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To: The Chair and Members
of the Appointments,
Remuneration and Chief
Officer Conduct
Committee

County Hall
Topsham Road
Exeter
Devon
EX2 4QD

Date: 18 September 2020

Contact: Karen Strahan 01392 382264

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**APPOINTMENTS, REMUNERATION AND CHIEF OFFICER CONDUCT
COMMITTEE**

Monday, 28th September, 2020

A virtual meeting of the Appointments, Remuneration and Chief Officer Conduct Committee is to be held on the above date at 9.00 am to consider the following matters.

Phil Norrey
Chief Executive

A G E N D A

PART I - OPEN COMMITTEE

1 Apologies for Absence

2 Minutes

Minutes of the meeting held on 30th July 2020.

3 Items Requiring Urgent Attention

Items which in the opinion of the Chair should be considered at the meeting as a matter of urgency.

4 Head of Children's Social Care and Deputy Chief Officer for Children's Services
(Pages 1 - 2)

Report of the Chief Executive proposing the commencement of the recruitment of a permanent appointment for the post of Head of Children's Social Care and Deputy Chief Officer for Children's Services, attached.

5 Chief Officer for Children's Services - Process to date

Officers to report on the process for attracting suitable candidates for the above post.

PART II - ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF PRESS AND PUBLIC ON THE GROUNDS THAT EXEMPT INFORMATION MAY BE DISCLOSED

6 Exclusion of the Press and Public

Recommendation: that the press and public be excluded from the meeting for the following items of business under Section 100(A)(4) of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1 and 2 of Schedule 12A of the Act namely relating to any individual and information likely to reveal the identity of an individual and in accordance with Section 36 of the Freedom of Information Act 2000, by virtue of the fact that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

7 Appointment of Chief Officer for Children's Services (Pages 3 - 10)

To interview shortlisted candidate(s) and, if possible, make a recommendation upon an appropriate appointment to the next meeting of the County Council.

Papers attached include

- Job description for the Chief Officer for Children's Services; and
- Report on candidates for the post.

Members are reminded that Part II Reports contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). They need to be disposed of carefully and should be returned to the Democratic Services Officer at the conclusion of the meeting for disposal.

MEETINGS INFORMATION AND NOTES FOR VISITORS

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Committee Terms of Reference

For the terms of reference for any Committee, please [visit the Committee page](#) on the website and click on the name of the Committee. Under purpose of Committee, the terms of reference will be listed. Terms of reference for all Committees are also detailed within Section 3b of [the Council's Constitution](#).

Access to Information

Any person wishing to inspect any minutes, reports or background papers relating to an item on the agenda should contact the Clerk of the Meeting. To find this, [visit the Committee page](#) on the website and find the Committee. Under contact information (at the bottom of the page) the Clerk's name and contact details will be present. All [agenda, reports and minutes of any Committee are published on the Website](#)

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Webcasting, Recording or Reporting of Meetings and Proceedings

The proceedings of any meeting may be recorded and / or broadcasted live, apart from any confidential items which may need to be considered in the absence of the press and public. For more information [go to our webcasting pages](#)

Anyone wishing to film part or all of the proceedings may do so unless the press and public are excluded for that part of the meeting or there is good reason not to do so, as directed by the Chair. Filming must be done as unobtrusively as possible without additional lighting; focusing only on those actively participating in the meeting and having regard to the wishes of others present who may not wish to be filmed. Anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance.

Members of the public may also use social media to report on proceedings.

Declarations of Interest for Members of the Council

It is to be noted that Members of the Council must declare any interest they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

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Contact Main Reception (Extension 2504) for a trained first aider.

Mobile Phones

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Alternative Formats

If anyone needs a copy of an Agenda and/or a Report in another format (e.g. large print, audio tape, Braille or other languages), please contact the Customer Service Centre on 0345 155 1015 or email: committee@devon.gov.uk or write to the Democratic and Scrutiny Secretariat in G31, County Hall, Exeter, EX2 4QD.

