



## Employment and Appointments Committee

<b>Date:</b>	<b>Tuesday, 11 October 2016</b>
<b>Time:</b>	<b>4.00 pm</b>
<b>Venue:</b>	<b>Cabinet Briefing Room - Wallasey Town Hall</b>

**Contact Officer:** Andrew Mossop  
**Tel:** 0151 691 8501  
**e-mail:** [andrewmossop@wirral.gov.uk](mailto:andrewmossop@wirral.gov.uk)  
**Website:** <http://www.wirral.gov.uk>

---

### AGENDA

**1. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

Members are asked to consider whether they have any disclosable pecuniary and / or any other relevant interests in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

**2. MINUTES (Pages 1 - 6)**

To approve the accuracy of the minutes of the meeting held on 25 July, 2016.

**3. CHIEF OFFICER STRUCTURE: CHILDREN'S SERVICES (Pages 7 - 28)**

**4. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)**

**5. EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

The public may be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information.

RECOMMENDED –

That in accordance with section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part 1 of Schedule 12A to that Act. The public interest test has been applied and favours exclusion.

**6. ANY OTHER URGENT BUSINESS APPROVED BY THE CHAIR  
(PART 2)**

## EMPLOYMENT AND APPOINTMENTS COMMITTEE

Monday, 25 July 2016

Present: Councillor AER Jones (Chair)

Councillors P Davies JE Green  
G Davies L Rennie  
AR McLachlan P Gilchrist  
M McLaughlin

### 1 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Members of the Committee were requested to declare whether they had any disclosable pecuniary interests and/or any other relevant interest in the item on this agenda and, if so, to declare it and state the nature of such interest.

No such declarations were made.

### 2 MINUTES

The Committee were requested to approve the accuracy of the minutes of the meeting of 21 September, 2015.

Councillor Green expressed his concern that this was the first time the Committee had met since September, 2015.

**Resolved – That the minutes of the meeting of 21 September, 2015, be approved.**

### 3 CHIEF OFFICER STRUCTURE - THE NEW OPERATING MODEL

The Chief Executive introduced a report which set out a proposal for a new organisational structure; a key phase of implementing the new operating model for the Council to enable the organisation to deliver the 20 Pledges for 2020 described within the Wirral Plan.

The operating model was based on three key themes: improving outcomes for residents, securing excellent services and being a well-run organisation. This initial phase of the model was focussed on an organisational restructure, and would be supported by a new organisational development and culture change programme to further develop the Council's approach and capacity to deliver the Wirral Plan.

The Council's existing senior management structure was implemented in 2012. The Council now had in place the Wirral Plan, further developed

partnerships and devolution. The Council required a new structure to ensure it had the capacity and resources in the right place to deliver its plans whilst also addressing the financial challenges ahead of making savings of over £132m over the next five years.

The Head of Human Resources and Organisational Development outlined the principles of the proposed new structure and the alignment to new roles in the proposed new operating model.

Councillor Green whilst accepting much of the analysis of the Chief Executive for the proposed new structure expressed concerns about the way in which it was to be implemented. He also voiced concerns at the inconsistency in that one of the Council's top priorities in its 2020 Plan was the building of 3,500 new homes and, the only proposed redundancy arising from the proposed new structure was the Head of Housing, with the proposal that this role be dissipated across three elements of the proposed new structure. The public would be angered to see this with the early release of pension costs being paid for from their Council Tax payments.

Councillor Green also expressed concern at the slotting in to new roles and that the public would also be rightly angry at proposals giving a number of people significant pay increases.

Councillor McLaughlin expressed concern over the disconnect between the Directors for Health and Care and for Children not having direct influence over delivery.

The Chief Executive assured the Committee that on the delivery side there would be an accountability framework and that through performance management both these Directors would have to assure themselves that services were being delivered to a satisfactory standard. This framework was still being worked out around the Children's Service but had already been worked out for the adult care side. They were working with providers to focus on quality assurance and not just on procurement. He explained how the proposed new model would help in delivering on the housing strategy with the proposed Strategic Commissioner for Environment having a very good team of staff already in place. He acknowledged that accountability was critical not just in Children's and Adult services but across all services. Accountability statements would be in place with agreed targets, budgets and management arrangements.

Councillor Rennie commented that four years ago she had been persuaded by the previous Chief Executive about the justification for having three Strategic Directors in post, but was now disappointed that the transformation agenda had not been progressed. If the Council was to operate as a business there was a need to bring in people from the commercial and business world and not just to recruit from within the public sector. These would be exciting

times for housing and it would be a real shame for the Head of Housing to be made redundant. Councillor Rennie acknowledged the fantastic work being undertaken by Wirral Evolutions but there was still a long way to go in aligning what the Council did as a local authority with the work of the health services.

