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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: 6 March 2025

Contact: karen.strahan@devon.gov.uk

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

Friday, 14th March, 2025

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

Donna Manson
Chief Executive

A G E N D A

PART I - OPEN COMMITTEE

- 1 Apologies for Absence
- 2 Declaration of Interests

Members of the Council will declare any interests they may have in any item to be considered at this meeting, prior to any discussion taking place on that item.

The other registrable interests of Councillors of Devon County Council, arising from membership of City, Town or Parish Councils and other Local Authorities will automatically be recorded in the minutes: [County councillors who are also district, borough, city, parish or town councillors](#)

3 Minutes

Minutes of the meeting held on 12 February 2025.

4 Items Requiring Urgent Attention

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

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

5 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.

Electoral Divisions(s): All Divisions

6 Recruitment of Assistant Director Commissioning - Children and Young People's Futures (Pages 1 - 24)

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 post of Assistant Director Commissioning - Children and Young People's Futures;
- Report on the process and candidates to date; and
- Candidate Statements

Electoral Divisions(s): All Divisions

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.

PART 1 - OPEN COMMITTEE 11.00AM

7 Deputy Chief Executive allowance (Pages 25 - 28)

Report of the Chief Executive, attached.

Electoral Divisions(s): All Divisions

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Induction Loop available



JOB DESCRIPTION

POSITION TITLE	Assistant Director Children's Social Care Commissioning		
LOCATION	County Hall, Exeter		
REPORTING TO	Deputy Director and Head of Children Social Care		
DIRECTORATE/SECTION/SCHOOL	Childrens Services		
DATE OF EVALUATION	18 February 2025	EVALUATED GRADE	L4
EFFECTIVE DATE OF JD	18 February 2025	JOB NUMBER	H.0502

JOB PURPOSE:

This post is responsible for high level outcomes for children and will ensure . The post will co-ordinate the work and focus of the quality assurance framework to support and evidence improvements in directorate wide performance, accountability and inspection readiness. services delivered by Devon are good and improve outcomes for children.

The post is responsible for the following services/functions:

- Home finding
 - Home finding team
 - Commissioning Team
- DCC Provision
 - Fostering and Kinship Care
 - Atkinson Secure Children's Home
 - Children's Homes
- Partnerships
 - Adopt South West (Regional Adoption Service)
 - Safeguarding Partnership.
- Corporate Parenting Arrangements
- Responsible for all aspects of practice and management (workforce/HR, performance, budget etc) in the service area.
- Provides strategic system leadership, developing and delivering the ambitions of the partnership's Children's Services Delivery Plan and the Council's strategic plans for children.
- Supports political leaders to deliver their agenda for the community in Devon
- Within each specialist area ensure all relevant statutory duties and legislative obligations are met.
- Works closely with partners across police, health and schools
- Accountable decision holder in relation to children's needs

This post incorporates all the Council responsibilities relating to quality and commissioning of social care services for children, and young people, and their families and carers. It is responsible for commissioning effective, efficient and safe social care services that represent best value and will focus on sufficiency and line of sites for placements.

The scope includes:

Leading and managing the joint strategic planning and commissioning for Children's Services, working collaboratively with partners including public health and adult services.
 Leading the development of service specifications informed by joint strategic needs

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assessment to ensure high quality service delivery. The role is responsible for the operational delivery of internal and external placement commissioning for vulnerable children and associated budget.

The role is also responsible for both the strategic commissioning within children's services, and the associated budget and for being the leading partner and influencer of commissioned services, the wider health economy and other partners as appropriate.

The post holder is responsible for the work and co-ordination of Responsible Individuals and Registered Managers for Children's Homes & Day Services with teams of professional staff ensuring standards and performance targets are understood and met or exceeded.

Ensuring that the Adoption Service provided for 5 Local Authorities meets its statutory obligations to children, birth families and adopters, including any commissioned services. Delivering required National reporting. Supporting Members, communities and localities.

