



OFFICER DECISION RECORD

This form should be used to record Executive decisions taken by Officers

Decision Ref. No:			
Service Area:	Chief Executive	Date:	1 September 2020
Contact Name:	Graham Farrant	Tel No:	Tel: 01202 451130 Mob: 07917 067264
E-mail:	graham.farrant@bcpcouncil.gov.uk		
Subject:	Appointment of interim Corporate Director for Children's Services (DCS)		
Decision taken: To confirm the appointment of Elaine Redding as interim Corporate Director for Children's Services (DCS), effective 1 September 2020, until a subsequent interim or permanent appointment can be made.			
Reasons for the decision: To ensure that the Council has a designated DCS as required by law to discharge and oversee the education and children's social care functions of the Council. This decision has been taken by the Chief Executive pursuant to his urgency powers exercisable to protect the Council's interests and ensure compliance with statutory requirements by ensuring that we have a continued appointment of DCS between Council meetings..			
Background: <ol style="list-style-type: none">1. The Council must appoint a DCS to undertake the duties as set out in section 18(2) of the Children Act 2004.2. Judith Ramsden has decided to leave the Council having delivered the first stage of harmonisation for the service, creating a new leadership team, new strategic partnerships and creating the comprehensive improvement framework and plan which will deliver the changes needed in Children's Services. She has brought into BCP strong support from the Department for Education and the Local Government Association and developed the external professional relationships required to achieve our aims and has decided now is the right time to move on and for someone else to continue the transformation programme. Judith has completed the work she was leading on improvement planning work before she left.			

3. I have appointed Elaine Redding as interim DCS, who has been working for us as an interim director on the improvement journey for the last few months. She is familiar with the organisation, the requirements of the role and has the capabilities to continue to progress the transformation agenda.
4. Ms Redding has over 25 years of experience working with Children and Young People within the public sector. Her most recent role was as interim Director of Children's Services at Newham where she was asked by the Chief Executive, Partners and Stakeholders to lead Children's Services by becoming the statutory Director of Children's Services following the departure of the Director of Social Care (DCS). Tasked immediately to lead at a crucial moment period for the Borough, whereby during this period, the Ofsted inspection confirmed Ms. Redding's findings and subsequent direction. Also as Deputy Director for Children's Services Improvement at Reading Borough Council, Ms. Redding led the statutory Children's Service Improvement plan post Ofsted and successfully delivered significant progress and delivered a successful Recruitment and Retention strategy to develop a stable and permanent workforce. A brief outline of Ms. Redding's work experience and CV is attached at Appendix 2.
5. I will review the needs of the service and look to inform Council of the longer term intentions regarding the DCS role as soon as possible, which will probably involve an external appointment process to appoint to the vacant post.
6. The decision to appoint Elaine Redding as Interim Corporate Director for Children's Services has been discussed with the Leader and Portfolio Holder (Lead Member for Children's Services).
7. The options are either:
 - to appoint permanently to the post of Corporate Director of Children's Services – this is not recommended immediately due to the time needed to recruit;
 - to appoint Ms Redding as the Interim Corporate Director of Children's Services on an interim basis - **this is the recommended option**; or
 - to appoint another Officer of the Council - this is not recommended as there is limited capacity from within existing resources for the interim appointment.

Consultations undertaken:

The interim appointment has been made by the Chief Executive under his urgency powers following consultation with the Leader of the Council.

Finance and Resourcing Implications:

There are no financial implications arising from the report. The interim appointment will be in line with the budget for the Service.

Legal Implications:

Under section 18(2) of the Children Act 2004 the Council must appoint a Director of Children's Services (DCS).

The DCS has professional responsibility for children's services, including operational matters, and has, together with the Lead Member for Children's Services, the Chief Executive and Leader a key leadership role both within the local authority and working with other local agencies to improve outcomes for children and young people.

The DCS is a politically restricted statutory chief officer post and should be a first tier officer reporting directly to the Chief Executive.

A full list of the DCS responsibilities and delegated powers is included within the Council's Constitution.

Risk Assessment:

This decision will reduce risk in ensuring the statutory duties of a Director of Children's Services are fulfilled and provides the leadership capacity to the organisation that will be able to continue to deliver services and progress the required improvements. Risks identified in regards to remote working have been mitigated using technology to ensure the interim candidate can fulfil all of the duties of the role in a virtual environment.

Name: Lucy Eldred

Date: 1 September

Impact Assessments:

There are no environmental, public health or specific equalities implications arising from this report. There are no public health implications arising from this report.

Information for publication / not for publication

For publication

Background Papers

None

Any declaration of interest by the Officer responsible for the decision

Nature of Interest

No*

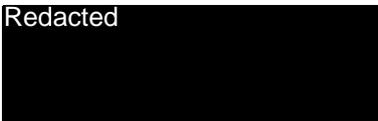
Note: No Officer having an personal financial interest in any matter should take a decision on that matter. Other interests of a non-disqualifying matter should be recorded here.

