

STAFFING COMMITTEE

Date and Time:- Monday 16 December 2024 at 11.30 a.m.

Venue:- Rotherham Town Hall, The Crofts, Moorgate Street, Rotherham. S60 2TH

Membership:- Councillors Alam (Chair), Read (Vice-Chair), Z. Collingham and Jones.

The items which will be discussed are described on the agenda below and there are reports attached which give more details.

Rotherham Council advocates openness and transparency as part of its democratic processes.

Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair or Governance Advisor of their intentions prior to the meeting.

AGENDA

1. Apologies for Absence

To receive the apologies of any Member who is unable to attend the meeting.

2. Minutes of the meeting held on 10 June 2024 (Pages 3 - 4)

To consider the minutes of the previous meeting of the Staffing Committee held on 10 June 2024 and approve them as a true and correct record of the proceedings and to be signed by the Chair.

3. Declarations of Interest

To receive declarations of interest from Members in respect of items listed on the agenda.

4. Exclusion of the Press and Public

To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.

5. Children and Young People's Services Senior Management - Assistant Director for Family Help (Pages 5 - 18)

To consider the report from the Strategic Director for Children and Young People's Services.

6. Urgent Business

To determine any item which the Chair is of the opinion should be considered as a matter of urgency.

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STAFFING COMMITTEE
10th June, 2024

Present:- Councillor Alam (in the Chair); Councillors Z. Collingham, Jones and Read.

An apology for absence was received from Councillor Sheppard.

1. MINUTES OF THE MEETING HELD ON 12TH FEBRUARY, 2024

Resolved:- That the minutes of the meeting held on 12th February, 2024 be approved as a true and correct record of the proceedings and signed by the Chair.

2. DECLARATIONS OF INTEREST

There were no declarations of interest to report.

3. EXCLUSION OF THE PRESS AND PUBLIC

The Chair advised that there were no items of business on the agenda that would require the exclusion of the press and public from the meeting.

4. RECRUITMENT OF STRATEGIC DIRECTOR, REGENERATION AND ENVIRONMENT

Consideration was given to the report submitted which outlined in detail proposals to appoint to the vacant position of Strategic Director, Regeneration and Environment. As the role was the strategic lead for the directorate, an interim had been appointed to cover duties for a six-month period.

In accordance with the Officer Employment Procedure Rules and Code of Conduct, the Staffing Committee were asked to agree plans to immediately begin the selection process, led by the Senior Officer Appointments Panel.

Based on a three-month notice period for prospective applicants it was suggested the position be advertised as soon as possible.

There were no anticipated changes to the terms and conditions of the position and it would be advertised at the current rate.

The Committee sought clarification on the process and expected timeframe of appointment.

Resolved:- That the request to fill the vacant post of Strategic Director Regeneration and Environment and refer the process to the Senior Appointments Panel to make the appointment be approved.

STAFFING COMMITTEE - 10/06/24

5. URGENT BUSINESS

There were no urgent items of business requiring the Committee's consideration.

Committee Name and Date of Committee Meeting

Staffing Committee – 16 December 2024

Report Title

Children and Young People's Services Senior Management – Assistant Director for Family Help

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Nicola Curley – Strategic Director, Children & Young Peoples Service

Report Author(s)Nicola Curley, Strategic Director for Children and Young People Services
Nicola.curley@rotherham.gov.uk**Ward(s) Affected**

None

Report Summary

This report provides detail of the:

Proposed amendment of the Assistant Director Early Help and Business Support post in Children and Young People's Services to an Assistant Director Family Help role and resultant change in salary level.

Recommendations

That Staffing Committee approve the creation of an amended Assistant Director post in Children and Young People's Service and the associated salary level, subject to agreement by Council, and to refer the process to the Senior Appointments Panel to make the appointment.