Councillor Gilchrist expressed his reservations and unease at the proposal to slot people into positions without them being tried and tested as to their suitability for the roles. He also expressed concerns at the cost of the proposed redundancy.

Councillor Phil Davies referred to the external expertise, that of the LGA, which had looked at the proposed new operating model and had said it was an appropriate model for the Council. The saving of £349,000 was also not an insignificant saving given the huge cuts that the Council would need to make over the coming years. He agreed with Councillor Green that the proposed new model was an elegant solution; it would give clarity between strategy and delivery with business services assisting both. He expressed confidence that Wirral had a first class housing team with a lot of expertise which would be able to deliver under the Strategic Commissioner for Environment and the Assistant Director of Environmental Services.

He also stated that the transformation agenda was the most important priority and there was a need to make good progress, citing both Edsential and Wirral Evolutions as the way forward. The new Director of Transformation would be a key role and there was a need to look beyond the public sector and attract a wide variety of candidates for this post.

As the Chief Executive had recommended the Committee support this proposed new structure Members should put their trust in him and let him get on with delivering. He was confident that the proposed structure was fit for purpose.

Councillor Green again expressed his concerns and the fact that the Committee was not just being asked to agree a new structure but to fill the new roles too. He did not believe that matrix management worked.

The Head of Human Resources and Organisational Development circulated a revised set of recommendations incorporating an amendment to paragraph 2.3 following a recent resignation. Also circulated was an amended timetable for internal and external recruitment and a draft job description for the Assistant Director: Health and Care Outcomes.

On a motion by Councillor Phil Davies, seconded by Councillor George Davies, it was then –

**Resolved (4:3) –**

- (1) That the new Chief Officer structure of the Council, detailed in Appendix One (including the deletion, creation and change of roles), with the appointment to those roles as appropriate with effect from 1 November 2016, be approved.**
- (2) That the following senior managers be appointed to Chief Officer positions:**
  - Alan Evans (Investment and Business Manager) as Strategic Commissioner for Growth**
  - Sue Talbot (Schools Commissioning Manager) as Lead Commissioner for Schools**
- (3) That politically proportionate Appointments Panels be established, in accordance with the terms of reference set out in Appendix Two, for the following posts to be advertised internally:**
  - Assistant Director: Community Services**
  - Assistant Director: Health and Care Outcomes; and**
  - Assistant Director: Adult and Disability Services (Fixed Term contract)**

**For the following posts to be advertised externally:**

  - Transformation Director (Fixed Term contract)**
  - Assistant Director: Commissioning Support**
  - Assistant Director: Health and Care Outcomes\*; and**
  - Assistant Director: Adult and Disability Services (Fixed Term contract)\***

**\*If not appointed to internally**
- (4) That the posts specified in (3) be advertised as soon as possible following the Employments and Appointments Committee on 25 July 2016.**
- (5) That the Appointments Panel be given the authority to agree the appropriate salary and contract terms for the Transformation Director and Assistant Director: Commissioning Support.**
- (6) That the Head of Human Resources and Organisational Development be authorised to make and undertake all requisite arrangements necessary for the above internal and external appointments to be made.**

(7) That the proposed timetable for external and internal recruitment as set out in the revised Appendix Three, be agreed.

(8) That this Committee **RECOMMENDS** to Council that the Council's Pay Policy be amended to reflect a change in the title of grade from 'Strategic Director' (Spinal Column Points 1-5) to 'Senior Director' (Spinal Column Points 1-5), as the Strategic Director is to be replaced by the three new senior posts. There are no changes to the salaries for this grade.

(9) That it is recommended that before the Council implements the proposed structure on 1 November 2016, there is a review of the framework and details relating to Children's Services, subject to the findings of the OFSTED inspection.

#### 4 **EXEMPT INFORMATION - EXCLUSION OF MEMBERS OF THE PUBLIC**

On a motion by Councillor Phil Davies, duly seconded, it was -

**Resolved - That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 1 (in that it relates to an individual) of Part I of Schedule 12A (as amended) to that Act.**

#### 5 **EXEMPT APPENDIX 10**

The Committee considered the exempt appendix to the report regarding the redundancy and pension costs for the Head of Housing.

Councillor Phil Davies expressed his concern that the information within the appendix had been made public a week ago on a local website and he had made his concerns known to the Head of Legal and Member Services. Until the Committee had made its decision these figures should be kept confidential and it was unfair to the officer concerned that they had been put in the public domain.

The Chair then asked the Committee if it wished to remove the exemption on this appendix and the Committee agreed that it should be.

