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Monitoring Officer
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Agenda

Name of meeting	APPOINTMENTS AND EMPLOYMENT COMMITTEE
Date	TUESDAY 29 AUGUST 2023
Time	10.00 AM
Venue	CONFERENCE ROOM 5, COUNTY HALL, NEWPORT, ISLE OF WIGHT
Members of the committee	CLrs L Peacey-Wilcox (Chairman), S Ellis (Vice-Chairman), P Brading, G Brodie, J Medland and D Andre Democratic Services Officer: Marie Bartlett democratic.services@iow.gov.uk

1. **Apologies and Changes in Membership (if any)**

To note any changes in membership of the Committee made in accordance with Part 4B paragraph 5 of the Constitution.

2. **Minutes** (Pages 5 - 6)

To confirm as a true record the Minutes of the meeting held on 27 June 2023.

3. **Declarations of Interest**

To invite Members to declare any interest they might have in the matters on the agenda.



Details of this and other Council committee meetings can be viewed on the Isle of Wight Council's Committee [website](#). This information may be available in alternative formats on request. Please note the meeting will be audio recorded and the recording will be placed on the website (except any part of the meeting from which the press and public are excluded). Young people are welcome to attend Council meetings however parents/carers should be aware that the public gallery is not a supervised area.

4. **Public Question Time - 15 Minutes Maximum**

Questions may be asked without notice but to guarantee a full reply at the meeting, a question must be put including the name and address of the questioner by delivery in writing or by electronic mail to Democratic Services at democratic.services@iow.gov.uk, no later than two clear working days before the start of the meeting. Therefore, the deadline for written questions will be Wednesday, 23 August 2023.

5. **Urgent Business**

To consider any matters which, in the Chairman's opinion, are urgent.

6. **Appointment of Director of Children's Services** (Pages 7 - 20)

To approve the recruitment of Director of Children's Services.

7. **Members' Question Time**

A question must be submitted in writing or by email to Democratic Services no later than 10am on Thursday 24 August 2023.

CHRISTOPHER POTTER
Monitoring Officer
Friday, 18 August 2023

Interests

If there is a matter on this agenda which may relate to an interest you or your partner or spouse has or one you have disclosed in your register of interests, you must declare your interest before the matter is discussed or when your interest becomes apparent. If the matter relates to an interest in your register of pecuniary interests then you must take no part in its consideration and you must leave the room for that item. Should you wish to participate as a member of the public to express your views where public speaking is allowed under the Council's normal procedures, then you will need to seek a dispensation to do so. Dispensations are considered by the Monitoring Officer following the submission of a written request. Dispensations may take up to 2 weeks to be granted.

Members are reminded that it is a requirement of the Code of Conduct that they should also keep their written Register of Interests up to date. Any changes to the interests recorded on that form should be made as soon as reasonably practicable, and within 28 days of the change. A change would be necessary if, for example, your employment changes, you move house or acquire any new property or land.

If you require more guidance on the Code of Conduct or are unsure whether you need to record an interest on the written register you should take advice from the Monitoring Officer – Christopher Potter on (01983) 821000, email christopher.potter@iow.gov.uk, or Deputy Monitoring Officer - Justin Thorne on (01983) 821000, email justin.thorne@iow.gov.uk.

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Minutes

Name of meeting	APPOINTMENTS AND EMPLOYMENT COMMITTEE
Date and Time	TUESDAY 27 JUNE 2023 COMMENCING AT 10.00 AM
Venue	COUNCIL CHAMBER, COUNTY HALL, NEWPORT, ISLE OF WIGHT
Present	Cllrs L Peacey-Wilcox (Chairman), P Brading, G Brodie, J Medland and I Stephens
Also Present	Judy Mason
Apologies	Cllrs J Robertson

1. **Apologies and Changes in Membership (if any)**

Apologies had been received from Cllr J Robertson.

2. **Minutes**

RESOLVED:

THAT the minutes of the meeting held on 3 November 2022 be approved.

