



## **EMPLOYMENT COMMITTEE**

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**Meeting to be held in Civic Hall, Leeds on  
Monday, 30th July, 2018 at 10.00 am**

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### **MEMBERSHIP**

**Councillors**

**C Anderson**

**H Hayden**

**J Lewis**

**L Mulherin**

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

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
5			<p><b>APOLOGIES</b></p> <p>To receive any apologies for absence from the meeting.</p>	
6			<p><b>GOVERNANCE ARRANGEMENTS REGARDING RECRUITMENT TO THE POSITION OF CHIEF OFFICER SOCIAL WORK</b></p> <p>To receive a report of the City Solicitor which provides an overview of the governance arrangements and format for this specific Employment Committee which will have responsibility for the recruitment to the position of Chief Officer Social Work, within the Children and Families Directorate.</p> <p>(Report &amp; Appendix attached)</p>	1 - 12
7			<p><b>APPOINTMENT OF CHIEF OFFICER SOCIAL WORK, CHILDREN'S AND FAMILIES DIRECTORATE</b></p> <p>To receive a report of the Chief Officer (HR) which presents a proposal to the Employment Committee to appoint to the position of Chief Officer Social Work, within the Children's and Families Directorate.</p> <p>(Cover report, Appendix 1 &amp; 2 attached, Appendix 3 to follow)</p> <p>(Please note that Appendix 3, is designated as exempt from publication under the provisions of Access to Information Procedural Rule 10.4(1) &amp; (2))</p>	13 - 28

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>	



Report author: John Grieve  
Tel: (0113) 37 88662

**Report of the City Solicitor**

**Report to the Employment Committee**

**Date: 30<sup>th</sup> July 2018**

**Subject: Governance Arrangements Regarding Recruitment to the Position of Chief Officer Social Work**

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 Chief Officer Social Work.

**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 4, with members being appointed in the following proportions:

Labour	Conservative
3	1

- 2.2 Members are asked to also note that the quorum for an Employment Committee is 2 Members, including 1 Member of the Executive Board.
- 2.3 Meeting Adjournments This recruitment exercise will require two distinct sessions; including one session for shortlisting (30<sup>th</sup> July 2018) and a formal interview session (8<sup>th</sup> August 2018). 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 documents<sup>1</sup>**

- 6.1 None

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

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<b>OFFICER EMPLOYMENT PROCEDURE RULES</b>
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## **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).

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<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>.

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<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>.

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<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.
- 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.

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<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)

### **7.3 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.

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.

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<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.

**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: 30<sup>th</sup> July 2018**

**Subject: Appointment of Chief Officer Social Work, Children's and Families Directorate**

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)  Appendix 3; application forms containing candidates' details, 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 Chief Officer Social Work within the Children and Families Directorate.

The purpose of the Chief Officer Social Work role is to identify improvement needs and lead and support transformation programmes in the Children and Families Directorate. Specifically, to secure high quality, robust, effective and efficiently delivered services in the Social Work, Early Help and Child Health and Disability Teams.

This report proposes that an appointment is made on a permanent basis with recruitment taking place in July and August 2018. 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 Chief Officer Social Work, in the Childrens and Families Directorate, 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 Chief Officer Social Work within the Childrens and Families Directorate.

## **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 Chief Officer Social Work 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 Chief Officer, Social Work will be a member of the Childrens and Families Senior Management Team. The post holder will contribute and be jointly responsible for the development and delivery of an agenda of service improvement and the ongoing development with partners of locality based, fully integrated provider services across the city.

## **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 Chief Officer Social Work role is to support the Directorate's multi agency approach and to ensure the effective co-ordination of resources (financial, human, physical or other) which support a whole service approach centred around the needs of children and young people throughout the City, and especially those who are most vulnerable.
- 3.3 Whilst the role is directly responsible to the Deputy Director (Safeguarding and Targeted Services), due to the continuing partnership Leeds has with Kirklees in providing ongoing support with their Improvement Programme, on a day to day basis, the post holder will report directly to the Director. The role has lead responsibility for the delivery of services in the Social Work, Early Help and Child Health and Disability Teams.
- 3.4 Leeds is currently a Social Work Partner in Practice Authority which means it is a leader in the development of best practice and innovation in social work delivery and practice. The role of Chief Officer Social Work, is at the forefront of this work both nationally and in the region.
- 3.5 The post of Chief Officer Social Work is currently vacant having been recently re-established as part of the Childrens and Families re-design which was implemented with effect from 1<sup>st</sup> May 2018.
- 3.6 The post has been advertised internally only using the Authority's Jobs and Careers Website.
- 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 – 20/07/18
- Short List (by Employment Committee) – 30/07/18
- Interviews (by Employment Committee) – 08/08/18

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

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

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

4.2.1 Due regard has been given to inclusion and diversity and a copy of the EIA screening document can be found at appendix 2 to the report

### **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 post within the budget provision for 2018/19.

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

4.5.1 This post is a Member appointment given its reporting lines and will be recruited to in accordance with Officer Employment Procedure Rules.

