

Recruitment Process and Terms & Conditions

Director of Children & Young People's Futures and Deputy Director - Children's Services and Head of Social Care

Report of Interim Chief Executive

Recommendation:

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

1. Note the updated job descriptions for both the Director of Children and Young People's Futures and Deputy Director Children's Social Care
2. Agree the proposed market supplement of up to £20,000 in addition to the permanent Director of Children and Young People's Futures salary of £145,810 (Grade L1) to provide flexibility in a challenging recruitment market and hopefully secure an appointment.
3. Agree the proposed market supplement of up to £20,000 in addition to the permanent Deputy Director – Children's Social Care salary of £109,179 (Grade L3) for the same reasons as above.
4. Approve the selection process for both roles

Proposal to offer a market supplement to the Director of Children & Young People's Futures and Deputy Director - Children's Services and Head of Social Care roles

The appointment of these two posts will be critical to addressing the current challenges facing DCC's Children's Services in improving from our current Ofsted rating of 'inadequate' to 'good'. A key element of this includes bringing stability to the workforce by appointing to posts permanently, and negating the need for, and additional cost of, interim arrangements at this level.

DCC's Market Supplement policy states that *'The payment of a market supplement is a way to deal with difficult recruitment and retention problems where it is not possible to recruit or retain particular staff or categories of staff. A market supplement is defined as an addition to the basic pay of a post which temporarily increases the pay awarded to the post without altering the job evaluation determined grade for that post.'* They are reviewed on an annual basis. A market supplement of £20,000 is already in place for the Deputy Director - Children's Social Care.

DCC had to go back out to advertise three times before finally appointing when we last sought to recruit a permanent Director of Children's Service in 2021. This incurred extra cost to the Authority and additional time and instability without a newly confirmed Director of Children Services in post. Similarly, when we last tried to permanently recruit to a Deputy Director – Children's Social Care, we had to readvertise a second time. It is hoped that the addition of market supplements to these posts will increase their attractiveness in an already highly competitive recruitment place.

Salary

The current salary for the Director of Children and Young People's Futures is £145,810 (Grade L1). The current salary for the Deputy Director - Children's Social Care is £109,179 (Grade L3), with a market supplement of £20,000 being paid.

It is proposed that in the current recruitment climate, there would need to be a market supplement of up to £20,000 for each role to attract appropriately skilled applicants, who are both capable of, and interested in, addressing the challenges that Devon currently face in relation to Children's Services. The advertisements for both posts describe the salary as 'competitive' rather than giving a specific figure, and the exact amount offered would be flexible, dependent on the experience and current salary of the successful appointments. Any market supplement agreed would be subject to an annual review.

Job Descriptions

The existing Job Descriptions have been reviewed and updated by the interim Chief Executive, the current interim Director of Children's Services, our Commissioner from the Department for Education and Head of HR. They are included in Appendix 2 and 3 for your information.

Appointment of a permanent Director of Children and Young People's Futures and Deputy Director - Children's Services and Head of Social Care

The current Director of Children and Young People's Futures, Melissa Caslake, left Devon County Council on 9 November 2022. Julian Wooster has been recruited as an Interim Director of Children & Young People's Futures and started on 3 January 2023, with the period between being covered by Lisa Bursill, who was the Deputy Director - Children's Social Care. Lisa Bursill has also resigned from her substantive post of Deputy Director and is supporting the handover to Julian in the short term but is currently due to leave us at the end of February.

To create long-term stability in this critical service area and, in line with our strategy to reduce our reliance on interims as part of the Financial Sustainability Programme, we have started the recruitment process for both vacancies.

We have taken advantage of the campaign for the Director recruitment to advertise and recruit for both at the same time, to save costs on advertising and enable an appointment to be made as quickly as possible. It is also considered that advertising both vacancies at the same time may attract additional candidates, who are excited by the opportunity of working as part of a new management team. The appointment process of the Deputy will be run one to two weeks following the appointment of the Director role, so that the new Director could potentially attend part of the selection process.