3. **Declarations of Interest**

There were no declarations of Interest.

4. **Public Question Time - 15 Minutes Maximum**

There were no Public Questions.

5. **Urgent Business**

There were no items of Urgent Business.

6. **Report of the Monitoring Officer**

The Committee questioned the need of the Sub Committee and were advised that some items for consideration would only require a smaller number of Committee members, and when arranging a Sub Committee political Proportionality would be used.

RESOLVED:

THAT an appointments and employment sub-committee be appointed of any three members drawn from the Appointments and Employment Committee on an ad hoc basis, with the terms of reference as set out in the Constitution, and that it be politically proportionate as far as practicable, with a quorum of three such members (except that, when dealing with action in respect of a Governance Statutory Chief Officer, the membership will also include two independent persons as appointed under section 28(7) of the Localism Act 2011).

7. **Members' Question Time**

There were no Members' Questions.

CHAIRMAN



Committee report

Committee	APPOINTMENTS AND EMPLOYMENT COMMITTEE
Date	29 AUGUST 2023
Title	APPOINTMENT OF DIRECTOR OF CHILDREN'S SERVICES
Report of	LEADER OF THE COUNCIL AND CABINET MEMBER FOR STRATEGIC OVERSIGHT AND EXTERNAL PARTNERSHIPS

EXECUTIVE SUMMARY

1. Committee members are invited to afford authorisation to recruit for a permanent appointment to the role of director of children's services in accordance with the job description and person specification provided for this role and associated statutory duties required of this role.
2. Committee members are also requested to afford authorisation to identify potential interim arrangements to safeguard against any gaps arising between the expiration of the strategic partnership with Hampshire County Council and conclusion of the recruitment campaign.
3. The post is currently a shared role between Hampshire County Council and the Isle of Wight Council under the strategic partnership for the leadership and management of children's services on the Isle of Wight.

RECOMMENDATION

4. Option 1: That the committee authorises the commencement of the recruitment process for the appointment of a permanent director of children's services in accordance with the job description and person specification for this role.
5. Option 2: That the committee delegates authority to the chief executive to identify interim arrangements if deemed necessary and to ensure that the statutory requirement to have a designated director of children's services to discharge the duties outlined above can be fulfilled until such time as a permanent appointment can be made.

BACKGROUND

6. The Isle of Wight Council entered a strategic partnership with Hampshire County Council for the leadership and management of Children's services in June 2013. In accordance with the terms of the partnership agreement the latest review of the current arrangements was instigated. In the context of the improvements secured during the tenure of the partnership as recognised by Ofsted and improved outcomes for children and young people on the Isle of Wight together with the ever-increasing financial challenges in the current economic climate, demand on local services faced by all local authorities, Hampshire County Council has indicated that it is the right time for the strategic partnership to end and requested that negotiations commence on termination of the partnership.
7. Cabinet and Full Council are due to consider and determine a preferred option for the longer-term leadership and management arrangements for children's services on the Isle of Wight at their scheduled meetings in September 2023. Due consideration will need to be given by them as to the most economic, efficient, and effective model that will serve the needs of children and young people on the Isle of Wight. Whichever option is determined as the preferred way forward, pending that decision, it will be necessary to commence arrangements to seek the appointment of a director of children's services at the earliest opportunity, especially in recognition that a successful recruitment campaign at such a senior level can take a minimum of six months to conclude.
8. Section 18 of the Children Act 2004 requires every top tier local authority to appoint a director of children's services. The role has statutory duties assigned to it, which in line with statutory guidance issued by the Secretary of State that we are required to have due regard to are:
 - a. A professional responsibility for the leadership, strategy and effectiveness of local authority children's services.
 - b. A responsibility for securing the provision of services that address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and in discharging those responsibilities working closely with other local partners to improve the outcomes and well-being of children and young people.
 - c. A responsibility for the performance of local authority functions relating to the education and social care of children and young people.
 - d. Ensuring that effective systems are in place for discharging these functions, including where a local authority has commissioned any services from another provider rather than delivering them itself.
 - e. Having due regard to the General Principles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children and young people are involved in the development and delivery of local services.
9. A draft outline job description and person specification for the role of director of children's services is attached at Appendix 1, together with a proposed outline timetable for the conducting of a recruitment campaign at Appendix 2.