List of Appendices Included

Appendix 1 Comparator pay levels

Appendix 2 Job Profile; Assistant Director for Family Help

Background Papers

- Working Together to Safeguard Children 2023
- Stable Homes Built on Love
- Early Help Strategy: Family Help in Rotherham 2024-2029

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

Yes

Exempt from the Press and Public

No

Children and Young People's Services Senior Management – Assistant Director Family Help

1. Background

- 1.1 At present, there is an Assistant Director for Early Help and Business Support based within the Children and Young People's Services' Directorate. This is a proposal to amend that role to take on additional responsibilities in relation to new expectations around Early Help, including a change of job title and required social work qualification.
- 1.2 The proposed changes have arisen further to a review of new statutory expectations outlined in Working Together to Safeguard Children 2023 and the Government policy document, Stable Homes Built on Love and enables the fulfilment of Council plans set out in the Early Help Strategy: Family Help in Rotherham 2024-2029.
- 1.3 The proposal in Rotherham is to reshape the Social Care and Early Help directorates, to enable a more seamless experience for children and families across the border into statutory child in need intervention, when this is required to ensure children's needs are met effectively. There is also the intention to enhance the delivery of services at a community level to include statutory partners, the faith, community and voluntary sector and communities themselves. The new role would oversee all of these changes.
- 1.4 As part of the change, the Assistant Director of Social Care Job Profile will also need to be slightly amended, to reflect the balance of responsibilities and ensure sufficient focus on the provider fostering and residential portfolio. These changes are minor and HR have already established that it would not necessitate any salary change.
- 1.5 In the proposed changes, the Assistant Director for Family Help would be responsible for the management of family help services including Family Hubs, outreach services and targeted teams; support to the community and voluntary sector to build capacity in universal provision and social care services including the MASH, Out of Hours, Duty and Assessment services and short-term child in need work. The role will have particular responsibility for the Family Help and Neglect Strategies and supporting children to remain in their communities wherever possible and safe to do so. These are statutory responsibilities requiring social work qualification and will add greater safeguarding resilience into the service.
- 1.6 The revised role will play a critical role in improving outcomes for children and families and the prevention work to reduce the demand for more costly interventions, by addressing the issues early. The role will require a more enhanced collaboration across services such as health, education and communities to meet the statutory and RMBC responsibilities in achieving performance targets set within the Working Together to Safeguard Children 2023, Stable Homes Built on Love, Early Help Strategy: Family Help in Rotherham 2024-2029.

- 1.7 Having a qualified social worker in the role of Assistant Director for Early Help in Children and Young People's Services brings several strategic, operational, and professional advantages. The benefits of this include;

Deep Understanding of Child and Family Needs

- **Holistic Perspective on Service Users:** A qualified social worker brings firsthand experience in understanding the complex needs of vulnerable children and families. This allows for the development and implementation of targeted, practical interventions that can prevent the escalation of issues.
- **Insight into Early Help Services:** With their expertise, they can better align services to provide early support, reducing the need for more costly, long-term interventions like child protection services.

Strong Ethical and Practice Framework

- **Commitment to Ethical Practice:** Social workers adhere to a strict code of ethics, ensuring decisions are made in the best interest of children and families. This ensures that leadership remains focused on safeguarding and welfare at all times.
- **Child-Centred Approach:** Social work training installs a focus on putting the child at the centre of decision-making, which is crucial for Early Help services. This ensures that leadership decisions prioritise the well-being and rights of children.

Leadership in Safeguarding

- **Expertise in Safeguarding Protocols:** Social workers have detailed knowledge of safeguarding policies, risk assessment, and child protection procedures. This expertise strengthens the Assistant Director's ability to oversee robust safeguarding practices within Early Help programs.
- **Risk Management and Early Intervention:** A qualified social worker can more effectively identify risks and implement preventive strategies to address potential issues before they escalate into crises.

Improved Collaboration with Multi-Agency Partners

- **Effective Interagency Working:** Social workers are trained in multi-agency collaboration, which is critical for leading Early Help services. They can build stronger partnerships with schools, healthcare, law enforcement, and community organisations, ensuring a coordinated response to children and family needs.
- **Building Trust with Stakeholders:** Their professional background helps them gain the trust of frontline staff, other social workers, and external partners, enhancing cooperation and joint working initiatives.

Strategic Leadership Informed by Practice

- **Grounded Decision-Making:** A social worker's experience on the frontlines of service delivery ensures that strategic decisions are rooted in practical realities. This can lead to more realistic and sustainable service plans.
- **Innovative Service Design:** They are better positioned to design services that are responsive and adaptive to the changing needs of children and families, drawing on their experiences in dealing with diverse, real-world cases.

2. Key Issues

- 2.1 The need to recruit suitably qualified and experienced Assistant Director Family Help, is essential for the Council to maintain and continue to develop the quality of services in this critical area and transformation of Early Help as required by national policy and set out in the Early Help Strategy: Family Help in Rotherham 2024-2029.
- 2.2 The salary for the Assistant Director, Family Help is proposed as £108,258. This aligns with the responsibility and salary of the Assistant Director, Children's Social Care.