4.5.2 Candidate information shared as part of this recruitment exercise is exempt from publication. It is considered this information will relate to individuals personal details.

4.5.3 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 to the post of Chief Officer Social Work, Children and Families Directorate on a permanent basis;
  - 6.1.2 Consider applications for this post when the Employment Committee meets on 30/07/18. And following the interview and selection process, make a recommendation for appointment.

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

- 7.1 N/A

### **Appendices for the report**

Appendix 1a and 1b            Job description and Advert

Appendix 2                    Equality screening report

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)

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

**Job title:** Chief Officer Social Work

**Date:** 20.06.18

**Ref:**

## Job Purpose

The purpose of the role is to provide leadership and management to the specified service areas and to play a full part in the work of the service and senior management teams. A key element of this role is to ensure that high quality services are delivered and statutory and regulated standards are met/exceeded. The role must demonstrate a comprehensive and effective approach to ensure safeguarding expectations of key stakeholders are met.

The role requires the post holder to identify improvement needs and lead and support transformation programmes in the Children and Families Directorate. Specifically, in the Social Work, Early Help and Child Health and Disability Services, to secure high quality, robust, effective and efficiently delivered services. As a member of the senior management, the post holder will contribute and be jointly responsible for the development and delivery of an agenda of service improvement and the ongoing development with partners of locality based, fully integrated provider services across the city.

## Key Requirements

The post holder will be accountable to the Deputy Director for: -

The leadership and management of high quality service delivery that clearly demonstrates designated standards and regulatory requirements are being consistently met and exceed.

Managing Heads of Service in their roles in Social Work and Early Help, providing assurance that Safeguarding expectations and standards for the service area are fully met.

The effective management of resources in accordance with statute, the rules and regulations of the Council and the Directorate, maintaining a robust management framework to ensure the ongoing effective management of the service and resources employed jointly with the senior leadership team deliver service improvement.

Securing fair and equal treatment for all customers and employees.

Developing strong and dynamic relationships with key stakeholders, particularly external agencies, to enhance the profile and reputation of the Social Care service in Leeds.

Having lead responsibility for the Social Care service for ensuring high quality service delivery, meeting full compliance with statutory, regulatory and Leeds City Council standards.

Managing the effective and efficient delivery and development of high quality Social Work and care services including those for children with complex needs and within early help arrangements.

Providing strategic direction for the planning and development of the Social Work and Care services to meet the needs of the service's users, to provide a responsive service to meet the specific needs of the localities in the City.

As part of the Children and Families Leadership Team, identify and implement ways of raising and extending the quality of services to children and families.

Providing advice and guidance on a range of complex issues whilst leading day to day service delivery and the continuous development and improvement of provider services in accordance with agreed targets and objectives included in council and service plans.

To have lead responsibility for the Social Care service to ensure full compliance with safeguarding policies and procedures relating to service delivery and employment practices.

Ensure that all aspects of service delivery, community engagement and staffing, focus on equality of outcomes and secure equal and fair treatment and access for all.

Achieve a full understanding of service responsibilities and organisation, ensuring that all service costs are clearly documented and that asset management is effectively addressed.

Develop and implement robust performance management processes to ensure that the service and staff deliver to agreed standards.

Actively and directly manage performance of both staff and the service through appropriate appraisal and supervision, ensuring early intervention where performance falls below, or threatens to fall below, required standards.

Implement regular, formal quality assurance and performance monitoring and reporting and ensure that management information systems are developed, utilised and maintained in support of this.

Ensure that client information is comprehensive, regularly updated and that data protection standards and information sharing protocols are in place and are fully complied with.

Ensure that commissioned outcomes are understood by all staff and that service delivery is flexible and responsive, to enable it to meet changing priorities and needs.

Ensure that workforce development and skills mix are a key component in any service delivery redesign.

Actively and directly manage and establish controls for a large and complex budget.