CORPORATE PRIORITIES AND STRATEGIC CONTEXT

10. The council's corporate plan sets out a clear ambition for children's services on the Isle of Wight to continue to remain as a high performing as judged through inspection by Ofsted as the regulating body in this field. This ambition means that we must fulfil our statutory duties, keep at pace with our transforming children's social care programme, remain focussed on children with special needs and realise aspirations to help schools to become at least 'good' in Ofsted ratings. The position of director of children's services is pivotal to affording the best possible strategic leadership and management that will lead to the successful delivery of that ambition.
11. The council also has a statutory duty under the Children Act 2006 to appoint a director of children's services and must therefore make provision for a designated offer to fulfil the duties and responsibilities required of them.

CONSULTATION

12. The leader and deputy leader of the council have been involved in discussions on the importance of seeking authorisation to recruit in advance of any formal decision being made on the future arrangements for the leadership and management of children's services on the Isle of Wight. This is to ensure that there is an appointment made either on an interim or permanent basis for when the strategic partnership agreement with Hampshire County Council ceases. Both the leader and deputy leader of the council are in support of the proposed course of action.

FINANCIAL / BUDGET IMPLICATIONS

13. The pay grade for the role of director of children's services is set out in the council's pay policy, approved by full Council on an annual basis. The Isle of Wight Council has an agreed local pay framework and all jobs contained within it have been subject to a formal job evaluation process. The grade assigned to this role is Grade 20, excluding on costs of employers' national insurance and employer pension contributions.
14. Budget provision is currently provided for the strategic partnership with Hampshire County Council which upon determination of the longer-term leadership and management arrangements will be allocated to the new arrangements, including the post of director of children's services if that is the outcome of the decision by Cabinet/Full Council. The grade, including on-costs will be factored into the costs associated with each of the options to be considered.
15. It is the intention that a recruitment campaign be undertaken in-house, using human resource team and the communications and engagement team expertise rather than engaging an external recruitment agency to conduct this on our behalf. To outsource such activity would be likely to incur a minimum of a 15% commission of the annual salary for the post if a successful appointment were to be secured. Even if no appointment were to be made, this would incur a standing charge. The internal teams have a strong track record of managing such commissions and will result in no direct cost associated with it other than officer time. There will however be the associated costs for advertising in national press and professional journals which is anticipated to be in the region of £10,000.

LEGAL IMPLICATIONS

16. As already set out in this report, under Section 18 of the Children Act 2004 requires every top tier local authority to appoint a director of children's services. There is an obligation on the Isle of Wight Council therefore to make sure that there are arrangements in place for such an appointment to have been made either on an interim or permanent basis in readiness for the ending of the strategic partnership with Hampshire County Council.
17. The director of children's services is a politically restricted post. This means the postholder is prevented from taking part in certain political activities.
18. The council's constitution delegates authority to the Appointments and Employment Committee under its terms of reference to make the necessary arrangements for recruitment of a director as a statutory chief officer role. All appointments must be made on merit; be subject to a job summary and appropriate advertisement. No offer of appointment can be made until the proposed appointment has been notified to the Cabinet and that either within the period specified in the notification no objection has been made or that the committee is satisfied that any objection made is not material or well-founded.

EQUALITY AND DIVERSITY

19. The council as a public body is required to meet its statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
20. The council's aim is for a workforce that is truly representative of all sections of society and Island's communities. The recruitment and appointment process will be undertaken in accordance with this aim and the council's equality and diversity policies and procedures.