On a motion by Councillor Phil Davies, seconded by Councillor McLachlan, it was then –

**Resolved (4:3) – That the redundancy and pension costs for the Head of Housing be agreed.**

This page is intentionally left blank





<b>REPORT OF CHIEF EXECUTIVE</b>	<b><u>EMPLOYMENT &amp; APPOINTMENTS COMMITTEE</u></b> TUESDAY 11 OCTOBER 2016  <b>CHIEF OFFICER STRUCTURE: CHILDREN'S SERVICES</b>
----------------------------------	---

## REPORT SUMMARY

This report proposes a Chief Officer structure for Children's Services following the outcome of the Ofsted inspection. This structure will report to the Chief Executive on an interim basis. The report sets out the issues and risks associated with grading, recruitment and retention of senior Children's Services management posts.

## RECOMMENDATION/S

Employments and Appointments Committee are recommended to:

1. Note the revised line management arrangements for Children's Services in the new operating model (See Appendix One).
2. Approve the re-grading and re-designation of the vacant post 'Assistant Director: Children's Care Services to Deputy Director: Children's Care Services to ensure the level of remuneration reflects the size and scope of the role in line with market rates, will attract high quality candidates and supports retention to provide the longer term stability required for the service.  
(Grade: D2 Salary range: £82,741 to £91,935),
3. To approve the re-grading and re-designation of the current post of Assistant Director: Children's Services to Deputy Director: Children's Services. This will ensure the level of remuneration reflects the size, scope and influence of this role in delivering the required improvements to Children's Services, support retention and also provide the longer term stability required for the service.  
(Grade: D2 Salary range: £82,741 to £91,935)
4. To set up a politically proportionate Appointments Panel, in accordance with the terms of reference set out in Appendix Two for the post of Deputy Director: Children's Care Services to be advertised internally and externally and to commence the recruitment process immediately.

5. That the Head of Human Resources and Organisational Development be authorised to commence a recruitment exercise for the post of Deputy Director: Children's Care Services.

## **SUPPORTING INFORMATION**

### **1.0 REASON/S FOR RECOMMENDATION/S**

- 1.1 To ensure the Council has the leadership capacity to deliver safe and high quality services for children, young people and families. This will address the recommendations of the Ofsted inspection into services for children who need help and protection and the effectiveness of the Local Safeguarding Children's Board.
- 1.2 To ensure the level of remuneration for the Senior Management posts in Children's Services reflect the relative job sizes and scope in line with appropriate market rates.
- 1.3 To mitigate the risk of future recruitment and retention issues and provide stability for the department going forward.

### **2.0 OTHER OPTIONS CONSIDERED**

- 2.1 The first recommendation made by Ofsted following their inspection was to encourage the Council to take urgent steps to recruit a permanent and experienced head of social care to provide operational leadership to services for vulnerable children. This report is a direct response to this recommendation.

### **3.0 BACKGROUND INFORMATION**

- 3.1 On 25 July 2016 the Employment and Appointments Committee approved the new Chief Officer structure of the Council as attached at Appendix Three.
- 3.2 Paragraph 2.9 of the 25 July report recommended that whilst the Council implements the proposed structure on 1 November 2016, there will be a review of the framework and details relating to Children's Services, subject to the finding of the Ofsted inspection to ensure that arrangements set out in the report were appropriate in light of that inspection.
- 3.3 Since the approval of the Chief Officer structure, elements of Children's Services in Wirral have been judged to be inadequate by Ofsted. The improvements which are required are clearly articulated in the Ofsted inspection report. 19 recommendations have been made for Council services and a further seven for the Local Safeguarding Children's Board.
- 3.4 The Leader and the Chief Executive have been unequivocally clear – protecting vulnerable children has been and remains the top priority for this organisation. In order to deliver the required improvements we have reviewed the senior management structure within Children's Services.
- 3.5 The first recommendation Ofsted made was for the Council to take urgent steps to fill the vacant Assistant Director post to oversee children's social care. The full text of the Ofsted recommendation is below:

“Urgently progress plans to recruit a permanent head of service for children’s social care to provide consistent and effective operational leadership of services for vulnerable children.”