3. Options considered and recommended proposal

- 3.1 Given the imperative to appoint a suitably skilled, qualified, and experienced professional it is felt that this proposal is appropriate and is recommended, ensuring that the Council fulfils its responsibilities in the most effective manner.
- 3.2 The alternative option is to retain the current Job Profile and grade, but this will not allow the role to include social work qualification and will not attract appropriate applicants to the role.
- 3.3 This report requests agreement from Staffing Committee to make the appropriate amendments to the job profile and salary, subject to Council approval and to refer the process to the Senior Appointments Panel to make the appointment.

4. Consultation on proposal

- 4.1 Consultation has taken place with the Chief Executive and Cabinet Member for Children, Young People and Families.

5. Timetable and Accountability for Implementing this Decision

- 5.1 Recruitment will proceed subject to approval by the Staffing Committee and subsequent approval by Council in January 2025.

6. Financial and Procurement Advice and Implications

- 6.1 The estimated staffing cost for the new Assistant Director post for Family Help is £108,258 (£139,038 inclusive of on-costs). This represents an increase of £13,252 compared to the current budgeted staffing cost for the AD Early Help post.
- 6.2 The part year cost for 2024/25 (£2,904) will be managed within the overall staffing budget underspend for Early Help. The full year recurrent cost for 2025/26 will be addressed as part of setting / realigning staffing budgets across Early Help.

7. Legal Advice and Implications

- 7.1 There are no direct legal implications arising from the recommendations within this report.

8. Human Resources Advice and Implications

- 8.1 The level of pay needs to take into account the reflecting nature of the work performed in critical areas and attract the most talented and experienced candidates whilst maintaining a competitive salary with neighbouring Authorities.
- 8.2 An appropriately rewarded workforce motivates employees and meets standards of fairness and equity required by employment legislation.
- 8.3 Recruitment will be in accordance with the Councils Chief Officer recruitment policies and procedures.
- 8.4 Due to the changes to the requirements of the role, notably the professional qualification and its strategic nature in ensuring positive outcomes for Children and Young People, it is important that recruitment progresses as quickly as possible.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 A failure to appoint a suitably qualified and experienced Assistant Director would impact on the Council's key priority of ensuring that every child has the best start in life and the delivery of the Early Help Strategy: Family Help in Rotherham 2024-2029.

10. Equalities and Human Rights Advice and Implications

- 10.1 None.

11. Implications for CO₂ Emissions and Climate Change

- 11.1 None.

12. Implications for Partners

12.1 None.

13. Risks and Mitigation

13.1 The challenges faced by Rotherham's Children's Services and the challenging national recruitment climate in respect of senior professionals in this area poses risks in the ability to attract suitably qualified and experienced candidates.

Accountable Officer(s)

Nicola Curley – Strategic Director, Children & Young Peoples Service

Approvals obtained on behalf of:

	Name	Date
Chief Executive		Click here to enter a date.
Strategic Director of Finance & Customer Services (S.151 Officer)	Named officer	Click here to enter a date.
Assistant Director of Legal Services (Monitoring Officer)	Bal Nahal	27/11/24
Assistant Director of Human Resources (if appropriate)	Lynsey Linton	27/11/24

Nicola Curley, Strategic Director for Children and Young People Services
Nicola.curley@rotherham.gov.uk

This report is published on the Council's [website](#).

Early Help or equivalent Director Pay Levels 2024

Organisation	Comments	Salary
Barnsley Metropolitan Council	Reports to Executive Director	£104,999
Bradford Council*	Reports to Executive Director	£106,268
Doncaster Council*	Reports to Strategic Director	£102,000
North Yorkshire Council*	Reports to Strategic Director	£101,500
Hull Council	Reports to Strategic Director	£101,809
Sheffield City Council*	Reports to Strategic Director	£109,581- £117,855
East Riding of Yorkshire Council*	Reports to Executive Director	£97,219 - £109,098

*Salaries stated are in specified in Pay Policy Statements. A Chief Officer pay award (2.5%) for local government was subsequently agreed on 22nd June 2024.

Appendix 2

Job Profile	Assistant Director Family Help	
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The post holder will manage a range of discrete services, contributing to the strategic direction, impact and overall performance of the Directorate as a member of the Directorate Management Team (DMT).

