



Notice of a public meeting of

Staffing Matters & Urgency Committee

- To:** Councillors Carr (Chair), Aspden (Vice-Chair) and Looker
- Date:** Monday, 19 March 2018
- Time:** 5.30 pm
- Venue:** The Craven Room - Ground Floor, West Offices (G048)

AGENDA

1. Declarations of Interest

At this point in the meeting, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Exclusion of Press and Public

To consider the exclusion of the press and public from the meeting during consideration of the following:

To consider the exclusion of the press and public from the meeting during consideration of the annexes to agenda item 7 (Redundancy) and agenda item 8 (Pension or Exit Discretion) on the grounds that they contain information relating to individuals and the financial affairs of particular persons. This information is classed as exempt under paragraphs 1, 2 and 3 of Schedule 12A

to Section 100A of the Local Government Act 1972 (as revised by The Local Government (Access to Information) (Variation) Order 2006).

3. Minutes (Pages 1 - 2)

To approve and sign the minutes of the meeting of the Staffing Matters & Urgency Committee held on 5 February 2018.

4. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is on **Friday 16 March 2018 at 5.00pm**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officers for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings

Please note that, subject to available resources, this meeting will be filmed and webcast, or recorded, including any registered public speakers who have given their permission. This broadcast can be viewed at <http://www.york.gov.uk/webcasts>. or, if recorded, this will be uploaded onto the Council website following the meeting.

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officers (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/download/downloads/id/11406/protocol_for_webcasting_filming_and_recording_of_council_meetings_20160809.pdf

5. Appointment of Assistant Director - Children's Specialist Services (Pages 3 - 34)

This report makes proposals to permanently recruit to the Assistant Director Children's Specialist Services in the Directorate of Children, Education and Communities. This report seeks formal approval to establish an Appointments Sub-Committee for Chief Officer Appointments and to delegate sufficient powers to that Sub-Committee to enable them to conduct the recruitment process, select and appoint a candidate, subject to the requirements of the standing orders on appointment.

6. Recruitment & Retention Challenges - Children's Social Workers (Pages 35 - 44)

The committee is asked to extend the pilot arrangements to Safeguarding Social Work Teams 1 & 2 (Court/Child Protection teams) and this paper provides background details of the number of vacant posts in Safeguarding Social Work teams 1 & 2; the cost of agency workers providing cover; the recruitment campaign activity since July 2018 associated with attracting candidates to the vacancies; and information about the regional and national context.

7. Redundancy (Pages 45 - 70)

This report advises the Staffing Matters and Urgency Committee of the expenditure associated with the proposed dismissal of a number of employees on the grounds of redundancy.

8. Pension or Exit Discretion (Pages 71 - 78)

This report advises the Staffing Matters and Urgency Committee of the expenditure associated with pension or exit discretions in accordance with council policy.

9. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
- Email catherine.clarke@york.gov.uk and louise.cook@york.gov.uk

(If contacting by email, please send to both Democracy Officers named above).

For more information about any of the following please contact the Democratic Services Officers responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 **(01904) 551550**

City of York Council

Committee Minutes

Meeting	Staffing Matters & Urgency Committee
Date	5 February 2018
Present	Councillors Carr (Chair), Looker and Reid (Substitute)
Apologies	Councillor Aspden

56. Declarations of Interest

At this point in the meeting, Members were asked to declare if they had any personal interests not included on the Register of Interests or any prejudicial or disclosable pecuniary interests that they might have had in the business on the agenda.

No Member present had any interests to declare.

57. Minutes

Resolved: That the minutes of the Staffing Matters and Urgency Committee held on 8 January 2018 be approved and then signed by the Chair as a correct record.

58. Public Participation

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

59. Appointment of Assistant Director - Joint Commissioning

Members considered a report that proposed to permanently recruit to the Assistant Director post in Health Housing and Adult Social Care responsible for Commissioning across health and adult social care.

The Corporate Director of Health Housing and Adult Social Care was in attendance to present the report and he confirmed the Appointments Sub Committee would appoint to an existing Assistant Director post. Members noted that the job description had been amended to focus on joint commissioning particularly with the Vale of York Clinical Commissioning Group (VoY CCG).

Members were informed that this post would remain in the Council structure and that the VoY CCG had confirmed they would purchase some capacity to develop joint commissioning.

Members welcomed the principles around joint commissioning.

Resolved:

- (i) That the filling of this post and remuneration package for the Assistant Director post at a job evaluated salary of £68,744 to £76,374 be approved.
- (ii) That an Appointments Sub-Committee consisting of three members, one from each main party (1 Conservative, 1 Liberal Democrat and 1 Labour) to include a member of the Executive, be established.

Reason: To progress the appointment in relation to this critical role required to deliver the Council's responsibilities.

Cllr Carr, Chair

[The meeting started at 5.30 pm and finished at 5.33 pm].



Staffing Matters & Urgency Committee**19 March 2018**

Report of the Corporate Director of Children's, Education and Communities

Appointment of Assistant Director – Children's Specialist Services**Summary**

1. This report makes proposals to permanently recruit to the Assistant Director Children's Specialist Services in the Directorate of Children, Education and Communities.
2. This report seeks formal approval to establish an Appointments Sub-Committee for Chief Officer Appointments and to delegate sufficient powers to that Sub-Committee to enable them to conduct the recruitment process, select and appoint a candidate, subject to the requirements of the standing orders on appointment.

Background

3. The post of Assistant Director for Children's Specialist Services was appointed to on a temporary basis as approved by the Staffing Matters and Urgency Committee on 8 January 2018, following the resignation of the previous post holder and their departure in late January. This has enabled interim arrangements for the management of these services, and has provided leadership capacity in Children's Social Care until seeking authority to permanently recruit.
4. The appointment to the post on an interim basis has provided the opportunity to review the role and consider portfolio options for the senior team. Following significant service changes within the directorate over the last 12 months, areas of responsibility and accountability have been reviewed and the portfolios will help strengthen the management arrangements for the directorate.