Induction Loop available



PROPOSAL FOR THE APPOINTMENT TO THE POST OF HEAD OF CHILDREN'S SOCIAL CARE AND DEPUTY CHIEF OFFICER FOR CHILDREN'S SERVICES

REPORT OF THE CHIEF EXECUTIVE

Recommendation: that the Committee:

- (a) endorse the proposal to commence recruitment to the permanent appointment for the post of Head of Children's Social Care and Deputy Chief Officer for Children's Services.

1. Introduction

1.1 The current Deputy Chief Officer for Children's Services, Darryl Freeman, commenced with Devon on a two year contract in December 2018 and took up a permanent position in the role in 2019. In September 2020 the post holder left his employment with the County Council. The post is currently covered by an internal acting-up arrangement.

1.2 The Chief Officer post holds responsibility for the following key service areas within Devon County Council:

- MASH and Children and Families Social Work
- Social work and allied services for children in care and care leavers
- Fostering and Adoption, including hosting the Regional Adoption Agency
- Social work and allied services for disabled children
- Operational delivery of Early Help Services
- Residential care: short breaks homes for disabled children and Atkinson Secure Children's Home

1.3 The service area is facing a rapid improvement journey following the outcome of an ILACS inspection in early 2020 that deemed the service Inadequate.

The improvements required within Children's Social Care must be sustained and the new appointment will need to continue to ensure that the service works towards a 'good' outcome in the next stage of the Improvement process.

2. Deputy Chief Officer for Children's Services

2.2 It is proposed that the vacancy will be recruited to on a permanent basis at its current L3 salary level of £105,669 plus a Market Supplement to the value of £20,000 per annum

2.3 A robust recruitment process will be used to provide assurance of the expertise, knowledge and skills required for the post of Deputy Chief Officer for Children's Services.

2.4 The recruitment process will ensure that the new Deputy Chief Officer for Children's Services demonstrates the leadership behaviours identified as part of the 'Doing What Matters' activity within Devon County Council.

2.5 The recruitment process would commence following the necessary approval process to ensure a replacement is identified and time for suitable handover periods are achieved.

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- 2.6 The proposal to recruit a direct replacement has support from Eleanor Brazil, Devon County Councils appointed Children's Commissioner.
- 2.7 It is acknowledged that this replacement will commence close to the local elections in May 2021. In light of this it is felt that that this permanent appointment is necessary following the recent Ofsted outcome and the need to provide stability of leadership for Children's services.

3. Conclusion

- 3.1 It is recommended that the Appointments, Remuneration and Chief Officer Conduct Committee endorse the proposal to advertise for a permanent replacement for the Deputy Chief Officer for Children's Services

Phil Norrey, Chief Executive - Devon County Council
Electoral Divisions: All
Contact for enquiries: Jacky Wilson, Telephone: 01392 383000,
Email: jacky.wilson@devon.gov.uk

HAY JOB DESCRIPTION

POSITION TITLE	CHIEF OFFICER FOR CHILDREN'S SERVICES		
LOCATION	County Hall		
REPORTING TO	Chief Executive		
POSITION NUMBER(S)			
EVALUATED GRADE	L1	DATE OF EVALUATION	01/11/16
SERVICE/SECTION/SCHOOL			
EFFECTIVE DATE OF JD	01/08/2020	JOB NUMBER	H.0333

JOB PURPOSE:

Principal accountability:

To work collaboratively as part of the Council's senior leadership group to support the Council's overall aims in promoting a better quality of life for Devon's residents.

- To improve outcomes for all children in Devon, especially for the most vulnerable
- To ensure Devon is a strong and effective corporate parent for children in care and care leavers
- To convene partnerships, co-producing with partners and service users and integrating services to improve outcomes for children.
- To build and maintain a relational, restorative organisational culture
- To deliver a full range of statutory health, education and social care functions, either directly or through partnerships, **ensuring that all services for children are good or better**

As a member of the leadership team, the role is also concerned with setting the strategic direction of Devon County Council, integrating internal resources and utilising external partner relationships. The job will be accountable for the delivery of short and long-term business benefits which have a significant impact on the lives of people living in, visiting and working in Devon.