Key Areas of Responsibility:

1. Develop a range of customer-focused services that are responsive and flexible with regard to customer need.
2. Identify clear objectives for the whole service, overseeing development and performance management of action plans and ensuring identification and response to major risks.
3. Provide full and detailed information to individual Elected Members and Cabinet to assist them in decision making with relation to activities covered by the Service.
4. Review and challenge a range of management information to ensure best practice ,value for money and most effective delivery models within the Service
5. Initiate and oversee the implementation of major change within the service including assessment of options and appropriate consultation and outcome review.
6. Develop and foster effective relationships with external stakeholders, partners and agencies, representing and promoting the Council's interests with these groups.
7. Ensure sufficient resources available to deliver service priorities through effective workforce planning including recruitment and selection, retention, talent management and succession planning.
8. Contribute to the Council's budget process, advising Senior Leadership Team (SLT) and Elected Members on service priorities and implications of budgetary options.
9. Agree and prioritise the Service budget, ensuring spending is kept within agreed limits.
10. Lead, manage and develop senior managers of the Service, ensuring delivery of management accountabilities through appropriate delegation.
11. Provide support, assistance and deputising function to the Strategic Director, including Directorate responses to Borough emergencies and service continuity planning.

Specific Portfolio

Responsible for: Early Help (Family Help) and Safeguarding. For the management of family help services including Family Hubs, outreach services and targeted teams; support to the community and voluntary sector to build capacity in universal provision; and social care services including the MASH, Out of Hours, Duty and Assessment services and short-term child in need work. Particular responsibility for the Family Help and Neglect Strategies and supporting children to remain in their communities wherever possible and safe to do so.

Last Updated: September 2024

Leadership

Appendix 2

This post is politically restricted.

Person Profile	Assistant Director Family Help	E/D	Assessment Rating
E = Essential D = Desirable * indicates shortlisting criterion			
1. Key Areas of Knowledge and Experience			
Substantial knowledge, experience and understanding of local and national policy in specific relation to children's early help, social care and children and young people's services more generally. Experience and understanding of children's social care regulation frameworks and grant expectations/ringfenced provision in EH..	E*		
A thorough working knowledge of children's early help and social care best practice, central Government strategic agendas (including, Working Together, child protection, safeguarding issues, Children's Health Services etc.)	E*		
Successful track record and background of consistent achievement as a senior manager in a large, complex, comparable organisation	E*		
Substantial and successful direct management experience in one or more of the services within the portfolio of this post	E*		
Exploiting new opportunities, leading and managing change to achieve improved outcomes based customer focused services	E*		
Strategic budget management in a comparable organisation, including evaluation of competing budgetary priorities within tight financial limits	E*		
Establishing effective performance measures and a performance culture that achieves corporate and service objectives	E*		
Delivering successful partnership working with a wide range of internal and external people, developing a positive personal and organisational profile	E*		
Formulating, leading and implementing successful strategies and programmes that cross service or professional boundaries and provide integrated service outcomes, including providing strategic advice within a statutory framework	E*		
Experience of applying risk management in setting strategy and in identifying and managing principal risks to achievement of objectives	E*		
Practical knowledge of the legislative frameworks and key issues relevant to the portfolio of service responsibility	E*		
2. Qualifications			
NQF Level 7 qualification e.g. Post Graduate Certificates and Diplomas with extensive experience in the relevant specialist area and other related areas of work, or a wider range of areas Or Evidence of the equivalent level of knowledge gained through work experience	E*		
Social Work qualification e.g. DipSW, CQSW or equivalent	E*		
Management/Leadership qualification	D		
Evidence of continuing professional development	E		