OPTIONS

21. There are three options for the committee to consider:
22. **Option 1:** That the committee authorises the commencement of the recruitment process for the appointment of a permanent director of children's services in accordance with the job description and person specification for this role.
23. **Option 2:** That the committee delegates authority to the chief executive to identify interim arrangements if deemed necessary and to ensure that the statutory requirement to have a designated director of children's services to discharge the duties outlined above can be fulfilled until such time as a permanent appointment can be made.
24. **Option 3:** That the committee resolve to defer the appointment of a director of children's services until such time as a formal decision has been taken by

Cabinet/full Council on the future arrangements for the leadership and management of the Isle of Wight children's services functions.

RISK MANAGEMENT

25. While there is uncertainty as to the direction in which the Isle of Wight Council will take as the future arrangements for the leadership and management of children's services at the point of which the Appointment and Employment Committee will meet, any delay in commencing a recruitment process for a director of children's services risks the council not being able to fulfil its statutory duties. It is incumbent on the local authority to ensure that there are adequate arrangements in place either on an interim or permanent basis by the point of the strategic partnership coming to an end. On average a recruitment campaign for such a senior position can take a minimum of six-months to conclude. Should Cabinet/Full Council determine an alternative option to a return to in-house provision, any recruitment campaign or interim search can be halted.
26. Irrespective of a decision having been made by Cabinet/full Council as to the future arrangements for children's services, there is a risk that a recruitment campaign might be unsuccessful. These are highly competitive roles in terms of salary commensurate with the extensive statutory responsibilities for which the postholder will assume. The council's current salary range determined for this post in accordance with its agreed pay framework may not be attractive to potential candidates. The market for potential candidates is also relatively small and as with many other local government professional roles, recruitment and retention is a real challenge. It will be necessary to undertake an initial recruitment campaign with an advertised salary that is in accordance with the council's current agreed pay framework, but should that prove unsuccessful, then a market supplement may also need to be considered. By the committee affording approval to also explore the interim market will also provide opportunity to establish a fall-back position should it be necessary.

EVALUATION

27. The most important consideration for the committee is its statutory obligation to appoint a director of children's services for when the strategic partnership with Hampshire County Council for the provision of leadership and management of Children's Services on the Isle of Wight has come to an end. It is imperative therefore that arrangements are put in place now to commence a recruitment process to secure the appointment of a director of children's services at the earliest opportunity or to have interim arrangements in place. Should Cabinet/full Council determine an alternative model of service delivery, the process can be halted at any point.
28. The recruitment market for a director of children's services is likely to be challenging but with the progress made thus far and the continued trajectory for improvement, there is reason to be optimistic that a successful appointment could be secured. Using the internal human resource team who are experienced in conducting recruitment campaigns will also reduce the costs associated with it. Should a recruitment campaign be unsuccessful, the committee can review the terms of the recruitment offer. Exploring the interim market at the same time will also provide assurance that appropriate arrangements can be put in place pending a permanent appointment.

APPENDICES ATTACHED

29. Appendix 1: Draft outline job description and person specification for the role of director of children's services.
30. Appendix 2: Outline timetable for conducting a recruitment campaign for a director of children's services.

Contact Point: Claire Shand, Director of Corporate Services, ☎ 821000 e-mail claire.shand@iow.gov.uk

WENDY PERERA
Chief Executive

CLLR LORA PEACY-WILCOX
*Leader of the Council
Cabinet Member for Strategic Oversight
and External Partnerships*

Post Title	Strategic Director for Children's Services						
Job Family	<i>Leadership</i>	Pay Range	20	Line Manager to others?	Yes	Role profile ref	SM02
Service Area	<i>Community Services</i>						
Line Manager	<i>Chief Executive</i>						
Location	<i>County Hall/Agile</i>						

Job Purpose

To be the Council's statutory designated director for children's services in accordance with the Children's Act 2004 and statutory guidance.

Lead the development of an innovative and integrated approach to the delivery of a new children's services directorate model that underpins the council's ambitions and corporate priorities.

Work in partnership with statutory agencies to ensure robust and effective safeguarding arrangements.

Lead the design and delivery of the council's plans and strategies for children and young people. To oversee the council's plans and strategies to raise educational standards and improve educational outcomes in schools.