5. In the revised role, the Assistant Director for Children's Specialist Services will be responsible for :

- Children's Social Care
- Youth Offending Team
- Early Help (including Local Area Teams & Healthy Child Service)
- Leadership of the children's emotional health and wellbeing agenda.

This differs from the previous responsibilities in that it will not include Special Educational Needs & Disabilities (SEND) and Educational Psychology. These two areas will move into the role of the Assistant Director for Education and Skills.

6. The changes to the portfolios will ensure there is a close relationship between Early Help and Children's Social Care and having both under one Assistant Director should support the close working. Similarly aligning SEND and the Educational Psychology Service under the remit of the Assistant Director for Education & Skills will have significant benefits.

Remuneration Package

7. Attached at Annex B are details of the Conditions of Service for the post of Assistant Director. The Committee is asked to confirm the pay package for this post which will be offered as part of the recruitment process which is set at a job evaluated grade for Assistant Director with a salary of £68,744 to £76,374 with access to the standard set of Chief Officer Terms and Conditions. There are no other enhancements recommended for this role.

Consultation

8. Consultation has taken place with the Chief Executive, Council Management Team and Portfolio Holder. Consultation with the Assistant Director for Education and Skills has also taken place, and the changes to the portfolio and job description agreed.

Options/Analysis

9. The only alternative for Members on the recruitment process to consider, other than simply not proceeding with the permanent recruitment to the post is to continue with the interim arrangements. Should the decision be taken to delay the creation of an Appointment Committee this could impact the delivery of the directorate objectives.

Council Plan

10. Making an appointment to this post will contribute to the delivery of the Council Plan and its priorities.

Implications

11. The following implications have been considered:

- **Financial** – The Assistant Director post is within the pay range £68.7k to £76.4k. Including on costs this totals £92 - £102k for a full year per post. The cost of the posts and associated recruitment costs will be managed within existing departmental budgets.
- **Human Resources (HR)** – The job profiles are based on the current Job Description for the Assistant Director role and are subject to the Council's established job evaluation mechanism with a grade established for the post.

The Appointments Committee is in line with the constitutional requirements for the recruitment and appointment of Chief Officers. The appointment will be carried out in accordance with the Chief Officer recruitment protocol attached (Annex A).

- **Equalities** - There are no equalities implications.
- **Legal** – As this is a Chief Officer appointment the Appointments Committee should include at least one Member of the Executive and the normal procedures allowing for other members of the Executive to make a “well founded objection” should be followed.
- **Crime and Disorder** – There are no crime and disorder implications.
- **Information Technology (IT)** – There are no IT implications.
- **Property** – There are no property implications.
- **Other** – There are no other implications.

Risk Management

12. The risk of no or delayed appointment could risk delivery against the Council Plan and its priorities.

Recommendations

13. It is recommended that Staffing Matters and Urgency Committee:

- a) Approve the recruitment to the role of Assistant Director Children’s Specialist Services Chief Officer grade 10 £68,744.00 to £76,374.00.
- b) Approve the advertising of this opportunity externally.
- c) Approve the establishment of the Appointments Committee and the committee be authorised to conduct the interview, and select a successful candidate and make an offer of interim employment subject to the necessary employment procedures and standing orders

Reason: To progress the appointment and reduce risks highlighted in the report in relation to this critical role required to deliver the Council’s statutory responsibilities.

Contact Details

Author: **Chief Officer Responsible for the report:**
Jon Stonehouse Corporate Director of Childrens’ Education & Communities

Report **Date** 9 March 2018
Approved

Specialist Implications Officer(s)

Human Resources: Claire Waind, HR Manager
Legal: Andrew Docherty, Assistant Director, IT Democratic & Legal Services
Finance: Richard Hartle, Finance Manager

Wards Affected: **All**

For further information please contact the author of the report

Annex:

- A Chief Officer Recruitment Protocol
- B Conditions of Service – Assistant Director of Children’s Specialist Services
- C Structure Chart
- D Job Profile Assistant Director for Children’s Specialist Services
- E Job Profile Assistant Director for Education & Skills

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Chief Officer* Recruitment Process - Officer / Members decisions

* A Chief Officer is defined as an officer who is employed under the Joint Negotiating Committee for Chief Officers of Local Authorities Terms & Conditions.

Key Recruitment & Selection decision stages	Officer Decision / Member Decision
1. Develop proposal to create a new or amend an existing Chief Officer post	Officer decision: Chief Executive or Director
2. Establish a new temporary or permanent Chief Officer post	Member decision
3. Develop and agree Job description & Person Specification	Officer decision
4. Confirm the grade of the post	Officers to implement job evaluation outcomes within Chief Officer pay structure
5. Agree recruitment budget	Officers decision subject to budgetary provision
6. Commence recruitment activity	Officer proposal subject to Member decision
7. Establish Appointments Committee	Officer proposal subject to Member decision
8. Confirm method to source applicants i.e. advert, use of search / consultancy services	Appointments Committee subject to proposal from Officers (Chief Executive or Director and Head of Human Resources or nominated substitute). Proposal to include recommendation on advertising media and a recommendation to use external recruitment consultants or run in-house and if so, what services to use. Options include search, response handling, technical assessment, long-listing, shortlisting, support at final stage or a combination therein. Criteria to be considered

	<p>are:</p> <ul style="list-style-type: none"> i. Grade and salary in relation to the market; ii. Current employment market situation; iii. Design of post and likelihood of direct skills match; iv. Technical expertise being sought; v. Ability to conduct technical assessment in-house; vi. CYC capacity to handle in-house.
9. Long-list applicants	Officer decision in accordance with job description and person specification
10. Interview long listed applicants / conduct selection tests / assessment centre	Officer panel or recruitment consultant
11. Short list applicants	Officer decision in accordance with job description and person specification
12. Informal reception event(s) for short listed candidates (not part of the recruitment process)	Officer decision in consultation with Appointments Committee to determine invitees
13. Final selection process	Appointments Committee, advised by Officers (Chief Executive or relevant Director and Head of Human Resources, or nominated substitute) and recruitment consultants (if appropriate)
14. Determine salary of role to be offered	Appointments Committee, subject to Council pay policy and within job evaluated range for post
15. Agree appointment	Appointments Committee subject to Standing Orders (objections from the Executive)

Conditions of Service

Assistant Director – Children’s Specialist Services

The post you are interested in is subject to the Schemes and Conditions of Service of the Joint Negotiating Committee for Chief Officers of Local Authorities as supplemented by any local collective agreements negotiated on behalf of the employees and by the rules of the Council.