A timetable to recruit a replacement has been drafted (Appendix 1) and working on the estimate of a 3 month recruitment process and assuming a 3 month notice period for the successful candidate, the earliest realistic start date would be early August 2023.

Proposed recruitment process

We have contracted an external Executive Search & Recruitment agency to support us in all recent Director appointments. This has proven to be highly beneficial in terms of providing us with a shortlist of suitably competent candidates, as they incorporate pre-screening prior to submitting an initial long list of candidates to the selection panel. They can then conduct a thorough technical interview of those long-listed candidates, prior to DCC's selection stages commencing, to ensure a standard level of competence.

Gatenby Sanderson is the agency who have been selected for these two vacancies. We used an existing framework in line with procurement regulations, to ensure we get value for money. Their support is at a cost of £12,000 per role. To ensure we secure the best field of available candidates, we are also running an advertising campaign as part of the attraction process with an additional budget of c£9,000 and Gatenby Sanderson will coordinate the response to this campaign as part of their service.

It is proposed that the following recruitment process is used in line with recent Director level appointments:

- The management of the attraction stage and early assessment stages has been led by the Chief Executive. This included briefing the agency and will include long-listing and short-listing candidates as well as completing a robust stage 1 assessment process to decide which candidates are put forward to the Appointments, Remuneration and Conduct Committee at Stage 2.
- The candidates put forward to Stage 2 will be required to:
 - Complete a Behavioural Interview with the Appointments, Remuneration and Chief Officer Conduct Committee
 - Deliver a presentation to the Appointments, Remuneration and Chief Officer Conduct Committee and invited representatives from partner organisations who will provide feedback to the Appointments & Remuneration Committee
- On completion of the selection processes, the Appointment's & Remuneration Committee will recommend a candidate for ratification at Full Council.
- The Chief Executive and the Head of HR will act as advisers to the Appointments, Remuneration and Chief Officer Conduct Committee throughout the processes.

Appendix 1 – Draft Timeline

A draft timeline for the process is outlined below for information.

Proposed Dates	Activity
End Jan/early Feb 2023	Role advertised and executive search completed. Closing Date: 20 Feb 2022
w/c 20 Feb	Agency to prepare and agree shortlist with DCC
w/c 27 Feb	Pre-screening and technical interviews completed by Agency
w/c 6 March and 13 March	Final short-list agreed with DCC for both roles
w/c 13 March	Stage 1 assessment process for Director
w/c 20 March	Stage 2 Remuneration, Appointment and Conduct Committee process for Director
w/c 17 April	Stage 1 assessment process for Deputy Director
w/c 24 April	Stage 2 Remuneration, Appointment and Conduct Committee process for Deputy Director
25 May	Ratification at Full Council of both roles

Key Holiday Dates:

- Half Term in Devon 13-17 Feb (some other regions 20-24 Feb);
- Easter Holidays 3-14 April;
- Early May bank holiday and Coronation bank holiday 1 May and 8 May

This timetable would be subject to availability and so there is the potential for changes in terms of approvals, responses, and interview panel attendance.

Appendix 2: Job Description - Director of Children and Young People's Futures

POSITION TITLE	Director of Children and Young People's Futures		
LOCATION	County Hall		
REPORTING TO	Chief Executive		
SERVICE/SECTION/SCHOOL	Children's Services		
DATE OF EVALUATION		EVALUATED GRADE	L1
EFFECTIVE DATE OF JD	January 2023	JOB NUMBER	H.0333

