitment to the post of Director of Children 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 Director of Children and Families is critical to this ambition.
- 2.2 The authority is presently well positioned to achieve this aspiration with a Good Ofsted Inspection in 2015 which judged its Leadership to be outstanding.
- 2.3 The Director of Children and Families (DCF) along with Lead Member Children and Families (LMCS) are appointed for the purposes of discharging the education and children's social services functions of the local authority. The functions for which the DCF is responsible are set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care services in their area and all children looked after by the local authority or in custody (regardless of where they are placed).

3 Main issues

- 3.1 Leeds has the ambition to be the best city in the UK and aims to be a Child Friendly City. Its ambition, priorities and strategy are outlined in its Children and Young People's Plan.
- 3.2 The Director of Children and Families role is critical to the delivery of this plan. As a local authority, Leeds must ensure that there is both a single officer and a single elected member each responsible for both education and children's social care. The DCF and LMCS should each have an integrated children's services brief, ensuring that the safety and the educational, social and emotional needs of children and young people are central to the local vision. Between these two roles, the DCF and LMCS provide a clear and unambiguous line of local accountability.
- 3.3 The DCF has professional responsibility for children's services, including operational matters; the LMCS has political responsibility for children's services. The DCF along with other key partners has a key leadership role both within the local authority and working with other local agencies to improve outcomes for children and young people.
- 3.4 The post of Director of Children and Families is currently filled using an interim arrangement due to cease 30th September 2017.
- 3.5 At the start of May 2017 tenders were invited from Penna, Proventure and Gatenby Sanderson to seek an appropriate (external) search and selection agency to assist with the permanent Director of Children and Families recruitment process. Proventure were successful with their tender bid.

- 3.6 The post has been advertised externally using the Authority's Jobs and Careers Website, Guardian and Municipal Journal (MJ) closing date 23rd June 2017.
- 3.7 The Job Description for the post has been attached (Appendix 1a).
- 3.8 The recruitment process is being coordinated by Human Resources. The post advert and the job description are attached as Appendix 1a and Appendix 1b.
- 3.9 The recruitment timeline is as follows:
- Job Advert close – 23/6/17
 - Long List (by Employment Committee) – 26/6/17
 - Long List Technical Assessments – 5/7/17 and 6/7/17
 - Short List (by Employment Committee) - 11/7/17
 - Interviews (by Employment Committee) 17/7/17

4 Corporate Considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This post has had an equality impact assessment. (Appendix 2) (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 the Children's and Young People in the City.

4.4 Resources and value for money

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

4.5 Legal Implications, Access to Information and Call In

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

Additionally 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 from publication under Rule 10.4.(1) and (2) of the Access to Information Procedure Rules.

4.6 Risk Management

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

5 Conclusions

- 5.1 Members of the Employment Committee are 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 Director, Children and Families on a permanent basis;
- 6.1.2 Consider applications for this post when the Employment Committee meets 26th June 2017. Proventure and / or officers supporting this recruitment exercise will endeavour to share candidate details as soon as is practically possible after the 23rd June 2017 closing date.

7 Background documents¹

- 7.1 N/A

Appendices for the report

Appendix 1a and 1b Job description and Advert (attached)

Appendix 2 Equality Screening report (to follow)

Appendix containing candidates' details (which will be designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(1) & (2)) will be provided to Members in line with section 6.1.2 (above)

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.

Welcome to Leeds: a child-friendly city.

Director of Children & Families • up to £150k

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 new Director will 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.

Visit www.proventureconsulting.co.uk to find out more or contact Stephen Cooley (07747 698829) or Mark Tobin (07717 725844) at Proventure Consulting for a confidential discussion.

Closing date: 23 June.



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People in these roles have specific accountabilities and overall responsibility for the leadership, management and continuous development and improvement of the directorate and for contributing to setting the purpose and strategic direction of the Council. They initiate, develop and lead plans, policies and strategies that are aligned with Council and service priorities. They ensure the professional development and delivery of highly effective services which achieve the Council's vision, targets, and strategic outcomes.

As part of the Corporate Leadership Team, roles at this level balance corporate policy within a strategic planning framework across functions and specific services or a range of cross organisational services. They live and model values and behaviours to help the council to achieve the ambition to become the best city council in the country

As head of a group of services this role may have specific accountabilities and overall responsibility for the leadership, development, delivery and discharge of statutory functions and services, as appropriate, to fulfil the Council's statutory obligations.

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 in depth and diverse expertise and significant advanced knowledge gained through extensive and substantial managerial/practical experience</p> <p>Have a highly developed and extensive knowledge of local, regional, national and international issues that influence the city and region and impact upon council strategy, policy and practice.</p> <p>Comprehensive understanding of the economic, business, cultural and political environment within the city and region and the ability to drive work programmes to changing priorities</p>	<p>You provide advice and guidance to the Leadership team and to Members and partner organisations that is based on your irrefutable knowledge and experience</p> <p>You take a key role in inspiring and shaping the leadership, vision and strategic direction of the Council across the City, region, nationally and internationally.</p> <p>You deliver outcomes within a general framework of strategic direction in situations which are often ambiguous, intangible and unstructured. You cut through traditional boundaries to engage partners and communities to work differently</p>
<p>Leadership & strategic planning – develop and maintain strong and dynamic relationships and trust, with politicians, partners, stakeholders and communities locally, regionally and nationally in order to create and enhance the city's profile and reputation</p> <p>Lead on cross cutting themes, highly complex and high profile transformational change programmes, projects and initiatives that have the ability to influence the strategic direction of the council and that impact across the council, city and region</p>	<p>You provide visionary leadership, promoting innovation and articulating key priorities, translating strategy and objectives into real actions</p> <p>You use high level skills to translate strategy and vision into relevant and deliverable programmes and plans. You evidence how you influence the organisation in becoming a more efficient and enterprising council</p>