Health

Prospective employees must be cleared by the Occupational Health Service as medically fit for employment by City of York Council, and are advised not to give notice to terminate their present employment until clearance has been received.

Probationary period

Appointments from outside local government are subject to the successful completion of a six month probationary period.

Reporting line

This post reports to the Corporate Director Children, Education and Communities.

Targets

Objectives and targets will be agreed with the Director of Adult Social Care to reflect the Council’s strategic priorities.

Salary

The appointment will be made in the Chief Officer Grade 10 range. The salary levels within the grade are as follows:

Point 61	£68,744
Point 62	£71,184
Point 63	£73,618
Point 64	£76,374

The starting salary will be determined by the Appointments Panel of elected Members.

Salaries are paid on the last working day of the month. The salary is indexed to the JNC cost of living pay awards currently effective from 1st April each year.

Annual leave

The annual leave entitlement is 30 days increasing by five days after five years continuous local government service, plus eight public holidays per annum.

Pension

Membership of the Local Government Pension Scheme will be automatically continued for all employees who transfer from another Local Authority, unless they gave notice that they no longer wish to contribute. Membership of the scheme is automatic for new employees unless they state otherwise.

Car mileage for business use/Car parking

A mileage allowance of 45.0p per mile (up to 8,500 miles) is payable for business use.

Hours of Work

Working hours in this post will be subject to the needs of the service.

Whole time service

The postholder will be expected to devote his or her whole time to the work of the Council and not engage in any other business or employment without the prior knowledge and approval of the Council.

Sickness Absence

Any entitlements related to absence due to sickness or injury are as set out in the JNC for Chief Officers agreement. Officers are entitled to receive sick pay for the following periods:

During 1 st year of service months service)	1 month's full pay and (after completing 4 2 months half pay
During 2 nd year of service	2 months full pay and 2 months half pay
3 rd year of service	4 months full pay and 4 months half pay
During 4 th & 5 th year of service	5 months full pay and 5 months half pay
After 5 years of service	6 months full pay and 6 months half pay

Retirement

The normal retirement age of all Council employees, irrespective of gender, is 65 years.

Period of Notice

The written notice required to terminate employment in this post will be three months on either side.

Canvassing

Applicants for appointment must not canvas any Member or employee of the City of York Council in respect of their application. There is, however, no objection to any of the aforementioned providing written references in respect of applicants. Applicants related to any of the above must disclose the fact.

Political Restriction

This post is politically restricted and is subject to the restriction of political activities imposed by the Local Government and Housing Act 1989, and as outlined in the City of York Council's Employee Code of Conduct.

Further Information

If you would like an informal discussion about the post, please contact Jon Stonehouse, Director of Children Education and Communities.

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Jon Stonehouse
Corporate Director of Children, Education and Communities

Vacancy					Maxine Squire						Charlie Croft		
Assistant Director (Specialist Services)					Assistant Director (Education and Skills)						Assistant Director (Communities and Equalities)		
Referral & Assessment	Children & Young People In Care	Child in Need / Child Protection	Youth Offending Team	Early Help and Local Area Teams	Secondary & Skills	Primary and EYS	Virtual School	Services for Schools	Special Educational Needs and Disabilities	Educational Psychology Service	Communities and Equalities	York Learning	Strategic Services (Leisure & Community Centres)
CHILDREN'S SOCIAL CARE				LOCAL AREA TEAMS	EDUCATION AND SCHOOLS			SEND		COMMUNITIES AND EQUALITIES			

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ANNEX D

City of York Council

Role Profile

Assistant Director Children's Specialist Services

1 Purpose of job:

- As a member of the Council Leadership Group, actively contributes to the strategic management of the Council to ensure achievement of corporate aims and objectives.
- Leads the formulation and application of strategy for the Childrens Specialist Services portfolio within the context of the overall CYC Council plan, statutory and national policy guidance.
- Contributes to the development, articulation and communication of a clear vision for co-ordinated services across York, and provides a framework to ensure an effective and shared programme of joined up service delivery with key partners.
- Scans and understands the external and political environment in which the Council operates and takes lead responsibility for ensuring that the strategic plans of the Directorate and the whole organisation meets the needs of the current administration.



- Ensures that elected Members are fully aware of strategic plans and that they are positively, pro-actively and appropriately engaged in the portfolio.
- Makes decisions critical to the organisation's success in respect of the wider City of York agenda and the specific portfolio responsibility.
- Takes lead responsibility for seeking opportunities to develop the revenue of CYC through partnerships, new ventures and delivers activity that grows revenue and minimises cost without detriment to services.

2 Organisation chart:

Full details are contained in a separate staffing Structure Chart.