### **LCC Values**

Working as a Team for Leeds	<ul style="list-style-type: none"> <li>• Work collaboratively by developing and maintaining good working relationships with internal and external customers, other stakeholders and partners across the City and Region to achieve excellent outcomes for the citizens of Leeds</li> </ul>
Being Open, Honest & Trusted	<ul style="list-style-type: none"> <li>• Anticipate, plan and communicate strategic and service change and their impact on teams and partners/stakeholders</li> <li>• Develop trust with an engaging, collaborative and inclusive way of working. You communicate effectively, using straight forward language and adapt your style to enable a high level of engagement, taking ownership of informed decisions and outcomes.</li> </ul>
Working with Communities	<ul style="list-style-type: none"> <li>• Consult with customers, staff and stakeholders to continually improve, promote and deliver services that meet the needs and represent the Leeds community</li> </ul>
Treating People Fairly	<ul style="list-style-type: none"> <li>• Provide visible and supportive leadership, which empowers, enables and develops staff to achieve their potential and drives a high performing culture whereby everyone 'feels they count' and diversity is valued.</li> </ul>
Spending Money Wisely	<ul style="list-style-type: none"> <li>• Delivery of income targets and cost effective service solutions and strategies that contribute to the effective management of a substantial service budget</li> </ul>

### **Working Context**

- The role is primarily office based but post holders may be expected to work flexibly both at home and at various locations across the City and region.

The role profile and specification are an outline only and may vary from time to time without changing the character of the job or level of responsibility

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People in roles at this level are responsible for the strategic leadership and direction and delivery of specific functions and services as appropriate.

Specifically, the Chief Officer supports the Deputy Director to promote and progress the Vision for Leeds to be a child friendly, compassionate and economically successful city. The Chief Officer is accountable to the Director of Children & Families Directorate and is jointly responsible for the leadership, development and delivery of a coherent agenda of service improvement and the ongoing development with partners of locality based, fully integrated provider services across the city. Working as part of the Best Council leadership team; roles at this level live and model values and behaviours to help the council to achieve the ambition to become the best city council in the country and the best city in the UK.

<b>Aspect</b> For roles at this level, you must be able to show you can...	<b>Outcome</b> The result when all aspects are applied effectively
<p><b>Knowledge</b> – Social work qualification. Demonstrate a detailed knowledge and understanding of Children’s Services within local government with in depth diverse expertise with significant managerial/ practical experience across service areas</p> <p>Extensive knowledge of local, regional and national issues that influence the city and region and impact upon health and social care strategy, policy and practice.</p> <p>Thorough understanding of the economic, business, cultural and political environment within the city and region and the ability to give direction to changing programmes and priorities</p>	<p>You use your knowledge and expertise to plan and develop strategies and frameworks to shape future service provision in partnership with others</p> <p>You identify links between societal and economic trends and anticipate emerging issues to influence the strategic direction and delivery of shared outcomes</p> <p>You understand the significance of building strong and dynamic relationships at all levels that build trust and enhance profile and reputation</p>
<p><b>Leadership &amp; strategic planning</b> – Lead by example, cultivating strong relationships and effective joint working within the Council, politicians and with partners and stakeholders across the City, region and nationally</p> <p>Set and deliver complex change and transformational goals with broad perspectives and long term timelines, that impact across children’s regulated services.</p> <p>Develop innovative strategies that support the achievement of a high performing culture, where everyone can realise their potential and 'feel they count' and where there is a drive to deliver excellent service performance, planned outcomes, targets and objectives.</p>	<p>You develop and enhance public and private sector partnership relationships to help to bring the city together and to join up the approaches of different stakeholders</p> <p>You use a range of leadership styles which focus on achieving results, building trust and generating energy and support during periods of significant cross sector, services and system change</p> <p>You demonstrate visible and supportive leadership with excellent communication skills creating a climate of learning and improvement leading to high levels of performance and improved outcomes</p>