<p>Drive and deliver the development of evidenced based and innovative cross service strategies that will ensure the achievement of a high performing culture to deliver excellent service performance, planned outcomes, targets and objectives.</p>	<p>You generate positive support and energy for change. Service performance is excellent and there is evidence of successful delivery of cross cutting themes, transformation and change programmes, projects and initiatives.</p>
<p>Collaboration & innovation – Develop and lead a culture of innovation and enterprise, challenge existing practice and develop new models of service delivery that meet long term strategic and statutory objectives providing sustainable, flexible and adaptable outcomes</p> <p>Lead the Council’s strategy and priorities developing and sustaining highly effective relationships that influence and promote a coherent, focused and aligned approach to delivering improved outcomes across the city, the region and nationally</p>	<p>You create the right conditions and culture that allows others to innovate; you demonstrate highly effective collaboration and engagement that leads to successful and innovative business outcomes.</p> <p>You successfully motivate people and broker collaborative working relationships with a range of key stakeholders building partnerships across sectors and with members</p>
<p>Problem solving & decision making – undertake a key role in the Best Council and the Corporate Leadership Teams in ensuring that developments and improvements remain focused on delivering solutions based outcomes across the city and region</p> <p>Lead on constructive consultation, engagement and communication of highly complex/sensitive issues. Anticipate and influence emerging diverse issues and changing context to develop robust strategies to shape events and develop the strategic direction of the council and city priorities.</p>	<p>You provide strategic advice, critical challenge and moderation in all aspects of the services and wider council/partner activities.</p> <p>You develop, maintain and sustain highly effective working relationships at all levels. You demonstrate effective advocacy and manage confidential, challenging and highly sensitive issues/situations involving significant negotiation with the ability to resolve conflict and find resolution in highly complex problem areas</p>
<p>Deliver – Influence and contribute to the wider issue of strategy development and prioritisation for both the city and the City Council. You enable the delivery of sustainable growth in a big city context</p> <p>Plan, organise and commission the delivery of services to and on behalf of the organisation and partners, having a profile regionally and nationally.</p>	<p>You understand the need to balance the corporate orientation with operational responsibilities and accountability. There are strategies in place to deliver measurable and sustainable improvements in quality and service standards</p> <p>You deliver successful outcomes that reflect the diverse and inclusive nature of the city. You advocate member input, community consultation and customer feedback to inform design, delivery and performance management of services</p>
<p>Resource management – Create a culture of excellence in service delivery, continuous improvement and a focus on outcomes which maximises the use of resources, budget and actively promotes the council’s values, supports adaptable ways of working and creates strong flexible teams</p> <p>Strategic responsibility and accountability for the management, deployment and control of a significant budget across the directorate and/or cross services.</p>	<p>Evidence of providing direction and support to enable a high challenge, high support workforce, delivering successful outcomes, with a ‘can do’ attitude and in an environment of continuous improvement</p> <p>You have demonstrable financial management skills and high standards of financial probity ensuring that strategies and processes are in place to meet targets and deliver excellent value for money within services.</p>

Role Specification



Director



Job title: Director of Children & Families	Date: 19.4.17	Ref: LS4501
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Job Purpose

Support the Chief Executive in the strategic leadership management of the Council in line with our ambition and values to improve outcomes and reduce costs; and to contribute to the development and implementation of corporate strategic policies, budgetary processes and the achievement of all of the Council's objectives.

Lead and manage the Children & Families Directorate and provide strategic direction and vision for the effective delivery of a range of services within the city, including safeguarding & targeted services, learning improvement and Partnerships along with other areas as required.

Provide advice and guidance to the Leadership team and to Members and partner organisations.

Key Requirements

1. Evidence of successful corporate and service leadership and senior management at a strategic level in children's and family services or children's social care including the development and implementation of corporate objectives, policies and strategies.
2. A successful track record of collaboration and partnership with a wide range of key stakeholders including other local authorities, health, police, the third sector, schools, central government and their agencies and diverse communities.
3. Evidence of success in leading transformational change and service improvement, developing a high-performing culture which puts customers first, delivers high quality outcomes at reduced costs and values colleagues, customers, diverse communities and partners.
4. Evidence of building and maintaining effective relationships including with elected members, corporate colleagues, key partners and the wider community, demonstrating highly developed political awareness and excellent judgement where decisive action is required.
5. Evidence of successful strategic and operational resource management on a comparable scale, including evaluating competing priorities within tight financial limits.
6. Evidence of success in building and enhancing the reputation of an organisation, locally and nationally with external bodies, the community and the media.

LCC Values

Working as a Team for Leeds	<ul style="list-style-type: none"> • Leading colleagues to achieve significant sustainable service improvements and outstanding results in a diverse environment
Being Open, Honest & Trusted	<ul style="list-style-type: none"> • Develops trust with engaging, collaborative and inclusive ways of working and having confidence and perspective to facilitate open

	and honest relationships with elected Members, partners and colleagues
Working with Communities	<ul style="list-style-type: none"> • Works with and develops a sustainable culture that meets the needs of and engages with a range of diverse communities.
Treating People Fairly	<ul style="list-style-type: none"> • Evidence of promoting and delivering positive solutions to achieve diversity, tackling inequality and preventing discrimination • Create a clear sense of direction and ownership of planned objectives through effective use of performance management
Spending Money Wisely	<ul style="list-style-type: none"> • Managing resources to achieve improvements and excellence within financial and budgetary constraints, using innovation to deliver change
<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 need 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, including being part of the Corporate Leadership Team on call rota 	
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	