3 Key responsibilities:

- i. Designing, leading and delivering statutory Childrens Social Care services for City of York, including:
 - safeguarding [referral and assessment, court interventions, care planning]
 - delivering a strategic response to CSE / FGM / DA
 - looked after children [fostering/adoption/SGO]
 - care leavers
 - quality assurance and review
 - workforce development and planning
 - budget management
 - inspection planning and management
 - a LADO service



- ii. Designing and delivering a Youth Offending service to City of York to provide:
 - local crime prevention programmes
 - help for young people at the police station if they're arrested
 - help for young people and their families at court
 - supervise young people serving a community sentence
 - stay in touch with a young person if they're sentenced to custody

- iii. Leading the Locals Authority's response for meeting the emotional and mental health needs of children and young people in City of York
 - Designing, developing and leading a multi agency strategic partnership
 - Leading the development of a local emotional and mental health strategy for children and young people in York
 - Representing the City of York at regional and national fora associated with the improvement of children and young people's emotional and mental health

- iv. Representing the City of York on key regional and some nations strategic and consultative groups, including;
 - Regionalisation of Adoption – including the arrangements for City of York to develop and host the North and Humber RAA
 - Regional Response to National Transfer Scheme for UASC – including the leadership of an action plan



commissioned by the ADCS for a Yorkshire and Humber response

- Delivering Peer Challenge
- Participation in regional sector led improvement activity.

4 Knowledge and experience:

Professional Social Work Qualification

Extensive knowledge of:

- local government
- safeguarding legislation, policy guidance and regulation
- health economy and governance
- Police service – governance, strategies and practices
- third sector
- media management
- budget management
- technical case management systems – procurement,

Experience including:

- a successful track record of achievement in a senior management role
- substantial record of achievement in successfully managing change and large-scale projects;
- significant experience of successfully motivating, managing, persuading and leading staff;
- wide experience of successful inter-agency working and demonstrable success in developing effective collaborative working with a range of stakeholders to achieve objectives;
- experience of significantly improving service delivery;



- evidence of decision making based on sound risk management principles and contingency planning, which comply with the Council Procedures and processes
- experience of managing performance within a complex environment where there is constant challenge and change
- experience of negotiating significant contracts, commissioning services and monitoring provision

7 Key contacts and job context:

1. Reports to Corporate Director
2. Key relationship with other members of the Corporate Leadership Group
3. Leads and Manages the service areas specified above
4. Advises Members, Directors and managers on those service areas the postholder is responsible for
5. Key relationships with external advisers, and partnership working with other service providers and agencies including:
 - trade unions
 - relevant professional bodies and networks
 - regional and national local government bodies
 - regional and national agencies and departments of central government
 - public, private, voluntary and community sector partners
 - North Yorkshire Police
 - Children's Safeguarding Board
 - YorOK Board
 - Learning & Culture Overview & Scrutiny Committee
 - Integrated Commissioning Group Meeting
 - Ward committees



8: Your managerial responsibilities:

a) **Staff**

Approximately 220 fte

b) **Budgets**

Gross Revenue Budgets:

Children's Social Care	£16.6m
Local Area Teams	£6.3m
Youth Offending Team	£0.7m
Total	£23.6m
Capital Budget	£0.1m

c) **Assets**

Responsibility for the management of buildings associated with teams working within Children's Specialist services



ANNEX E

Your authority: City of York Council

Your job title: Assistant Director, Education and Skills

Your name: Maxine Squire

Your line manager: Jon Stonehouse

Date: January 2017

1: Purpose of job:

- As a member of the Council Leadership Group, actively contributes to the strategic management of the Council to ensure achievement of corporate aims and objectives.
- Leads the formulation and application of strategy for the Education and Skills portfolio within the context of the overall CYC Council plan, statutory and national policy guidance.
- Scans and understands the external and political environment in which the Council operates and takes lead responsibility for ensuring that the strategic plans of the Directorate and the whole organisation meets the needs of the current administration
- Contributes to the development, articulation and communication of a clear vision for co-ordinated services across York, and provides a framework to ensure an effective and shared programme of joined up service delivery with key partners.



- Ensures that elected Members are fully aware of strategic plans and that they are positively, pro-actively and appropriately engaged in the portfolio
- Makes decisions critical to the organisation's success in respect of the wider City of York agenda and the specific portfolio responsibility
- Takes lead responsibility for seeking opportunities to develop the revenue of CYC through partnerships, new ventures and delivers activity that grows revenue and minimises cost without detriment to services

2: Organisation chart:

Full details are contained in a separate staffing Structure Chart.

3: Key responsibilities:

Please list the key responsibilities of your job (indicating the percentage of time spent on each aspect). Typically there should be between five and ten statements describing the broad areas of responsibility for each key responsibility.

- 1) Designing, leading and developing statutory and non-statutory services to discharge the Council's role as a local Education Authority including (60%):
 - School effectiveness and achievement through developing and leading the annual commissioning plan for school improvement
 - School Place Planning and the school capital maintenance programme
 - School Admissions and Fair Access



- School Transport
- School Meals
- Governor Support Services
- Children Missing Education
- Elective Home Education
- The Virtual School for Children in Council Care
- Safeguarding in schools
- Traveller Education Service
- Early Years quality and sufficiency
- Supporting academy conversions

2) Managing and maintaining strategic partnerships to improve outcomes for children and young people (25%):

- The York Learning Partnership
- Schools Forum
- Learning City York
- York, North Yorkshire and East Riding LEP Skills Board
- Work with headteachers, school clusters and multi-academy trusts
- Multi-agency partners
- Ofsted
- DfE/Regional Schools Commissioner

4) Strategic management and oversight of the Council's all age skills plan including (10%):

- Local Area Statement of Need
- Apprenticeship Hub
- Representing City of York on the York, North Yorkshire and East Riding LEP Skills Board



5) Representing the City of York on regional and some national strategic and consultative groups, including (5%);

- Representing ADCS on the national Advisory Group on Governance
- Delivering peer reviews to support regional self assessment
- Regional group for assistant directors (Education)
- ADCS Education and Achievement committee
- Education representative on the Prevent Board
- Participation in regional sector led improvement activity.

4: Work example:

Please provide a brief description of two recent pieces of work that exemplify the key responsibilities of your job.