JOB PURPOSE

As the Director of Children and Young People's Futures

- Operating as the council's designated 'Director of Children's Services' (DCS), provide strategic leadership and direction to the functions and services associated with Children's Services in accordance with legislation as set out in the statutory guidance for local authorities on the roles and responsibilities of the Director of Children's Services
- Lead the council's functions as a Children's Services Authority as set out in the Children's Act. Promote Child Friendly Devon through building and leading a positive approach to partnership working to improve the outcomes for citizens in Devon.
- Responsible for the safeguarding and promoting the welfare of children, young people and families and ensuring that all relevant legislative and statutory obligations are met.
- Lead, inspire and nurture our workforce, hear the voices of our citizens and communities, embrace equality and diversity, and be committed to creating and maintaining a workplace and county that is inclusive and safe for all.
- Work with your Strategic Leadership Team colleagues to lead and continuously shape the strategic vision and priorities for the organisation to achieve sustained and measurable outcomes for people and communities.
- Hold strategic responsibility and accountability for one of the Strategic Plan priorities contributing to collective organisational ownership and commitment.
- Hold strategic responsibility and accountability for the Council's Equality, Diversity, and Inclusion Strategy.

CONTEXT

We want Devon to be the best place to grow up, live well and prosper. We want to listen, learn, improve and be curious and inclusive.

Our vision for Children's Services in Devon is that we will work together across the wider system and with our partners, to support families and schools to give every child the best start in life, especially those children who are disadvantaged and vulnerable. Through this approach we will be a Child Friendly Devon.

We have set a goal of achieving an Ofsted good, or better, rating across all functions. Our Director of Children and Young People's Futures will lead the improvement journey to ensure that the Council and its partners deliver better services which measurably improve the lives of children and families in Devon with a key focus on ensuring a positive impact for those children most in need of protection and care.

Our improvement journey requires a focus on both the quality and consistency of children's services for children's social work, special educational needs, education standards and youth offending.

We expect that as a Child Friendly Devon to be performing well and getting strong outcomes for our communities. We will achieve this through creating a culture that fosters excellent performance, practice, and innovation amongst our employees and embeds our core principles of clarity, open and honest conversations, and learning in all we do.

As a leader in our organisation, you will demonstrate the organisation's core principles and behaviours in everything you do and promote a positive culture of personal responsibility and accountability to meet the legal expectations, policies and frameworks for example Employment Law, Health and Safety and General Data Protection Regulations.

As a member of the Strategic Leadership Team, you will take collective ownership of the Council's vision, direction, and priorities and ensure that the voices of children and young people are at the heart of the council's approach and inform our strategic decision making and ways of working.

As the strategic lead for Children's Services, you will provide professional advice to Members within the council to support the achievement of a Child Friendly Devon.

You will lead and act on equality, diversity, and inclusion so everyone within our workforce and community can feel safe, well and thrive.

You will lead and collaborate well, make good decisions, and use resources effectively to ensure the organisation thrives and is financially resilient.

You will be curious and committed to understanding the opportunities of new and emerging digital technologies, automation, and artificial intelligence in supporting the council to continually evolve, adapt and transform so that we can deliver the most effective services for the people of Devon.

As one of seven high-level strategic reports to the Chief Executive, you will make a key contribution to the strategic leadership of the County Council and advise key Cabinet Members on policy and strategy.

RESOURCES

Finance	Gross Revenue Budget	£m
	Children's Social Work and Health & Wellbeing	158
	Education Learning & Inclusion Services	61
	Education & Learning – School Funding	681
	Total	900
Capital - £3.366M (indirect control)		