Key Purposes include:

- Delivery of high quality outcomes through commissioning services
- Management and leadership of all the staff functions in the above service areas
- Placement provision for children in care both fostering in house and external, and commissioned placements
- Development and support of Devon's internal service provision for Children's Services
- Placement provision for young people leaving care, including semi-independent accommodation and staying put arrangements
- Commissioning responsibility for external placement / supported accommodation options for young people aged 16 to 25 receiving leaving care services
- Planning and service commissioning of a range of social care services
- Quality and compliance of regulated services
- Market Development in partnership with providers
- Engagement of children, young people, individuals, carers
- Engagement of service providers including third sector
- Leadership and management of the fostering service and Adopt South West
- Oversight and governance of changes to the commissioning and delivery of services in response to changing legislation, guidance, specification, budget, quality of performance requirements.
- To work with the senior leadership team on the preparation for Ofsted and HMIP inspections, including providing and supporting the preparation of all relevant documentation.
- As a member of the senior leadership team, lead the service in achieving the highest standards of practice in the work with vulnerable children, young people and their families, ensuring that at all times children are at the heart of the service provision and developments.

Within each specialist area the role will ensure all relevant statutory duties and legislative obligations are met.

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.

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The post-holder will model the Council's leadership expectations and deliver, in partnership with others, the Council's ambitions.

The post holder will work alongside the Head of Children's Social Care and Children's Services Leadership Team in the development and delivery of the council's ambitions for children in Devon.

The Children's Services Leadership Team works together as one entity, valuing and demonstrating strong leadership and developing a collaborative approach towards continuous improvement. Each Service Lead will hold individual accountability for the results and performance improvement of their own area, alongside joint ownership of all service areas in order to meet the needs of the children and families of Devon.

There will be a shared understanding of the single council approach ensuring that public money is used in the most business-like way. The role will provide strategic direction, clear evidence for decision making, robust performance management and enhanced relationships with elected Members.

The post holder will work in partnership across the local authority at all levels but also externally to the NHS, other statutory bodies, independent sector care providers, and service users and carers. A principle of co-production should be adopted wherever feasible.

Providing leadership for developing, improving, and modernising the services, to support the council vision and key priorities and address changes in legislation and ensure best practice, making best use of financial and human resources.

RESOURCES		
Finance	Fostering and Kinship Care Budget	24.9m
	Commissioning and Resources Budget	72.86m
	Internal Provisions Budget	£9.054m
	Atkinson's Secure Children's Home Budget	£4.8m
	Adopt South West Budget	£2.27m
	= Total value of budget responsibility	£113.87m
Staff	Fostering and Kinship Care	105
	Commissioning and Resources	44
	Internal Provisions	142
	Atkinson Secure Children's Home	70
	Adopt South West	80
	= Total number of staff responsibility	441
Direct management responsibility for the above members of staff		

KEY ACCOUNTABILITIES		%
1	Lead and implement the provision of high quality placements for children in care in accordance with the national and local direction aligned with local priorities and needs for the relevant user group.	35%
2	Analyse current positions, future need and local / national best practice in order to inform Joint Strategic Planning and Commissioning.	15%
3	Strategic leadership of the Children's Homes providing permanent placements, providing short breaks, with the need to develop an emergency placement home and supported living options, Family Time,	15%

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	Multi-Sensory Impairment Service, Enabling Service and building oversight of other properties providing care. This includes working with strategic partners to secure good outcomes for all children and families.	
4	Manage the service within stipulated budgets.	10%
5	Develop Service delivery options for the delivery of social care and advise members based on evidence and rationale.	10%
6	To be responsible for monitoring service quality within assigned portfolio via a systematic process of review and assurance across all areas.	5%
7		
8	To oversee the strategic development of the workforce to ensure recruitment meets standards and that the workforce are trained and developed to ensure the highest standard of service delivery.	10%

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:

- Understand and lead to achieve the Council’s vision, direction and priorities,
- Lead by example in line with the organisation’s core principles and behaviours,
- Embrace the positive benefits of a diverse workforce and be committed to creating and maintaining an environment that is inclusive and safe,
- Promote a positive culture of personal responsibility and accountability to meet the legal expectations, policies and frameworks for example Employment Law, Health and Safety, GDPR and Data Protection.