- (1) Reshaping school improvement arrangements to reflect the changing role of the LA whilst developing a new strategic relationship with schools to ensure that outcomes continue to improve. This has involved restructuring and reducing the size of the centrally retained LA school improvement service and the development of sector led school improvement arrangements in partnership with the teaching schools alliances and Schools Forum. In 2015-16 all schools receiving school to school support could demonstrate improvements in outcomes.
- (2) Developing and chairing a cross directorate steering group to co-ordinate work on academy conversions. This has led to the development and publication of an toolkit to support academy conversion and has established a framework for managing the accelerating pace of conversions, whilst prioritising the importance of developing a new effective working relationship with multi-academy trusts, the Regional Schools Commissioner and other partners and stakeholders.



5: Knowledge and experience:

Please indicate the level of qualification, skills, and experience necessary to do your job at an acceptable level of performance (not necessarily what your own qualification, skills and experience might be)

- A successful track record of achievement in Children's Services (Health, Local authority or other partners)
- Significant experience of leadership and management at a senior level in schools preferably as a Headteacher
- Evidence of success in building constructive working relationships with regulators/government departments
- Experience of strategic delivery of wider school improvement strategies across a community/city
- Knowledge and technical understanding of the underpinnings of school improvement and confidence in delivering improvements
- Ability to ensure the Local Authority discharges all of its responsibilities towards schools and contributes to good educational outcomes for all children including activity that narrows the gap for those most vulnerable.
- Knowledge and significant understanding of the legislative frameworks and statutory requirements relating to access and provision of school places
- Knowledge and significant understanding of school organisation arrangements and the statutory arrangements for delivery of new provision
- Experience of delivering transformational change in school organisational arrangements including school closures, mergers and federations which reflect demographic patterns and parental choice
- Knowledge of and experience on school revenue and capital funding arrangements including PFI and delivery of outcomes in partnership with the education community



- Experience of constructively challenging schools and governing bodies to drive improvement
- Experience to deploy or commission relevant school intervention strategies and oversee monitoring of improvement progress
- Experience of developing close constructive working relationships with headteachers, governing bodies, diocesan authorities etc
- Knowledge and understanding of local government
- A degree level qualification and/or professional managerial qualification (such as DiPSW or equivalent) or equivalent;
- Understanding of organisation structure, operations, decision making channels, planning processes and systems and the ability to identify opportunities for improvement

Skills

- Ability to successfully develop and deliver strategies to meet organisation objectives and achieve planned results in a complex multi-functional organisation;
- Ability to manage large and complex budgets with an emphasis on value for money and efficiencies
- Highly effective leadership and motivational skills and behaviours (as identified in CYC Leadership and Management Standards) that develop and inspire others, promote high standards and collaborative working amongst internal and external stakeholders;
- Outstanding interpersonal, negotiating and commissioning skills;
- Excellent verbal and written communication skills that are persuasive, informative and effectively engage the interests of a wide range of audiences;
- IT skills and the ability to fully exploit access to modern Information technology;
- Highly developed skills in numeracy and budget management; Corporate and service planning skills that ensure effective



resource management, service delivery, best value and continuous improvement;

- Analytical skills that contribute effectively to the identification of development and trends, prioritisation and problem solving.
- Ability to keep equality of opportunity and diversity at the heart of all strategic management and operational activity
- Ability to advise, influence, persuade, command confidence and act assertively in a political environment with all key partners, internal and external

Experience

- A successful track record of achievement in a senior management role
- Substantial record of achievement in successfully managing change and large-scale projects;
- Significant experience of successfully motivating, managing, persuading and leading staff;
- Wide experience of successful inter-agency working and demonstrable success in developing effective collaborative working with a range of stakeholders to achieve objectives;
- Experience of significantly improving service delivery;
- Evidence of decision making based on sound risk management principles and contingency planning, which comply with the Council Procedures and processes
- Experience of managing performance within a complex environment where there is constant challenge and change
- Experience of negotiating significant contracts, commissioning services and monitoring provision

6: Impact:

- a) On the wider community and/or external organisations**



please give a couple of examples that demonstrate the impact your job has on the wider community and/or on external organisations

Leadership of the strategic relationship with schools, early years providers and post 16 providers is ensuring that children are able to achieve good educational outcomes. This is demonstrated by the improvements in educational outcomes across Early Years Foundation Stage to post 16. Co-ordination of school led improvement partnerships through the work with headteachers and the teaching schools alliances.

Commissioning and monitoring the impact of interventions in schools causing concern. This has to the development of the annual School Improvement Commissioning Plan, supported by Schools Forum. All schools supported by commissioned schools to school support interventions showed improvement in 2015-16. These improvements included 3 schools that had been graded Requiring Improvement by Ofsted moving to good, a school in special measures having two successful HMI monitoring visits and changes in school leadership as a result of intervention in two schools.

Leadership of the school admission process has resulted in over 90% of parents having their first preferences met for places in both the primary and secondary phase.

Leadership of school place planning has led to the successful completion of two primary school building projects resulting in new schools at Lord Deramore's and Carr Infant.

Leadership of Early Years sufficiency and quality has led to the successful engagement of 100% private, voluntary and independent providers and schools with the Early Implementer trial of the 30 hours of childcare.



b) On your own organisation

please give a couple of examples that demonstrate the impact your job has on your own organisation

I have personal responsibility for a wide range of diverse services which allow the Council to discharge a range of statutory responsibilities as a local education authority. This includes:

- monitoring school quality and managing statutory interventions in schools causing concern
- managing school place planning,
- managing sufficiency in early years,
- working with post 16 partners to deliver the statutory requirements linked to Raising the Participation Age
- managing school admissions and fair access
- implementing the school transport policy
- managing academy conversion

This list is far from exhaustive but involves ensuring that the Council has an effective relationship with local education providers so that children, parents and communities have access to high quality educational provision at all ages and stages between 0-19 and 0-25 for those children with special educational needs and/or disabilities.