Staff		FTE
	Children's Social Work and Health & Wellbeing	1,395
	Education & Learning	388
	Total	1,783
Other	Nothing specific to add	
KEY ACCOUNTABILITIES:		%
1	Operating as the council's designated 'Director of Children's Services' (DCS) provide strategic leadership and direction to the functions and services associated Children and Young People's Futures and across the Council. This will be achieved through the delivery of all the key accountabilities of this role.	20%
2	Work collaboratively with Strategic Leadership Team colleagues to provide collective organisation wide leadership and direction to deliver against the strategic vision and priorities; and hold individual responsibility and accountability for one of the strategic plan priorities.	15%
3	Build relationships based on mutual respect, trust and understanding and provide strong system leadership with partner organisations to meet the needs of Devon's communities and improve services in the County. This includes ensuring the safety and the educational, social and emotional needs of children and young people.	15%
4	Continually shape and be committed to creating an inclusive, compassionate, welcoming, and high performing culture that values, respects and invites different perspectives and focusses on outcomes for people.	8%
5	Create an environment where learning and innovation thrive; actively seek out and test new ideas and technologies; embedding continuous learning and improvement.	8%
6	Understand the needs of Devon's citizens and communities to design and shape effective and responsive services, and commission outcomes for the people of Devon.	8%
7	Hold shared responsibility and accountability with Strategic Leadership Team colleagues to create and champion public and social value for better outcomes and lower cost, seeking creative funding and investment opportunities to ensure financial accountability and resilience. Hold individual responsibility and accountability for service based budgeting and medium to long term financial planning.	8%
8	Contribute to the safe working of the authority through clear, robust and effective decision making. Understand and meet all relevant legislation, regulatory and governance requirements. This includes defining expected performance standards and ensuring performance management processes are in place across all services.	8%
9	Develop strong working relationships with Elected Members and provide advice and guidance on areas of policy and strategy, ensuring that Elected Members are appraised about issues, risks and opportunities to enable informed decision making in line with the strategic vision and priorities.	8%
10	Deputise for the Chief Executive as required.	2%

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 is expected to:

- 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

Core knowledge and experience

Extensive experience at a senior level with the ability to lead, integrate and deliver multiple and complex services and functions.

Highly developed strategic leadership experience and skills, relating to others in a way that brings out the best in people, teams/groups and organisations.

Strong and evidenced commitment to professional and personal development and learning.

Experience of taking tough stands, bringing up "undiscussables" and openly dealing with difficult relationships and issues in productive ways.

The ability to think and act strategically and systemically, and to demonstrate and apply innovative solutions and ideas to improve working practices and service delivery.

Experience and ability to drive through service improvements and behaviour and respond positively to changing circumstances to ensure effective delivery of services and value for money.

Ability to lead and manage change in multi-disciplinary and complex environments leading to sustainable transformational change and service improvements.

Experience in exploiting new opportunities and developing a positive performance management and improvement culture and extensive leadership and management skills including direct line appraisal meetings and Designated Officer responsibilities.

A strong collaborator who can develop productive relationships with politicians and senior stakeholders with a successful track record of working in partnership.

An in-depth knowledge and understanding of the current public sector reform and change agenda.

Excellent understanding of, and commitment to the role, vision and priorities of the County Council.

Curiosity and commitment to understanding the opportunities of new and emerging digital technologies, automation and artificial intelligence in the design and delivery of public services

Ability to absorb complexity and convey simplicity

Experience and knowledge of financial planning, management, and accountability (Local Government)

Role Specific Knowledge and Experience

Extensive experience of social care or education, particularly child protection and safeguarding.

Evidence of effective involvement and partnership work with children, young people, and families across a range of organisations to develop and improve service provision.

Through knowledge of statutory responsibilities as a Director of Children's Services and the Council's statutory responsibilities.

Broad knowledge and understanding of Children's Services' national policies and the legislation framework affecting vulnerable children, young people, and their families.

Excellent knowledge of how to understand local needs and priorities of children, young people, and their families and how the partner organisations need to respond.

This post requires education to degree level or above, such as a professional education qualification or a social work qualification with HCPC registration, and/or an equivalent level of experience, in a Social Work or Education setting; membership of an appropriate professional body; and a sustained track record and substantial experience at a senior officer level.

ORGANISATIONAL STRUCTURE



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:
Jan Spicer, Interim Chief Executive

DATE

Appendix 3: Job Description - Deputy Director - Children’s Services and Head of Social Care

POSITION TITLE	Deputy Director – Children’s Services and Head of Social Care		
LOCATION	County Hall, Exeter		
REPORTING TO	Chief Officer Children Services		
EVALUATED GRADE	L3	DATE OF EVALUATION	15/9/21
DIRECTORATE/SECTION/SCHOOL	Children’s Services		
EFFECTIVE DATE OF JD	Sept-21	JOB NUMBER	H.0190-2

JOB PURPOSE:

- To improve outcomes for Children in Need (early help, children in need, with or without a protection plan, disabled children, children in care and care experienced leavers)
- To ensure services delivered by Devon are good or better as defined by Ofsted.
- To be responsible for all aspects of practice and management (workforce/HR, performance, budget etc) in the service area.
- To deliver the functions of Practice Leader/Principal Social Worker
- To provide 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
- To deputise for the Director of Children and Young People’s Futures
- To support 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.
- Working closely with partners across police, health and schools
- To be the accountable decision holder in relation to children’s needs

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.