- 3.6 Ofsted make numerous references to the lack of a ‘long-term, enduring’ head of social care and the impact this has had on the ability of the Director and the entire service to maintain a high-level of performance in social care practice. It is therefore of vital importance to the success of the Improvement Plan, and to ensuring these services are of the quality we want for Wirral residents, for the Council to urgently fill this position with an experienced, high-quality candidate.
- 3.7 We have undertaken a benchmarking exercise of comparative roles. We need to offer a competitive salary to attract and retain a high calibre, experienced person for this role. We have also benchmarked the structure and looked at what other Councils have done whilst implementing improvement plans.
- 3.8 It is critical for our improvement plans that more children receive help and prevention earlier. All partners are required to provide this additional support through the Early Help Strategy and are accountable to the Local Safeguarding Children’s Board. Should this not be the case, caseloads and financial pressures on social care will be even higher, with more children referred into the system and a greater proportion of these will have much more complex needs. This will mean the required improvements to practice and addressing the issues within the Ofsted report will be harder to achieve.
- 3.9 There is a clear requirement for an integrated system from end to end, within all Children’s services and across the partnership.
- 3.10 It is therefore proposed that both lead management posts within the service are at a Deputy Director level, so that there is no hierarchy between early help and prevention and social care, as both are of crucial importance. This will ensure parity and equal influence in leading the required changes. The Deputy Directors will need to grasp and lead the whole ‘continuum of need’ determining outcomes for children so that the whole service offered is at the right time and the right level of support to meet need and reduce risk.

#### **4.0 INTERIM REPORTING STRUCTURE**

- 4.1 It is proposed for the immediate future Children’s Services will report directly into the Chief Executive whilst improvement work required by Ofsted inspection is delivered.
- 4.2 The structure will be reviewed and realigned with the New Operating Model when the Children’s Services improvement plan has been delivered successfully.
- 4.3 A number of services for children which are not directly related to delivering the improvements required by Ofsted, currently managed by the Assistant Director: Children’s Services, will be moving into new functions of the operating model as originally proposed. This includes Youth and Play services (excluding targeted support) a range of schools services and youth offending. The Director for Children’s Services will retain accountability for the delivery of outcomes for children who require these services.

- 4.4 In proposing to re-grade and re-designate the current post Assistant Director: Children's Services to Deputy Director: Children's Services, the duties of the post will be amended to reflect the changes set out in Paragraph 4.3 above. It has also be amended to reflect additional responsibilities as follows:
- Development of early help hubs and co-ordination of delivery
  - Delivery of the edge of care service for adolescents
  - Ensure commissioning of integrated early help services
- 4.5 A proposed job description for Deputy Director: Children's Care Services is attached at Appendix Four. This will be required for the recruitment process.

## **5.0 RECRUITMENT AND RETENTION ISSUES AND CHALLENGES**

- 5.1 Since June 2012, Wirral has experienced significant difficulties in recruiting to and retaining appointments to the Head of Children's Social Care.
- 5.2 During this period Wirral has made two permanent appointments. On both occasions there were a limited number of applications, with most wanting to take the opportunity to work in Wirral as a step up in their professional career and with no prior experience of working at this level of seniority. Both permanent appointments left within 12 months to work for other Local Authorities in the area - the last one left in December 2015.
- 5.3 There have also been three interim appointments during the same period. The requirement for greater experience at this level was recognised and in May 2016 we specifically recruited an experienced interim director to provide leadership in this role until a permanent appointment is made.
- 5.4 The outcome of the Ofsted inspection means Wirral will need to attract candidates with strong leadership and management skills and a proven track record. Against the challenging national backdrop of increased competition to recruit and retain to similar roles, there is a risk Wirral will not to be able to attract a permanent post holder from a strong field of applicants with the required knowledge, skills and experience.

## **CHIEF OFFICER PAY COMPARISON**

- 5.4.1 One of the influencing factors regarding Wirral's inability to attract experienced applicants with a proven track record and retain them for a sustained period can be attributed to the level of remuneration for this role.
- 5.4.2 The current salary range for this post is £68,010 to £75,567, grade HS2. The pay scales for Wirral Chief Officers are attached at Appendix Three.
- 5.4.3 The comparative data for equivalent/similar roles is attached at Appendix Four.

5.4.4 The comparisons illustrate the pay gap which has emerged between that of the Assistant Director of Children’s Social Care in Wirral compared to equivalent roles in other authorities, where the average salary is £85,000.

**SALARY OPTIONS FOR THE CHIEF OFFICER ROLES WITHIN CHILDREN’S CARE SERVICES**

5.4.5 Given the challenges and priority for this role, it is essential that posts are remunerated appropriately and in line with market rates.