The Council's role in education is subject to external scrutiny principally by Ofsted and my role involves managing the relationship with a range of external agencies including Ofsted, the Department for Education and the regional LEPs.

7: Key contacts and job context:

Describe critical working relationships and key features of the organisation's policies, or the community served that effect the operating environment for your job.



Key contacts and critical working relationships are with elected members, members of the corporate and directorate leadership teams, headteachers, school governors, FE and HE, early years providers, multi-agency partners (both public sector and voluntary sector) and a wide range of LA services including HR, finance, legal, property.

8: Your managerial responsibilities:

Staff

Approximately 140 fte

a) Budgets

Gross Revenue Budgets:

Early Years & Childcare	£1.1m
Educational Psychology	£0.9m
School Governance	£0.3m
School Services & Business Support	£9.8m
School Improvement Service	£2.6m
SEND	£4.2m
Total	£18.9m

b)

Capital Budget **£35.8m**

c) Assets

(e.g. property, plant): Please indicate nature of the responsibility, e.g maintenance, management.

Responsibility for managing the capital maintenance programme for maintained schools.

Management of the school transport and school meals contracts



9: Any other aspect of your job that should be considered?

Signed:

Postholder:

Date:

Line manager: _____

Date: _____

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Staffing Matters and Urgency Committee**19 March 2018****Report of the Corporate Director of Children, Education & Communities****Recruitment & Retention Challenges - Children's Social Workers****Summary**

1. Staffing Matters and Urgency Committee agreed in July 2017 to approve a 12 month pilot for the payment of 'golden hellos' and 'golden handcuffs' to social workers in the Referral & Assessment team in Children's Services.
2. The reason for this proposal was to attract new staff to come and work in this service and retain existing staff. There are regional and national shortages of staff to work in these roles and the cost of providing short term cover through agency workers causes a significant financial pressure for the service.
3. The committee is asked to extend the pilot arrangements to Safeguarding Social Work Teams 1 & 2 (Court/Child Protection teams) and this paper provides background details of the number of vacant posts in Safeguarding Social Work teams 1 & 2; the cost of agency workers providing cover; the recruitment campaign activity since July 2018 associated with attracting candidates to the vacancies; and information about the regional and national context.
4. A report will be provided to the Committee in July 2018 to review the impact of the enhanced payment to the Referral & Assessment team. Should the proposal to extend the pilot be approved, interim analysis of the impact of the enhanced payment for the additional groups will be reported at the same time.

Background

5. Since at least November 2016 the Safeguarding Social Work teams have experienced significant recruitment difficulties.

6. There are two Safeguarding Social Work/Child Protection teams which provide intervention to children subject to child protection plans or children where legal intervention is required. These teams intervene and work with very complex, high risk cases where child abuse has either been substantiated or there is the assessed likelihood that children may suffer significant harm and therefore require protection. This includes taking legal action to remove children to safety through court proceedings. Social workers in these teams are required to make professional judgements on a daily basis with a focus on the on-going assessment of risk and harm and critically, capacity of parents to change adverse behaviour. It is a highly pressured environment, with very tight and rigid court deadlines that have to be met as well as ongoing crises in relation to children subject to child protection plans which also require a timely response.
7. Out of an establishment team of 16 social worker/senior social worker full time equivalents, there are currently 7 vacancies. Between 1st July 2017 and 31 December 2017, the service has run a high profile recruitment campaign with the aim of recruiting to a total of 17 vacancies across Children's Social Care. This was at a total cost of £30,000. However this campaign has not resulted in successful appointments to roles in the two Safeguarding Social Work teams.
8. Various solutions to address the recruitment challenges facing the department in attracting and retaining qualified social workers, specifically in the Safeguarding Social Work (Court/Child Protection) specialist teams have been considered. We have established that our pay and grading of these posts is not significantly out of line with others across the region, however most other authorities have a mechanism to respond to the recruitment challenges (as set out in paragraph 25).

Proposal

9. The department wishes to proceed with the following proposals, on a pilot basis for a 12 month period.

Golden Hello

10. To make a 'golden hello' payment to all new starters taking up social work positions in the two Safeguarding Social Work teams.
11. It is proposed to make the same payment of £2500 as per the existing pilot (pro-rata for part time) payable in a lump sum, for ease of

administration, as a one off payment on the successful completion of the probationary period.

12. The payment will be subject to the normal deductions i.e tax, national insurance & pension contributions.
13. As per the current arrangement, should a member of staff in receipt of the payment leave the authority within one year of the agreement, the payment will be recovered in full.
14. Should a member of staff in receipt of the payment leave within two years of the agreement, 50% of the payment will be recovered.
15. This recovery approach is in keeping with other arrangements in place for employees such as a learning agreement.

Golden Handcuff

16. To make a 'golden handcuff' payment to all current staff in the two Safeguarding Social Work teams of £2500 (pro-rata for part time) payable in a one off lump sum payment. This will be paid via the payroll system.
17. Should a member of staff leave the local authority, the same recovery terms will apply to the handcuff payment as the 'golden hello'.

Consultation and Considerations

18. Trade Unions continue to be keen to consider creative approaches to address the recruitment challenges in this area. Should this be agreed in principle, further discussion will take place with trade union colleagues and appropriate communication with staff.

Analysis

National picture

19. There continues to be a national shortage of experienced social workers. It has become increasingly difficult to recruit to the most pressured social work positions. Many local authorities have revised their pay and conditions, or offered a golden handshake/golden hello, to attract to these positions.