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

Deputy to the Chief Officer and working alongside the Head of Children's Health and Wellbeing, the post-holder will, with the Children's Services Leadership Team, lead the development and delivery of the partnership's and the council's ambitions for children in Devon.

The post-holder is the professional lead for social work, with leadership responsibility for Early Help, contributing to national and regional practice development in both fields

The Children's Services Leadership Team will work together as one entity, valuing and demonstrating strong leadership and developing a collaborative approach towards continuous improvement. Each Service Leader 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 be expected to 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.

RESOURCES

Finance and Staff	Headline financial data:	
	<ul style="list-style-type: none"> Total Children's Social Care Gross Revenue Budget for 2022/23 £158 million; of which Deputy Children's Social Care is responsible for £105 million. Net Budget (after grant and other income) is £94 million Budget represents 15% of DCC Services net revenue budgets for 22/23. 722 full time equivalent staff - The post will directly line manage a number of Head of Service posts within the service. 	
	Further detail:	
	Children's Social Care – adjusted Net revenue budget 2022/23	
	Service Area	£m
	Placements	53
	Children & Families	14
	Disabled Children's Service	11
	Early Help	7
	Assessment, MASH & EDS	5
Corporate Parenting	4	
	94	

Other	<p><i>Any other statistics directly relevant relating to the job.</i></p> <ul style="list-style-type: none"> • Referrals to service: 3,861 (2019/20 figures) • Section 47's: 1,778 (2019/20 figures) • Number children subject to CP Plans: 514 (Sept 2020) • Number of CiC: 826 (Sept 2020) • Average Caseload per Social Worker (Mainstream Teams): 15.9 (Sept 2020)
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KEY ACCOUNTABILITIES:		%
1	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	15%
2	Be responsible for specified Children and Young People's Services (delivered and commissioned) including statutory responsibility for the needs of children in need and 0-25 care experienced young people.	15%
3	Strategic lead for looked after children's services, covering the Ofsted requirements for children's social work and working closely with the Director of Children and Young People, the lead Member for Children Services and other peers and colleagues to deliver services.	10%
4.	Develop, maintain and implement strategies and provide operational governance to all services in scope and with the DCS and other Heads. Provide leadership to the Devon Children's and Families Partnership	10%
5.	Develop new models of service delivery within the council and through robust partnerships which promote strengths-based approaches, early intervention to support children and families, and integrated locality working.	10%
6.	Provide strong leadership and management of the Children's Social Care Workforce. Overseeing the strategic development of the workforce to ensure recruitment meets safeguarding standards and that the workforce are trained and developed to ensure the highest standard of service delivery	10%
7.	As the Local Authority Designated Officer (LADO) ensure robust recruitment practices are in place across the Council to safeguard children and young people.	10%
8.	Deliver robust quality assurance processes and performance management linked to Devon and national priorities to satisfy internal and external scrutiny.	10%
9.	Leadership in respect of all aspects of financial management. Ensuring robust budget management and delivery of all children's services with budget tolerances.	8%

10.	Deputise for the Director of Children and Young People's Futures as required.	2%

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.

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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:

Higher degree or equivalent.

Further professional qualification in Social work and have current Social Work England registration.

Extensive experience of social care, particularly child protection and safeguarding

Evidence of effective involvement and partnership work with children, young people, and families across a range of organisations to develop and improve service provision.

Excellent knowledge of how to understand local needs and priorities of children, young people, and their families and how the partner organisations need to respond.

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 2013 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.

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:

Julian Wooster, Interim Director of Children and Young People's Future

DATE

ORGANISATIONAL STRUCTURE