5.4.6 The options considered are outlined below:

	<b>Option Description</b>	<b>Salary</b>	<b>Risk</b>
1	Re-grade both posts to Assistant Director 1 (HS1)	£78,474 to £87,193	The benchmarking information and advice from external recruitment agency indicates that this may attract and retain higher quality applicants than previously but top of grade remains mid-range in terms of regional and national levels.
2	Re-grade both post to Director 2 (D2)	£82,741 to £91,935	The benchmarking information and advice from external recruitment agency indicates that this may attract and retain higher quality and experienced applicants than previously and is more competitive in comparison to regional and national levels.
3	Re-grade vacant post to Director 2 (D2) and leave AD: Children’s Services post at HS2.	£82,741 to £91,935	The report makes a case for parity between preventative and social care roles to ensure influence. There is also a requirement to retaining leadership capacity

5.4.7 Given the requirement to deliver a challenging agenda, option two is recommended.

**6.0 FINANCIAL IMPLICATIONS**

6.1 The cost of re-grading these post including employers costs are:

- Option 1: additional cost £29,576
- Option 2: additional cost £32,736
- Option 3: additional cost £14,788

6.2 Options 1, 2 or 3 will be met from existing approved budgets.

**7.0 LEGAL IMPLICATIONS**

7.1 There are no legal implications.

## **8.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS**

8.1 There are no other resource implications in relation to this report.

## **9.0 RELEVANT RISKS**

9.1 It is crucial the Council is able to attract and retain a candidate with strong leadership and management skills and the knowledge and expertise to drive through the improvements and recommendations of the Ofsted report.

9.2 With other neighbouring Councils offering far more favourable remuneration packages, there is a risk Wirral will not be able to retain or attract candidates with the required knowledge, skills and experience.

9.3 The associated risks are:

- a) Failure to deliver consistently high quality social work services which respond to children's needs to adequately safeguard them.
- b) Continued instability in the management and leadership of the service
- c) Failure to comply with Ofsted requirements and recommendations

## **10.0 ENGAGEMENT/CONSULTATION**

10.1 There has been no consultation regarding this report

## **11.0 EQUALITY IMPLICATIONS**

11.1 There are no equality implications

**REPORT AUTHOR:** Eric Robinson  
Chief Executive  
telephone: 0151 691 8589  
email: [ericrobinson@wirral.gov.uk](mailto:ericrobinson@wirral.gov.uk)

## **APPENDICES**

Appendix 1 Chief Officer Structure approved by the Employment and Appointments committee on 25 July 2016