Golden Hello & Golden Handcuff Payments

20. A "golden hello" is an amount paid to an employee as an inducement to take up employment with a particular employer.
21. A "Golden Handcuff" is an amount paid to existing employees as a means of holding on to key employees and increasing employee retention rates.
22. There is the expectation, in the application of either payment, that the employ would remain an employee for a specified period of time.
23. Payments are normally made in the form of a cash lump sum. Any payment should be subject to tax and national insurance under the employer's PAYE scheme.
24. There continues to be a variety of pay arrangements across the region. that make use of such payments, It is useful as reminder to note for example;

Barnsley A one off golden hello payment of £2.5k for new social work staff
A one off payment of £1.5k to existing social work staff

Rotherham Payments are made to all social work staff, ranging from £2177 for a social worker on ASYE programme up to £3254 for a Team Leader

Sheffield A market supplement of £4k to Team Leaders

25. A proposal to make a payment of £2500 is in keeping with similar arrangements in place across the region.

Recruitment Activity

26. Between July and December 2017 the service ran an ongoing recruitment campaign with Community Care at a cost of £30,000.
27. Over this period 1 newly qualified social worker and 1 experienced social worker were offered positions within Safeguarding Social Work teams.

28. Out of the 17 vacancies that existed across the whole of Children's Social Care directorate, 12 appointments (11 qualified, 1 unqualified) were made with 8 of these being filled by internal candidates leaving vacancies in other areas, including the Safeguarding Social Work teams. All the vacancies that were within the Referral & Assessment Team were appointed to; however, vacancies remain in the Safeguarding Teams.
29. The experienced social worker recently offered a permanent post in the Safeguarding Social Work team, has since declined the offer, stating that they wanted to pursue other opportunities. The newly qualified social worker is in post and progressing through development.
30. The following vacancies remain unfilled; 2 x Senior Social Worker, 5 x Social Worker posts.
31. Both Safeguarding Social Work teams have their quota of newly qualified social workers in post. The critical issue we now face is to recruit and retain social workers with experience of child protection/court safeguarding work to ensure safe and robust delivery of services to children subject to child protection planning and legal intervention.

Cost of agency

32. At present, up to 4 posts are being covered using agency staffing at considerable additional cost. In addition we are seeking agency cover for the 3 posts still vacant. Therefore the over spend would increase to over £180k if these posts continue to be filled by agency staff through the 2018/19 financial year.
33. The rate of vacancies and high turnover of agency staff could have an impact on those staff in permanent posts, potentially increasing the rate of staff leaving employment and further instability.
34. Taking into account all of the factors listed above, the implications of recruiting in the traditional way could result in the continued reliance on agency workers, pressure on existing staff due to staff turnover and instability in a pressurised environment.

Council Plan

35. Outcomes achieved by the activities covered in this report help us to deliver priorities in the Council Plan 2015-19 in support of 'A

prosperous city for all” ensuring the council supports the delivery of statutory services to children and families in the City.

Implications

Financial

Referral & Assessment Team – Original Pilot

36. At the time of the original report to this committee in July 2017 the R&A team was overspending its staffing budget significantly due to the need to employ agency staff. Each post covered by an agency appointment, rather than a permanent employee, was incurring an average additional cost of c£600 per week. If nothing were to change then additional costs in excess of the team’s budget were projected to reach £156k by the end of 2017/18.
37. Following the introduction of the pilot, and with the team now fully staffed, that overspend has been reduced to £85k. Once the initial cost of paying golden handshakes to existing staff and golden hellos to new starters is taken into account, the total overspend for 2017/18 increases to £144k. However, this still represents an overall reduction in the pressure on the team’s budget of £12k for the year.
38. Looking forward to 2018/19, if the current stable staffing position is maintained, then the need for agency staffing should be significantly reduced. This would represent a much improved financial position for the team’s budget; with the vast majority of the previous £156k overspend having been eliminated.

Safeguarding Team – Pilot Extension

39. Similar to the earlier position in the R&A team, the Safeguarding team is currently overspending its staffing budget significantly due to the need to employ agency staff. Each post covered by an agency appointment, rather than a permanent employee, is currently incurring an average additional cost of c£500 per week. Additional costs in excess of the team’s budget for 2017/18 are projected to be £122k for the year, and if there is no improvement in the current situation this could increase to £182k for 2018/19.
40. If Members agree to extend the pilot to this team for 2018/19, then the initial up front cost is estimated at £53k for golden handcuff payments

to 9 existing staff and golden hello payments to recruit to 7 vacant posts. There is no existing budget available to fund these costs. However, if the pilot is successful and all posts are filled by permanent staff by, say, the end of May, then the saving against the current projected staffing overspend of £182k would be £99k. And, if sustained, further significant savings against current expenditure levels would also be delivered for future years.

41. Members should note that if the pilot is not successful, and some or all of the current vacancies remain covered by agency staff, then the projected overspend for 2018/19 could increase by up to £32k (the cost of the golden handcuffs for existing staff).

Human Resources (HR)

42. As per the report in July 2017, pay proposals for the council are relatively limiting in responding to acute recruitment and retention difficulties. These proposals are in response to specific challenges in a particular specialist area and there is substantial evidence to support the need to make an enhanced payment.
43. Within current policy there are no means of addressing this with pay.
44. Notwithstanding the need to review the existing pilot arrangements, it is recommended that the activity is reviewed on a regular basis throughout the pilot, with a detailed report at the end of the 12 month period to evaluate and make any recommendations to inform future pay policy. However, early reporting will be made available to the Committee in July 2018.
45. Since July 2018, a comprehensive campaign to promote Children's social work in York has been undertaken and is part of the holistic approach to ensure a sustainable Children's social work workforce. A task group has been set up to support with the recruitment and retention of social workers, looking at all aspects of the employment offer. Community Care continues to support with the delivery of a campaign to attract social workers to City of York Council and will support us in the creation of a micro-site to further enhance the promotion of vacancies.
46. This approach will complement the proposal to make enhanced payments to a specific group of staff and promote York as a place to develop and grow as a Children's social worker

47. We will continue to review the potential of setting a precedent for other social work teams or specialist roles; however this is a pilot and will determine any future policy decision.