Provide strategic direction, vision, leadership, and management to the functional services within remit, proactively identifying and maximising opportunities cross council to deliver as one organisation to bring about measurable improvements, efficiencies, and better outcomes for the Island's children and young people.

Contribute to the overall leadership of the organisation, acting as an ambassador for the Island and building a high calibre, well-motivated, effective, and engaged workforce.

Job Context

- Act as the council's principal advisor to executive members and corporate management team on all aspects of directorate portfolio.
- Work closely with elected members, council officers and partners to improve outcomes for Island children and young people, including those in the care of the local authority, those leaving care and those in need of help and protection and to meet the needs of children and young people with special educational needs and/or disabilities. Ensuring that there is an integrated approach to identified community issues and challenges and for customer focus to be at the heart of everything.
- Afford strategic leadership and management of a service portfolio that includes children, young people safeguarding, social care and education; ensuring that teams are empowered to be innovative and creative; risk aware; highly motivated and aligned to the delivery of key corporate priorities and which underpins a one council approach.
- Deliver the Council's plans for learning, education and skills.
- Promote strong and effective relationships across the education community, supporting the Council's ambitions for all schools to be good or outstanding
- Acting as a role model, initiate, develop, and lead the delivery of cultural change that delivers the council's stated values and behaviours, and which ensures that the customer is central to strategy, policy and service design in the successful delivery of the council's corporate priorities.
- Through direct reports, at an operational level, ensure highest standards of customer service and best value is obtained in all work undertaken by employees, contractors, and partners.
- Actively develop, promote, and sustain partnership working with key community partners, statutory agencies and other relevant organisations, including DFE, Ofsted and government as necessary to drive innovation, enhancement in the quality of life for all and brings about long-lasting improvements for the delivery of services.
- Contribute proactively at the national level to shape and influence the direction of strategies for education and children's safeguarding and social care. Promote best practice and learn from others

JOB SUMMARY

- Lead and manage effective relationships between elected members, political groups, officers, public and media in all aspects of directorate portfolio.
- Manage the resources and budgets of the directorate effectively, in accordance with the council's scheme of delegation and financial regulations to ensure the most cost-effective delivery of services, within available resources and maximising the potential for income generation.
- Manage employees within service areas in accordance with council's human resource policies
- Promote the health and safety of employees at work and of service users through the implementation of the council's health and safety policy and relevant statutory requirements.
- Maintain up to date knowledge of best practice within areas of responsibility and ensure compliance with all relevant legislation, providing professional advice to elected members.
- Establish and maintain appropriate business continuity arrangements for the areas of responsibility and contribute to emergency planning arrangements for the council.
- Undertake horizon scanning to ensure that the council does not miss any opportunities that present, responding to any obstacles that may hinder a response to them.
- Ensure that there are appropriate metrics in place to measure contract performance and service delivery and progress towards strategic goals.
- Take overall responsibility for the directorate's risk and reputation management by ensuring it operates in an open, respectful, accountable, and democratic manner, while challenging traditional thinking and identifying risk aware innovative solutions that enhance the potential for improvement.
- Ensure the chief executive and elected members are kept apprised of critical matters that may affect the delivery of service strategy, directing remedial action to respond accordingly.
- Participate in mandatory emergency planning training and emergency planning activities including training, exercises and responding.

Knowledge, Skills and Experience

Role Profile requirements.	Job specific examples. (if left blank refer to left hand column)	Essential	Desirable
Significant senior strategic management experience, within a local authority.	<p><i>Significant senior strategic leadership and management experience in complex, high profile and strategically important projects/contracts in order to provide the necessary direction, professional and technical support to services within own portfolio.</i></p> <p><i>Ability to provide clarity of leadership purpose and direction to motivate multi-disciplinary teams towards a common goal and align service priorities and planning towards critical delivery activities, on time and to required outcomes.</i></p> <p><i>Demonstrable evidence of strategic leadership in the delivery of innovative solutions to complex community issues, through alignment of those involved towards the demonstration of common values, expected behaviours and which have the customer at the heart.</i></p> <p><i>Significant demonstrable experience and understanding in relation to Social Care and Social Work</i></p> <p><i>Proven significant strategic experience in the provision of public sector children's services.</i></p>	X	