Any conflict of interest declared by a Cabinet Member who is consulted by the Officer taking the decision	Name of Cabinet Member	Nature of interest	Details of any dispensation granted by the Monitoring Officer
No*			

Decision taken by: (print name and designation)

Graham Farrant - Chief Executive

Signature:

Redacted


Date of Decision: 1 September 2020

Date Decision Effective: 1/9/2020

Date of Publication of record of decision: (to be inserted by Democratic Services)

Appendix 1 - Job Description Corporate Director Children's Services

Directorate	Children's Services
Reports to	Chief Executive
Responsible for	Service Directors, Heads of Service
Number of posts	1

Job Overview

To improve the quality of life for residents by providing outstanding strategic and organisational leadership to ensure that the needs of children, young people and their families are understood, and the Council strives towards positive outcomes for all.

Key Responsibilities

- Statutory function for the Director of Children's Services (DCS) and Caldicott Guardian
- Engage the Executive Leadership Team and elected Members to support the creation of a meaningful vision and strategy that translates into operational reality, championing horizontal and vertical collaboration across the Council
- Provide dynamic and inspirational leadership to the directorate, role modelling a high performing, supportive culture to managers that can be embedded at all levels
- Ensure the balanced delivery of the directorate budget
- To develop and implement effective policy and strategy on all matters relating to Children's Services
- To provide leadership and to co-ordinate the combined efforts of services to deliver improved educational outcomes and secure effective social care support, safeguarding and protection services through multi-agency delivery
- Lead pupil place planning and the capital programme to support the delivery of plans in cooperation with schools
- Provide leadership and work closely with schools around the dedicated schools grant
- To be accountable for education and improvement outcomes in maintained schools
- Be responsible for the statutory functions set out in Section 18 of the Children Act, 2004
- Act as the office holder under the Safeguarding Vulnerable Groups Act of 2006
- Work closely with the Lead Member for Children's Services to provide a clear and unambiguous line of local accountability for Children's Services, exchange information and views and be open to challenge, in order to fulfil statutory responsibilities effectively
- Develop and deliver strategic direction for the Council's Children's Services ensuring all offered services contribute to improving outcomes for children and young people and meet legal and statutory obligations

- To promote the interests of children, young people and families across the full range of local public services, including planning, housing, transport and leisure
- Maintain a strategic overview of all education issues, including the sufficiency of school and early years' places, the effectiveness of schools and settings and the outcomes achieved
- To be accountable for education and improvement outcomes in maintained schools
- Lead the development of shared priorities, governance arrangements and performance standards with multi-agency partners to deliver citizen-focused, integrated services for children, families and young people across the areas of: looked after children; safeguarding; school improvement; learning and development; SEN and disabilities; alternative education provision; targeted youth support; early help and intervention for vulnerable children and young people
- Be responsible for safeguarding, Cabinet Member liaison and attending multi-agency groups such as the Children's Trust Board
- Act as the lead on child protection, looked after children and other vulnerable children, young people and families
- Lead officer for OFSTED
- Lead the arrangements across the Council to hear the Voice of the Child to inform the development of thought-out, customer centric services
- Develop world-leading relationships with a range of stakeholders including business, government agencies, community, local authorities, universities and community planning partners at both a local, national and international level
- Demonstrate a forward-thinking and commercial focus, which delivers the provision of essential services through a model that reduces cost and creates income generation opportunities
- Translate the plethora of future strategic demands into tangible and measurable policies, projects and programmes that add value
- Lead a culture of continuous improvement within the directorate that encourages creativity and innovation
- Champion individual and collective learning and development opportunities, enriching the development of the directorate workforce to maximise engagement and productivity
- Promote and celebrate the diversity represented in BCP and ensure that this is central to service delivery in terms of policy development and implementation and also to the style and culture of the organisation as a provider and employer
- Drive the digital agenda for the council creating new customer-centric operating models using the newest available technology to achieve greater efficiency
- To participate in the Council's Duty Gold on-call rota, providing resilience and major incident response leadership when required, and to undertake appropriate training as set out in the emergency response plan and ensure these skills are kept up to date
- To ensure appropriate business continuity plans and emergency response procedures are in place for the directorate

Specific Qualifications and Experience

- Evidence of continuing professional development to demonstrate up-to-date knowledge and understanding of the legislation pertaining to the wider field of Children's Services
- In-depth experience at a senior managerial level of successfully managing significant Children Services initiatives with a detailed understanding of the role of Children's Services and experience of programmes targeted at disadvantaged groups
- Experience leading successful change programmes that focus on improved service delivery to end users and increased value for money
- Significant experience working in Children Social Services
- Significant experience in the preparation and presentation of complex social care strategy and policy documents and reports
- Experience of developing successful cross-sector and or multi-disciplined partnerships working both as a contributor and in a leadership role

Personal Qualities & Attributes

- Demonstrates a broad and sophisticated repertoire of leadership behaviours underpinned by strong ethics and personal values
- Ability to operate at both an operational and strategic level and understand the difference
- Maintains good self-awareness through personal reflection, analysis of performance and by regularly seeking feedback from others
- Able to generate support and loyalty at all levels, winning hearts and minds and overcoming barriers
- Innovative, flexible and a champion of change
- Resilient, courageous and tenacious in seeing things through
- Maintains good work/life balance and a lifestyle that supports effective performance and resilience levels

Job Requirements

- Must hold a valid UK driving licence and have access to either their own car or a pool car to undertake the duties of the role