The job holder must demonstrate the core principles and behaviours through the leadership of their team. These principles and behaviours are outlined in the attached Appendix.

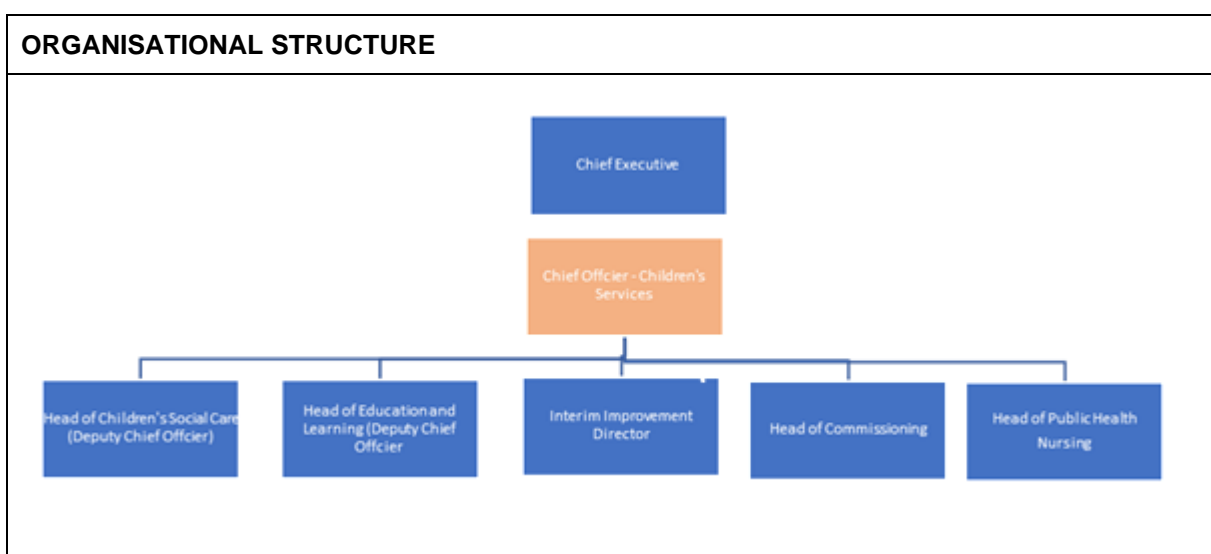
CONTEXT:

Devon must provide good or better services for children. This will require a focus and drive on improvement in key areas in response to identified weaknesses as well as system leadership of the statutory and third sector to continue to promote early help and a culture shift across the partnership so that children's issues are seen as everyone's issues.

This is also a key part of budget recovery within children services. The significant changes in education including the funding arrangements will also require strategic oversight. The combined authority direction may also bring significant opportunities that will require detailed strategic leadership to deliver.

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RESOURCES																			
Finance	<p><i>Annual budgetary amounts for which the job is either directly or indirectly concerned or has shared responsibility. Please specify whether direct/indirect/shared.</i></p> <p>Gross Revenue budget – indirect £775M Capital - £2.4M (indirect control)</p>																		
Staff	<table border="1"> <thead> <tr> <th></th> <th>Headcount</th> <th>FTE</th> </tr> </thead> <tbody> <tr> <td>Children's Social Care</td> <td>964</td> <td>788.88</td> </tr> <tr> <td>Education & Learning</td> <td>247</td> <td>156.22</td> </tr> <tr> <td>Public Health Nursing</td> <td>207</td> <td>160.51</td> </tr> <tr> <td>Children's Commissioning</td> <td>34</td> <td>31.2</td> </tr> <tr> <td>TOTAL</td> <td>1453</td> <td>1137.81</td> </tr> </tbody> </table>		Headcount	FTE	Children's Social Care	964	788.88	Education & Learning	247	156.22	Public Health Nursing	207	160.51	Children's Commissioning	34	31.2	TOTAL	1453	1137.81
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Other	<p>PERFORMANCE MEASURES</p> <p>Employees and culture</p> <ul style="list-style-type: none"> • Employee engagement • Working climate • Innovation application <p>Relationships</p> <ul style="list-style-type: none"> • Reputation • Policy influence • Member feedback • Partner feedback <p>Customer Service</p> <ul style="list-style-type: none"> • Peer and Member feedback • Customer satisfaction/ service quality • Quality of life in County <p>Value for Money</p> <ul style="list-style-type: none"> • Cost reduction • Service delivery and improvement 																		