Appendix 2 Terms of Reference for Appointments Panel

Appendix 3 Proposed Interim Chief Officer Structure

Appendix 4 Proposed Job Description

Appendix 5 Wirral Chief Officer pay scales

Appendix 6 Salary Comparison

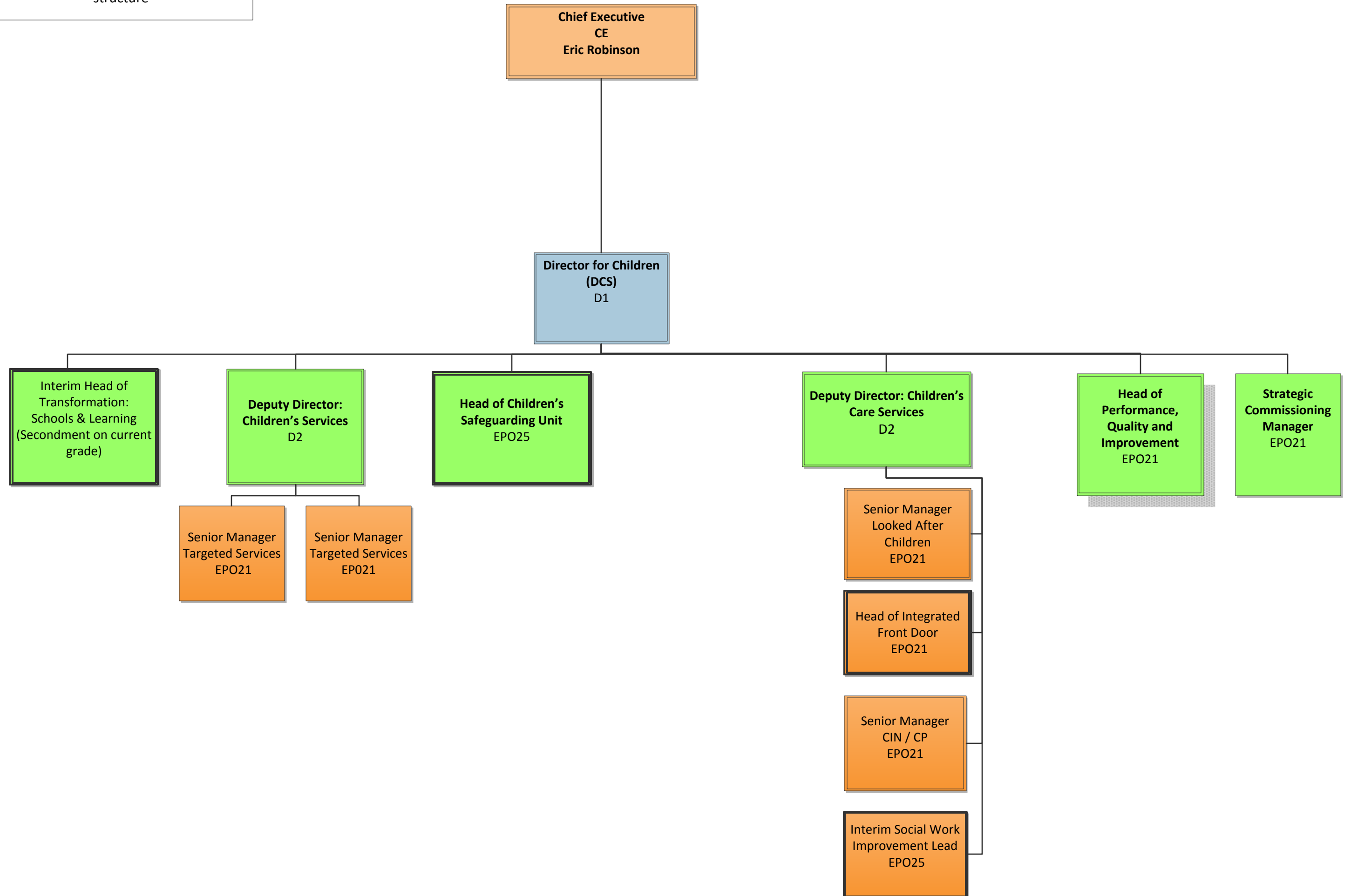
## **REFERENCE MATERIAL**

**SUBJECT HISTORY (last 3 years)**

<b>Council Meeting</b>	<b>Date</b>
<b>Employment and Appointments Committee</b>	<b>25 July 2016</b>