<p><b>Collaboration &amp; innovation</b> – In partnership with others, develop strategies and frameworks to shape future service provision, share best practice, add value and improve outcomes in line with significant strategic programmes and plans.</p> <p>Ability to put corporate vision and values into practice through agreed policies and strategies. Initiate and lead change programmes, improve service quality and support a culture that drives up standards and performance.</p> <p>In partnership develop and lead innovative and enterprising models of service delivery across sectors and services. Engage with multi-agency teams, partners and communities to influence and shape the vision to meet city priorities</p>	<p>You use your influence to develop ways of working that lead to creative and innovative solutions to complex strategic problems.</p> <p>You develop ways of working that encourages and supports engagement with stakeholders and which leads to the delivery of services with a focus on individual needs and outcomes</p> <p>There is evidence of how you effectively collaborate and engage with all stakeholders that leads to priorities and objectives being met.</p>
<p><b>Problem solving &amp; decision making</b> - Undertake a key role at Best Council leadership level identifying opportunities, initiating and developing strategic plans and projects and delivering solution focused outcomes across a diverse range of related and unrelated issues</p> <p>Anticipate emerging issues and changing context and develop strategies and policies to solve related or unrelated problems or seize opportunities across services</p>	<p>You demonstrate commitment to working and leading across sectors and services, to enable transformation, and implement change and deliver agreed outcomes, targets and objectives</p> <p>There is evidence that you take diverse issues requiring development of solutions and implement strategies that lead to successful outcomes</p>
<p><b>Deliver</b> - Working in partnership with various stakeholders, to deliver and commission cross sector or cross service projects. To take a lead role in influencing, informing and assisting the development of strategies, policy, functions and structures for the delivery of highly effective cross sector arrangements.</p> <p>Inform, support and assist complex and large scale social care transformation programmes, coordinating work across Council directorates and managing relationships across services and with partners and other stakeholders</p>	<p>You ensure that local and regional level plans and policies are influencing and being influenced by developments in health commissioning, public health and the wider wellbeing agenda</p> <p>There is evidence of your ability to lead and manage large scale change. You demonstrate credibility, integrity and openness and ability to work collaboratively to deliver outcomes</p>
<p><b>Resource management</b> - Set and deliver transformational goals with broad perspectives and long term timelines, which maximises effective resource management, ensures financial compliance and is responsive to sector and city priorities.</p> <p>Support a culture of excellence in service delivery, continuous improvement and a focus on outcomes which maximises the effectiveness of the workforce through workforce planning and actively promotes organisational values, supports adaptable ways of working and creates strong flexible teams</p>	<p>Plans are in place to meet priorities, budgets are maximised and there is an efficient and sustainable use of resources.</p> <p>You empower, enable and develop individuals and teams, promoting a 'can do' attitude within an environment of supported and continuous improvement</p>

## Draft Advert

### Chief Officer – Social Work - Leeds

#### Director 70%

Leeds Childrens and Families Directorate is seeking to appoint an inspirational leader to undertake the role of Chief Officer Social Work. The post, reporting directly to the Deputy Director, Safeguarding and Targeted Services, is a key leadership role in ensuring excellence in a wide range of children's services including social work; early help and services for children with complex needs.

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. We still have professional challenges as you would expect within a big, diverse city, so it's vital that we continue to be close to detail, and we need a Chief Officer to bring experience of management and leadership in a similar setting.

You should be someone who collaborates well, working with colleagues, Elected Members, partners and the community, to really understand what people need and enhancing our culture of restorative and relational practice.

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

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

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

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# Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

<b>Directorate: Children and Families</b>	<b>Service area: Social Care</b>
<b>Lead person: Sal Tariq</b>	<b>Contact number: 0113 37 83572</b>

## 1. Title: Recruitment to the post of Chief Officer, Social Work

Is this a:

Strategy / Policy

Service / Function

Other

**If other, please specify**

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

The Director is looking to permanently appoint to the post of Chief Officer – Social Work, Children and Families which is currently vacant.

The role of the Chief Officer – Social Work is to provide leadership and management to the specified service areas and to play a full part in the work of the service and senior management teams. A key element of this role is to ensure that high quality services are delivered and statutory and regulated standards are met/exceeded. The role must demonstrate a comprehensive and effective approach to ensure safeguarding expectations of key stakeholders are met.

The role requires the post holder to identify improvement needs and lead and support transformation programmes in the Children and Families Directorate. Specifically, in the Social Work, Early Help and Child Health and Disability Services, to secure high quality, robust, effective and efficiently delivered services. As a member of the senior management, the post holder will contribute and be jointly responsible for the

development and delivery of an agenda of service improvement and the ongoing development with partners of locality based, fully integrated provider services across the city.

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

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

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

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

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

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

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

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

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

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

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

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

The position being advertised is an already established and key role within the C&F leadership team. The Director has engaged with all key partners with regards to the intention to appoint to this post.

- **Key findings** (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

Details of the remit of the role and the impact this will have can be found in section 2.

- **Actions** (think about how you will promote positive impact and remove/ reduce negative impact)

N/A

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

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

**6. Governance, ownership and approval**

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

Name	Job title	Date
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Sal Tariq	Deputy Director – Children and Families	17/07/2018
<b>Date screening completed</b>		17/07/2018

## 7. Publishing

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

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

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

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

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