The above 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.

KNOWLEDGE AND EXPERIENCE:
<ul style="list-style-type: none"> • Higher degree or equivalent. • Evidence of CPD. • Proven leadership experience providing direction and purpose, ability to work at a strategic level providing clarity; committed to expertise in frontline practice. • Knowledge and experience of managing and inspiring in large and complex organisations. • Experience and expertise in delivering safeguarding social work practice across the child’s journey. • Knowledge and capability to deliver the requirements of Working Together 2024 and all relevant statutory requirements and guidance. • Awareness of, and sensitivity to, the political implications of professional and managerial decisions. • Understanding of context of Devon Children and Families Partnership role and responsibilities. • Excellent communication, advocacy, presentation, influencing and negotiating skills. • Experience of working with a range of partners, creating honest and productive conversations, embracing challenge and opportunities for collective learning. • Senior management experience and a proven track record of success at a senior level. • Experience working with a range of partners.

- Understanding of key policy areas in childrens services
- Evidence of delivery of major change programmes within a complex matrix reporting setting.

CORE PRINCIPLES AND BEHAVIOURS

Devon County Council's Core Principles and Behaviours Framework can be found here: [Core Behaviours Framework \(Core Principles and Behaviours Overview\) - tasks and guides \(devon.gov.uk\)](#)

APPROVAL: I confirm this Job Description conveys a full and accurate description of the job and has been agreed with the post holder (where applicable).

SIGNED:

Line Manager (Julian Wooster, Director of Children & Young People Futures)

DATE November 2024

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

Document is Restricted

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

Document is Restricted

Deputy Chief Executive Allowance

Report of Chief Executive

Recommendation:

For the Appointments, Remuneration & Chief Officer Conduct Committee to agree:

- the proposed allowance for the additional duties of the Deputy Chief Executive
- backdate the payment to 1st May 2023.

Context

Prior to May 2024, Devon County Council did not have in place a formal structure to provide cover and resilience in periods of absence by the Chief Executive. Following review of benchmarking data from other Councils, it was considered that in line with numerous other Councils, due to the complexity, scale and high-profile nature of the County Council, a more formal deputising structure for periods when the Chief Executive may be absent was required.

Therefore it was agreed that an existing Director from the members of Strategic Leadership Team would be selected by the Chief Executive to act as their nominated deputy and provide cover for the Chief Executive's duties, both during periods of planned absence (estimated at 5 weeks planned per annum) or as required. These are additional duties rather than appointing to a dedicated role and therefore is a Head of Paid Service decision. However, any allowance paid for undertaking the Deputy Chief Executive duties, would be decided by the Appointments, Remuneration & Chief Officer Conduct Committee. From 1st May 2023, Meg Booth, Director of Climate Change, Environment & Transport was nominated to undertake the additional responsibilities.

Allowance

Allowances are disclosed publicly as part of the Annual Pay Policy Statement. Benchmarking activity has highlighted a range of approaches for remunerating for the additional duties of a Deputy Chief Executive. There was no uniformity in approach from other authorities, varying from no payment at all to dedicated Deputy posts coupled with another discipline (e.g. Finance or Resources). The grades of the existing Directors at Devon County Council range from grades L1 to L3 as outlined in Table 1 below.

Table 1. DCC Leadership Salary structure:

Grade	As at 1/4/2024	
L0	£212,175	Chief Executive
L1	£154,686	<ul style="list-style-type: none"> • Director of Children's & Young People's Futures • Director of Independent Adult Social Care
L2	£125,337	<ul style="list-style-type: none"> • Director of Climate Change, Environment & Transport • Director of Finance & Public Value • Director of Public Health & Communities
L3	£115,825	<ul style="list-style-type: none"> • Director of Legal & Democratic Services

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		<ul style="list-style-type: none"> • Director of Transformation & Business Services • Director of People & Culture • Director of Performance & Partnerships
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Proposal

It is proposed that an allowance be paid to compensate the Deputy Chief Executive for the additional duties & responsibilities.