Interim Children's Senior Manager structure



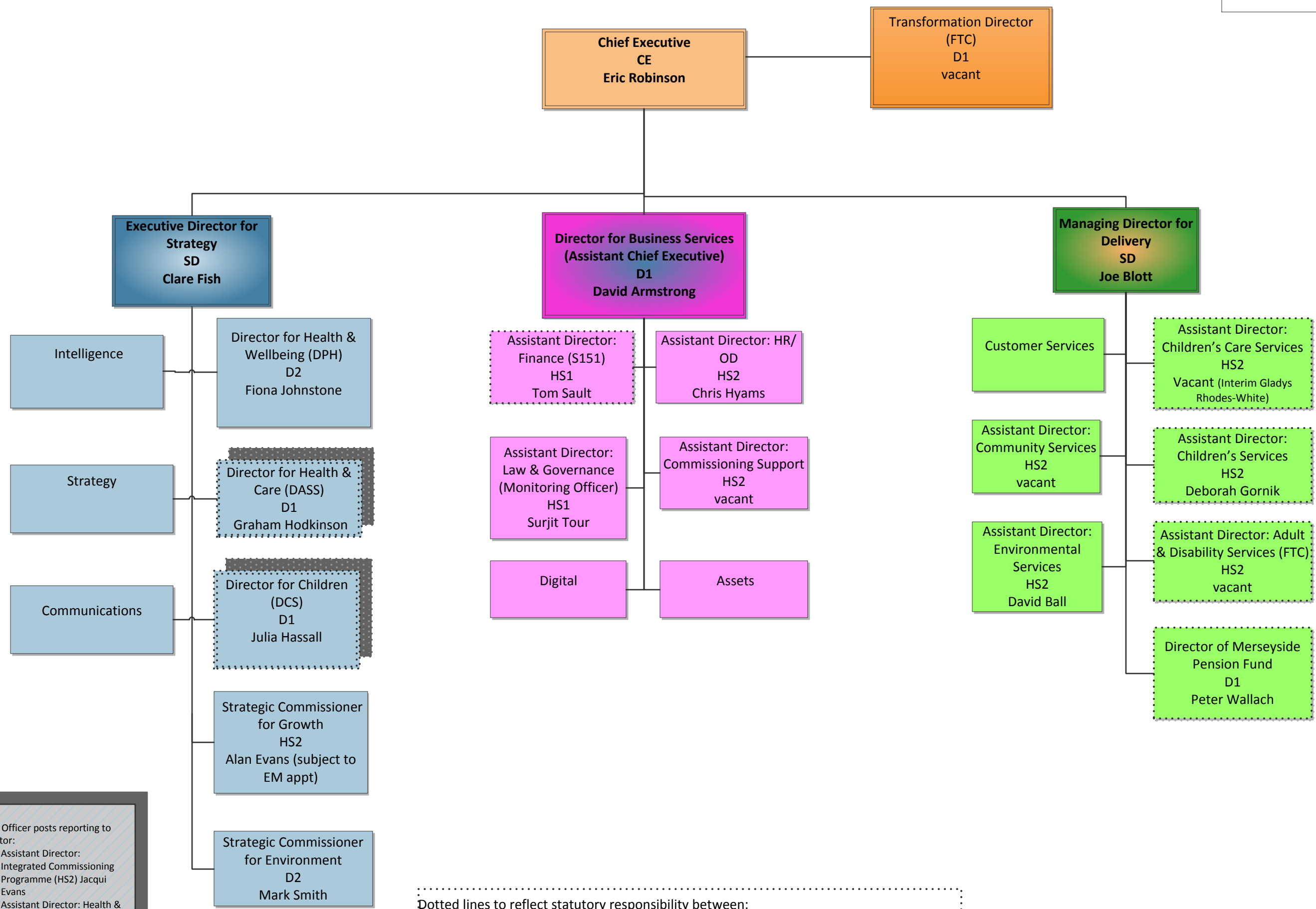
This page is intentionally left blank

### **Proposed Terms of Reference for the Appointments Panel**

The proposed terms of reference for the politically to the post of **Deputy Director: Children's Care Services** as agreed in the Employment and Appointments Committee report dated 11 October 2016 are as follows:

1. To receive applications and consider all candidates and decide on a long-list
2. To receive and consider feedback on the long-listed candidates and decide on a short-list.
3. To form the final interview panel for the role of Deputy Director: Children's Care Services.
4. To appoint to the post.

This page is intentionally left blank



Chief Officer posts reporting to Director:

- Assistant Director: Integrated Commissioning Programme (HS2) Jacqui Evans
- Assistant Director: Health & Outcomes (HS2) Chris Beyga
- Lead Commissioner for Schools (HS2) Sue Talbot (subject to EM appt)

Dotted lines to reflect statutory responsibility between:

- Director of Health and Care and AD: Adult and Disability Services
- Director of Children and AD: Children's Care Services and AD: Children's Services
- AD: Finance (S151 Officer) and Director Merseyside Pension Fund

This page is intentionally left blank



## **Job Description: Deputy Director: Children's Care Services**

**Job grade: D2**

### **Job Purpose:**

- Lead the delivery of all children's care services for the Council, ensuring the Council meets its legal and statutory obligations in relation to children. To ensure that outcomes for children and families are improved, through delivering the highest quality children's social care practice, in partnership with other agencies for the following services:
  - Social work services for children in need of protection and looking after;
  - Fostering, adoption and support for young people leaving care;
  - First response services provided through the Multiagency Safeguarding Hub
  - Integrated support for children on the edge of care
  - Safeguarding

### **Reports to:**

Director for Children's Services

### **Key Accountabilities:**

- Work closely with stakeholder and partners to:
  - Ensure the highest standards of professional practice in safeguarding and child protection through integrated partnership working.
  - Lead the management of risks relating to safeguarding and children's social care more generally.
  - In conjunction with the Director for Children, Deputy Director: Children's Services lead the delivery of Children's Improvement Plan for Wirral, in the context of the Children, Young People and Families Strategy.
  - Ensure that all services are informed by listening to and responding to the needs of vulnerable children and families in Wirral.

- Lead on the formulation, development and implementation of children's social care and safeguarding strategies, which ensure that the needs of children and young people are met.
  - Develop and implement robust arrangements to monitor the timeliness and quality of social care practice and case recording.
  - Lead and manage the work of children's social care teams in meeting statutory requirements and ensuring all applicable regulatory requirements and standards are achieved.
  - Ensure that robust performance management, governance and quality assurance arrangements are embedded across children's social care services.
  - Lead effective corporate parenting arrangements within a coherent, integrated framework, in partnership with a range of other agencies, to ensure the best outcomes for children and young people in the Council's care.
  - Contribute to the development and implementation of an effective commissioning framework and strategy for children's social care services.
  - Take a proactive role in promoting and strengthening partnership relationships in the public, private and voluntary sectors, reflecting the Council's commitment to active partnerships with the community.
- Develop robust business plans to deliver integrated services, considering the implications for staffing levels, facilities and other resources to support service delivery, as new models of delivery are developed.
  - Work with the Strategic Hub to identify, evaluate and develop new and innovative ways of working, ensuring Wirral delivers the highest quality, efficient and effective services which represent good value for money.
  - In conjunction with the Deputy Director: Children's Services ensure that the principles of early intervention and prevention are at the heart of all commissioned provision.
  - Develop and implement innovative integrated delivery models to ensure high quality and cost efficient services.
  - Ensure effective governance arrangements, financial health, service levels and long-term performance of delivery models.