JOB SUMMARY

	<i>Demonstrable experience of leading services for children and young people.</i>		
Demonstrable experience of developing and effectively delivering an organisation's vision, values and strategic objectives within a political environment.	<p><i>Extensive knowledge of the issues facing local government in the delivery of its Children's Services statutory duties in order to underpin the development of strategy and policy direction.</i></p> <p><i>Ability to lead, influence and implement strategic policies and decisions.</i></p> <p><i>Possession of exceptional creativity and problem-solving skills necessary to design and deliver strategies that bring about long-term and lasting improvements in line with corporate priorities.</i></p> <p><i>Ability to translate political direction into workable strategic plans that can deliver corporate vision, priorities and intended outcomes.</i></p> <p><i>Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.</i></p> <p><i>Proven track record of ensuring that there are robust service planning and performance management systems in operation to secure delivery of service and team based operational activity.</i></p> <p><i>Ability to command respect at a strategic, professional, and political level to ensure the successful delivery of complex, high profile services of significant importance to the Island's communities.</i></p>	X	
Demonstrable evidence of developing close, strategic relationships with a wide range of external organisations.	<p><i>Substantial experience and proven ability to provide the necessary leadership and management to oversee complex working relationships between stakeholders with differing needs.</i></p> <p><i>Substantial experience of leading effective multi-agency partnerships.</i></p> <p><i>Demonstrable experience of successful partnership working with schools and education providers.</i></p>	X	
Demonstrable experience of driving organisational development and cultural change within a large organisation.	<i>Proven track record of accountability for and success in delivering major organisational cultural change and customer centric service delivery through inspirational leadership.</i>	X	

JOB SUMMARY

<p>Demonstrable experience of leading effective corporate performance and planning processes.</p>	<p><i>Proven ability to drive through and deliver effective performance management systems and processes that secure required outcomes.</i></p> <p><i>Evidence of conceptual knowledge and understanding of what is required to inform, plan, and monitor performance against corporate vision, goals and desired outcomes.</i></p> <p><i>Experience of leading preparation for statutory inspection processes (Ofsed/CQC)</i></p>	<p>X</p>	
<p>Demonstrable experience in the control and oversight of significant organisational finances.</p>	<p><i>Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed budgetary resource limits.</i></p> <p><i>Proven commercial acumen and evidence of developing and delivery of commercial strategies that secure an increase to the income base.</i></p>	<p>X</p>	
<p>Proven track record of promoting, leading and managing change and of harnessing the strengths and talents of employees at all levels in a large organisation.</p>	<p><i>Evidence of ability to provide coaching and mentoring to senior officers in the discharge of their functional responsibilities and in the maintenance of professional competence and standards.</i></p> <p><i>Proven ability of leadership role modelling that successfully embeds the council's corporate values and in which staff are empowered to deliver pro-active, customer focussed services.</i></p> <p><i>Evidence of the skills necessary to create a workplace environment where learning is actively championed and encouraged to enable continuous improvement to take place.</i></p> <p><i>Demonstrable evidence of leading and developing a positive health, safety and wellbeing culture within portfolio services where all aspects of working practices are compliant with council policies and procedures and where staff are actively engaged in promoting a safe working environment.</i></p>	<p>X</p>	
<p>Demonstrable evidence of proven success in the achievement of equality of opportunity in employment and service delivery.</p>	<p><i>Demonstrable evidence of leading and maintaining an inclusive working environment and actively promoting and celebrating the diverse life experience that people bring.</i></p> <p><i>Evidence of leadership ability to challenge unlawful discrimination, harassment and victimisation or having taken steps to prevent such situations arising.</i></p>	<p>X</p>	