Legal

48. The proposed payments to attract candidates or retain existing employees would present the Council with an equal pay risk. The result is likely to mean pay disparity between Social Workers and other employees (i.e. Comparators) performing work of equal value, like work, or work rated as equivalent. In its defence the Council would rely on the difference in pay as being attributable to the state of the employment market and that the pay differential was objectively justified to that extent. Whether or not a market forces defence would succeed is a matter for an employment tribunal to determine, but given the regional and national shortages of staff, the Council would be in a very strong position to justify its decision for sound business reasons which were unrelated to sex.

Information Technology (IT)

49. There are no IT implications for CYC arising from this report.

Property

50. There are no property implications.

Other

51. There are no equalities or crime and disorder implications arising from this report.

Risk Management

52. It is proposed that this arrangement is a pilot to determine whether the payment has a positive impact on alleviating the recruitment and retention difficulties in a specific social work team.

53. It is essential that we have a fully staffed service, with a mixture of experienced and recently qualified social workers. To date we have utilised agency staff to cover these positions however this impacts both on the consistency of social work and our ability to move the service

forward in the direction agreed and articulated in the Vision for CSC. It is also an expensive option.

54. Should the proposal not be approved, there is a risk that agency costs will continue to put a pressure on budgets and potentially increase.

Recommendations

55. Staffing Matters & Urgency Committee is asked to agree to the payment of 'golden hellos' and 'golden handcuffs' to social workers in the Safeguarding Social Work Court/Child Protection teams in Children's Services for a 12 month pilot period.

Reason: To support the recruitment and retention of social work staff to stabilise these two Safeguarding Teams.

Contact Details

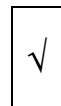
Author:

Claire Waind
HR Manager
Human Resources
Tel No. 01904 554519

Chief Officer Responsible for the report:

Jon Stonehouse, Corporate Director of Children, Education and Communities

Report approved



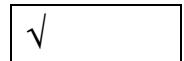
Date 07/03/18

Specialist Implications Officer(s)

Human Resources: Claire Waind, HR Manager
Legal: Peter Cairns, Senior Solicitor
Finance: Richard Hartle, Finance Manager

Wards Affected:

All



For further information please contact the author of the report

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Staffing Matters and Urgency Committee**19 March 2018**

Report of the Deputy Chief Executive and Director of Customer and Corporate Services

Redundancy**Summary**

1. This report advises the Staffing Matters and Urgency Committee of the expenditure associated with the proposed dismissal of a number of employees on the grounds of redundancy.

Background

2. The background and detailed case surrounding each proposal are contained in the individual business cases to be circulated at the meeting as annexes to this report.

Consultation

3. All of the proposed redundancies have been subject to consultation in accordance with the Council's statutory obligations.

Options

4. The Committee has the power within the Council's procedures to approve discretionary enhancements to redundancy and/or pension payments. The Committee does not have the power to make lower payments. By law the decisions as to whether or not to make an employee redundant rests with the Chief Executive or Officers nominated by her.

Analysis

5. The analysis of each proposal can be found in the respective business case.

Council Plan

6. Whilst the actions being proposed in the report are not material to the Council Plan they are consistent with the required outcomes of the Workforce Strategy.

Implications

- 7. The implications of each proposal can be found in the respective business case.

Risk Management

- 8. The specific risks associated with each proposal and how they can be mitigated is contained in each business case. In summary, the risks associated with the recommended option are financial, legal, operational and reputational.

Recommendations

- 9. Staffing Matters and Urgency Committee is asked to:
 - 1) Note the expenditure associated with the proposed dismissal of the employees on the grounds of redundancy detailed in the annexes.

Reason: In order to provide an overview of the expenditure.

Contact Details

Author:

Trudy Forster
Head of HR
Human Resources
Ext 3985

Chief Officer Responsible for the report:

Ian Floyd
Director of Customer and Business
Support Services

**Report
Approved**

Date 22/12/17

Specialist Implications Officer(s):

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

None

Annexes

Annex A - Confidential Business Case
Annex B - Confidential Business Case

Annex C - Confidential Business Case
Annex D - Confidential Business Case
Annex E - Confidential Business Case
Annex F- Confidential Business Case

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Staffing Matters and Urgency Committee**19 March 2018**

Report of the Director of Corporate and Customer Services

Pension or Exit Discretion**Summary**

1. This report advises the Staffing Matters and Urgency Committee of the expenditure associated with pension or exit discretions in accordance with council policy.

Background

2. The background and detailed case surrounding each proposal are contained in the individual business cases attached as confidential annexes to this report.

Consultation

3. All of the proposed pension or exit discretions have been subject to consultation in accordance with the Council's statutory obligations.

Options

4. The Committee has the power within the Council's procedures to approve discretionary enhancements to redundancy and/or pension payments. The Committee does not have the power to make lower payments. By law the decisions as to whether or not to make an employee redundant rests with the Chief Executive or Officers nominated by her.

Analysis

5. The analysis of each proposal can be found in the respective business case.

Council Plan

6. Whilst the actions being proposed in the report are not material to the Council Plan they are consistent with the required outcomes of the Workforce Strategy.

Implications

- 7. The implications of each proposal can be found in the respective business case.

Risk Management

- 8. The specific risks associated with each proposal and how they can be mitigated are contained in each business case. In summary, the risks associated with the recommended option are financial, legal, operational and reputational.

Recommendations

- 9. Staffing Matters and Urgency Committee is asked to:

Consider each proposal as detailed in the annexes.

Reason: In order to provide an overview of expenditure and to consider whether the Council should exercise its discretionary powers to make enhancements.

Contact Details

Author:

Trudy Forster
Head of HR
Human Resources
Ext 3984

Chief Officer Responsible for the report:

Ian Floyd
Director of Corporate and Customer Services

Report Approved

Date 6/03/17

Specialist Implications Officer(s):

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes :

Annex A – Confidential Business Case
Annex B – Confidential Business Case

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