- Provide analysis and interpretation of such legislation or regulations relating to the work of the service and providing advice on such matters to Elected Members, Chief Executive and Chief Officers as appropriate.
- Within statutory frameworks have lead operational responsibility for all Ofsted inspections and regulation processes in respect of Children's Safeguarding and to provide a lead for the Council's relationship with Ofsted as the regulator, for these services.
- Manage the budget associated with this post. The budget will be set out in the Accountability statement.
- Manage Senior Managers and Officers who report to this post.

**Knowledge:**

- Educated to degree level or equivalent experience with a professional qualification in social work and current Health and Care Professional Council (HCPC) registration.
- A thorough understanding and practical knowledge of current social care issues, legislation and statutory frameworks affecting children's services.
- A comprehensive understanding of the complexities of risk as it applies to children and safeguarding.
- An understanding of working within a political environment.
- Commercial awareness and focus

**Experience:**

- Significant experience of effectively leading Children's Social Care Services, providing challenge, guidance and support as required.
- Experience of establishing robust systems for the delivery of effective children's social care practice and policy.
- Experience of creating an environment where social workers and managers can confidently manage complexity and risk.
- Proven track record of managing and delivering a range of complex programmes and projects in children's social care.
- Demonstrable experience of building positive relationships and working across boundaries and in partnership with the public, voluntary and private sector.
- Experience of designing and delivering service and business models that respond to the needs of the community.
- Experience of confidently initiating and managing change in a challenging and complex environment.

- Experience and evidence of business planning, decision making, policy implementation, quality and performance governance.

**Skills:**

- Ability to lead and manage teams to ensure that efforts are focused on meeting the needs of children, young people and families, in conjunction with key partners.
- Ability to analyse patterns of need and trends over time and to use this in service planning.
- Ability to identify commercial trends and developments to maximise opportunities and realise improvements and efficiencies.
- Ability to lead and drive the implementation of change across a complex range of services.
- Ability to work across service boundaries in order to engage key stakeholders in shaping future service requirements.
- Highly developed interpersonal, negotiating and influencing skills.
- Have a personal and professional style of management which is open, engaging, purposeful and facilitative but also a proven ability to make, implement and sustain difficult decisions, expressing a viewpoint and providing strategic direction.

**Chief Officer Grade/Salaries  
01 November 2016**

	<b>Chief Executive (CE)</b>	<b>Senior Director (SD)</b>	<b>Director 1 (D1)</b>	<b>Director 2 (D2)</b>	<b>Assistant Director (AD1) <i>Formerly HS1</i></b>	<b>Assistant Director (AD2) <i>Formerly HS2</i></b>
<b>Salary Range</b>						
<b>01</b>	156,550	110,722	102,580	82,741	78,474	68,010
<b>02</b>	161,600	113,798	105,429	85,039	80,654	69,899
<b>03</b>	166,650	116,874	108,278	87,337	82,834	71,788
<b>04</b>	171,700	119,950	111,127	89,636	85,014	73,677
<b>05</b>	176,750	123,025	113,977	91,935	87,193	75,567

This page is intentionally left blank

## Pay Comparison – Senior Children’s Care roles

<b>Authority</b>	<b>Job role</b>	<b>Salary</b>
Knowsley	Assistant Executive Director Children’s Social Care	£86,700 - £96,900
Knowsley	Assistant Executive Director Early Help	
St Helens	Assistant Director (AD): Early Help & Child Protection	£63,957 - £71,193
Liverpool	Assistant Director	£76,650 - £91,800
Sefton	Head of Vulnerable Children & Young People	£84,348
Cheshire West & Chester	Head of Children’s Social Care	£81,810 - £90,900
Cheshire East	Director of Children’s Care	£85,00 - £90,000
Rochdale	Assistant Director: Children’s Social Care	£87,558 (inc market rate supplement)
Rotherham	Assistant Director: Early Help and Family Engagement	£80,000-£85,000
York	Assistant Director: Children’s Specialist Services	£85,000 (inc market rate supplement)
Shropshire	Assistant Director: Children’s Services	£81,000
St Helen’s	Assistant Director Children & Young People Social Care	£65,241 - £71,624
Surrey	Assistant Director Children & Young People Social Care	£112,162 - £134,594
Hertfordshire	Assistant Director Safer Communities/Community Development	£77,438 - £106,514
Surrey	Assistant Director Safer Communities/Community Development	£112,162 - £134,594
Nottingham	Director Children & Young People Social Care	£77,895 - £89,017
London	Director Children & Young People Social Care	£124,870 - £134,870
Halton	Head of Service Children & Young People Social Care	£50,594 - £61,081
Lancashire	Deputy Director of Children’s Services	£88,289 - £95,994

This page is intentionally left blank