JOB SUMMARY

Extensive knowledge and understanding of the major issues facing local government.		X	
A clear understanding of and commitment to, corporate and partnership working.	<i>Experience of leading the initiation and management of partnership networks that have a meaningful contribution to make in securing long lasting change and sustainability for the Island's communities.</i>	X	
Proven ability to champion performance management and best value within a large organisation.	<i>Demonstrable evidence of ability to identify and appropriately mitigate strategic risks to the organisation in pursuit of its corporate priorities.</i>	X	
Proven ability to work across service boundaries and to facilitate the delivery of cross cutting activity.	<i>Proven ability to communicate effectively with a wide range of audiences and organisations in developing and embedding strategy vision and direction, inspiring confidence, and motivation for a 'can do' approach to achieve successful delivery.</i>	X	
Proven ability to maintain clarity about organisational priorities, how to define them and how to use resources effectively to achieve them.	<i>Experience of strong leadership, negotiation and persuasion skills for working with a wide range of stakeholders towards a common goal and driving innovation through effective partnerships in pursuit of meeting the needs of the Island's communities and delivery of critical strategy and policy.</i>	X	
Proven ability to identify and pursue the potential of ICT and e-services in securing service improvement and increased efficiency.		X	
Proven ability to gain and retain the confidence of elected members of all political parties.	<i>Possess strong interpersonal and presentation skills to ensure that elected members are engaged effectively in the development of future strategic options, kept informed of progress and afforded professional advice and guidance in decision making processes.</i>	X	
Proven ability to assist elected members in their development of the Councils overall policy, direction and strategy.	<i>Possess political astuteness and the ability to establish professional credibility for working effectively in a political environment and in developing and maintaining positive working relationships with elected members.</i>	X	
Proven ability to align political policy imperatives with service outcomes to achieve the overall strategies of the Council.		X	
Proven ability to represent the Council in a variety of settings.		X	
Demonstrate behaviours which model the Council's values.		X	
Ensure support is provided in response to a corporate emergency.	<i>Evidence of ability to operate in the capacity of silver command in the event of a</i>		X

JOB SUMMARY

	<p><i>response being required that the council has a duty to provide a response.</i></p> <p><i>Evidence of participation in an out of hours emergency duty rota and in the leadership and co-ordination of emergency responses to organisational crises.</i></p> <p><i>Experience of Leading the development and maintenance of business continuity arrangements and the ability to act accordingly in circumstances of emergency.</i></p>		
Qualifications			
Role Profile requirements.	Job specific examples. (if left blank refer to left hand column)	Essential	Desirable
Educated to degree level or equivalent standard.		X	
Post graduate qualification in a related subject or ability to demonstrate equivalent ability.		X	
Membership of an appropriate professional body.			X
Evidence of continuing professional development that demonstrates up-to-date knowledge of legislation and best practice		x	
May require relevant certifications including evidence of fluency in English language.		X	
Other Requirements			
<i>Personal resilience and ability to remain positive despite setbacks</i>			
<i>Evidence of the enthusiasm, drive, commitment and energy necessary to deliver complex programmes of work</i>			
<i>Ability to work under pressure and with competing demands</i>			
<i>Exceptional organisational skills</i>			

Appendix 2: Outline recruitment timeline for the appointment of a Director of Children's Services

Date	Activity
August 2023	Develop candidate information packs/website landing page. Finalise job description. Preparation of advert content/determine advertising channels and book provisional slots with press/professional journals. Undertake market research on competing roles/salary benchmarking. Identify interim opportunities against agencies registered with council approved procurement frameworks.
29 August 2023	Appointment Committee meets to secure authorisation to recruit.
w/c 18 September 2023	Adverts go live in agreed advertising channels. (Allowing for a minimum of 4 weeks)
20 October 2023	Advert Closing date
w/c 23 October 2023	Prepare proposed shortlist of candidates and conducting of technical interviews.
w/c 30 October 2023	Appointment Committee meets to determine shortlist.
w/c 6 November 2023	Appointment Committee meets to conduct interviews and consultation with Cabinet on recommended successful candidate for appointment.

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