Benchmarking did not identify a consistent approach to remuneration for Deputy related duties. Depending on which method is used to calculate the allowance, the value could vary significantly (as shown in Table 2 below). Since the appointment of a nominated Deputy on 1st May 2023, and due to the lack of consistent approach evident from benchmarking, a period of time has been allowed to consider the amount of time taken for the additional responsibilities to help inform the level of remuneration.

A series of options are outlined below including costs and rationale for approach based on the appointment of a Chief Officer on Grade L2 (£125,337). The Director of Climate Change, Environment & Transport is paid at Grade L2.

Table 2. Options and costs of calculations.

Description & rationale	Advantage(s)	Disadvantage(s)	Cost based on L2 appointment (excl. on-costs)
1. Use % of basic salary of <u>postholder</u> and add between 5% and 12.75% - percentage selected on a 'felt fair' basis.	<ul style="list-style-type: none"> • More distant relationship between additional demand and allowance • Portable- Could be easily applied to other posts at different grades; • Simple 	<ul style="list-style-type: none"> • Doesn't reflect additional demands • No relationship between CEx salary and allowance • Percentage figure is based on a 'felt fair' basis – potentially subjective. 	Range from £6,266.85 and £15,980.47
2. Pay enhancement as % of Chief Executive's basic salary (eg 5%)	<ul style="list-style-type: none"> • Simple • Portable - Could be easily applied to other posts at different grades; • Shows relationship to CEx Salary 	<ul style="list-style-type: none"> • Percentage figure is based on a 'felt fair' basis – potentially subjective. 	£10,608.75
3. Estimate the actual cost of cover (Method 1¹), paying the difference	<ul style="list-style-type: none"> • Reflects additional demand in a measurable way; 	<ul style="list-style-type: none"> • Does not reflect that DCEX's existing role is still required to be undertaken. 	£8,326.91

¹ Method 1 – (L0-L2)/52.143 x 5 weeks

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<p><u>between L0 and L2 for 5 weeks p.a. (based on 52 weeks p.a.)</u></p>	<ul style="list-style-type: none"> • Portable - Could be easily applied to other posts at different grades; • Seen to be fair; • Shows relationship between CE salary and Deputy's pay. 		
<p>4. Estimate the actual cost of cover (Method 2²), paying for 5 weeks' cover p.a. based on cost of <u>CEx's working days</u></p>	<ul style="list-style-type: none"> • Reflects additional demand in a measurable way • Portable - Could be easily applied to other posts • Seen to be fair • Shows relationship between CE salary and Deputy's pay. 	<ul style="list-style-type: none"> • More expensive option • Even including allowance, DCEX pay would still be lower than a Chief Officer grade L1 • Not portable eg to a L1 Chief Officer grade. 	<p>£27,052</p>
<p>5. Pay the difference of the postholder to Chief Officer grade L1 (£154,686)</p>	<ul style="list-style-type: none"> • Simple • Portable - Could be easily applied to other posts • Seen to be fair in relation to other Chief Officers 	<ul style="list-style-type: none"> • Most expensive option • Does not show a relationship to CEx salary • Would not be applicable if an L1 post holder was the nominated deputy. 	<p>£29,349</p>

It is proposed that Option 3 is progressed based on the amount of time the additional duties have taken up over the past few months. It is also proposed that this payment be backdated to 1st May 2023, to compensate for the duties undertaken since this time.

² Method 2 - Holiday entitlement for CEx = 32 days; Normal working days p.a. = 52 x 5 = 260 days. Less Bank Holidays [(9) when DCEX would not be expected to cover] = 251 days, => 32/251 = 12.75%

NOTE: either method is valid