Agenda Item 7

KEY ACCOUNTABILITIES:	
1	As a team member, lead the creation and implementation of the overall strategy and operating arrangements to achieve Devon's aims.
2	Develop and deliver high quality and cost-effective services (whether delivered directly or through third parties) establishing, managing and meeting customer and community expectations.
3	Lead the development and delivery of an integrated approach to children and family needs across the full range of the County Council's service responsibilities.
4	Hold the welfare of the child as the paramount consideration in all matters, safeguard and protect children where necessary and ensure Devon is a strong and effective corporate parent
5	Work with partners to ensure strong and effective universal services for children (early years, education, PHN) as well as targeted services in response to need (education support functions, SEND, and other early help responses)
6	Generate value for money by successfully delivering better services and improving outcomes at a lower cost. Raise internal awareness and attention to effective cost management.
7	Undertake the statutory role of Director of Children's Services.
8	Understand and meet all relevant legislation and governance requirements.
9	Support Members by providing advice and guidance on areas of policy and strategy, ensuring that Members are appraised about issues to enable informed decision making in line with the Devon County Council vision.
10	Provide strong system leadership with partner organisations to meet the needs of Devon's communities collaborating with all sectors to continuously improve services in the County.
11	Lead the delivery of corporate change programmes, ensuring that objectives are understood and articulated, and change is embedded successfully.
12	Manage and develop the Council's culture by being a respected role model and leader. Set and manage ambitious performance expectations and behavioural norms for everyone, recognising excellence and challenging those who under-perform or seek to threaten new ways of working.
13	Create an environment where learning, innovation and the application of new ideas is actively encouraged and result in significant improvements to service delivery.
14	Create a working environment where employees can deliver their best.

It should be noted that the duties or tasks associated with of the post may change from time to time without altering their general character or the level of responsibility entailed and without affecting the grading of the post.

For all roles the job holder must:

- Be aware of the Council's aims, organisational values and behaviours and their impact on this post.
- Participate in the Council's performance management process
- Carry out the duties of the post in accordance with the Council's Rules, Regulations and Policies
- Carry out all duties and responsibilities with reasonable care for the health and safety of you and any other person who may be affected by your acts or omissions at work and to co-operate fully with the County Council in health and safety matters.
- To comply with the Data Protection Act 1998 (all employees of the Council will not disclose or make use of, for their private advantage, any information held on manual or computer records, which are not available to the public, however acquired.

The above mentioned duties and activities associated with this job are neither exclusive nor exhaustive and the job holder may be called upon to carry out such other appropriate duties as may be required within the grading level of the job and the competence of the job holder.

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KNOWLEDGE AND EXPERIENCE:

- Substantial record of senior strategic leadership achievement and experience, including recent experience of successfully leading delivery and transformation in a large public sector organisation and cross function performance management and improvement.
- An in-depth knowledge and understanding of the current public sector change agenda.
- Broad knowledge of public sector service delivery.
- A collaborator who can develop productive relationships with politicians and senior stakeholders and with a successful track record of working in partnership.
- A leader who engages and enables others to deliver their best.
- Knowledge of commissioning approaches.
- An excellent developmental record focused on leadership in the public sector.

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