Last Updated: September 2024

Appendix 2

Person Profile	Assistant Director Family Help	E/D	Assessment Rating
E = Essential D = Desirable * indicates shortlisting criterion			
3. Key Skills			
Communication (Level 6)			
<ul style="list-style-type: none"> • Exchanges wide ranging complex and contentious information with different sets of people, orally and in writing • Delivers well-structured communication to different people and uses a range of influencing skills effectively • Uses effective negotiation skills and deals with potential conflict • Produces highly complex reports/documents to suit the needs of the audience 	E*		
Decision Making (Level 8)			
<ul style="list-style-type: none"> • Makes decisions on a very wide range of issues which may involve several work areas and where a number of options exist • Deals with complex decision making involving high risk consequences 	E*		
Problem Solving (Level 6)			
<ul style="list-style-type: none"> • Uses an analytical approach to solve very complex situations or problems • Analyses and interprets very varied and highly complex information from several sources • Uses lateral or creative problem solving where there is little precedence to draw on or a high level of uncertainty exists • Develops long-term solutions and strategies 	E*		
4. Senior Officer Competencies			
Leading the Council/Directorate: <ul style="list-style-type: none"> • Political sensitivity and sound judgement– understands how best to operate in a complex environment of Councillors and Officers • Personal accountability and integrity appropriate to supporting the Chief Executive and Chief Officers in rebuilding fractured relationships with both Councillors and partners • Maximises the potential to work alongside partner agencies to deliver shared outcomes within the city region. • Able to work with Members, Chief Executive and other Chief Officers to shape the strategic direction of the council and focus on the longer term and outcomes. 	E*		

Appendix 2

Person Profile	Assistant Director Family Help	E/D	Assessment Rating
E = Essential D = Desirable * indicates shortlisting criterion			
Leading People: <ul style="list-style-type: none"> • Empathy - is able to understand somebody else's point of view • Passionate about people and excited by the opportunity to build teams • Communicates effectively and persuasively (orally & in writing), including explaining complex and contentious information • Knows their audience (including customer needs/expectations) and responds to achieve understanding and consensus, including media management • Infectious and unwavering levels of enthusiasm, inspiring and motivating others • Optimistic: manages set back with resilience 		E*	
Leading Operationally: <ul style="list-style-type: none"> • Confident in making decisions involving complexity and high risk • Creative and proactive problem solver based on solid analysis and interpretation • On top of operational systems and detail with a preparedness to be 'hands on' when appropriate • Ensures effective performance management and well-defined programmes of work • Ensures financial, people, property and technology plans are sound and align to strategy • Understands required governance arrangements internally and with partners • High levels of energy and the ability to work at pace in a sustained way • Imaginative – has the vision and innovation to imagine new and improved approaches • Uses customer needs analysis to determine commissioning options. 		E*	
Leading and Modelling the Culture: <ul style="list-style-type: none"> • Professional collegueship - recognises there are appropriate ways to behave and models these behaviours in the conduct of all relationships with colleagues • Operates democratically and transparently and encourages this in others • An honest, consistent, calm and straightforward approach • Constructively challenges performance • Demonstrates fairness and models how equalities impacts on community leadership, service delivery and employment when working with diverse communities • A focus on morale-building and a culture of customer-focused excellence. 		E*	

Last Updated: September 2024

Appendix 2

Person Profile	Assistant Director Family Help	E/D	Assessment Rating
E = Essential D = Desirable * indicates shortlisting criterion			
5. General Requirements			
Able to work flexibly, including any service specific hours	E*		
Able to travel to various locations throughout the Borough within a reasonable timescale	E*		
No serious health problem which is likely to impact upon job performance (that cannot be accommodated by reasonable adjustments)	E*		
Good attendance record in current/previous employment (not including absences resulting from disability)	E*		
NB: Health and attendance criteria will only be assessed following an offer of appointment. (Equality Act 2010)			
6. Statements Applicable to all Jobs			
<p>All duties and responsibilities should be carried out in accordance with agreed Council policy and procedures, in particular those relating to: Environmental; Health and Safety; Equal Opportunities; Risk Management; Data Protection; Safeguarding and Financial Regulations.</p>			
<p>Safeguarding is everyone's business. All Council employees, elected members, contractors and volunteers share a responsibility, both corporately and individually, to ensure that every person is treated with dignity and respect and protected from others who may abuse them. We have a duty of care to safeguard and promote the welfare of children, young people and adults, and must raise any concerns without delay. As a member of our leadership team, we expect you to champion and model this commitment in all of your dealings with staff, partners, stakeholders, service users and the public.</p>			
<p>Emergency Planning All employees will be required to undertake emergency planning duties commensurate with the grade of the post.</p>			
<p>The job profile is an outline only and may vary from time to time without changing the character of the job or level of responsibility. The post holder must be flexible to meet the operational needs of the Council.</p>			
<p>The person profile covers key areas of competence and methods of assessment other than interview may be used (as appropriate to the job) to assess what a candidate can do and how they act in a specific area or situation. These include: ability test; work-related task; occupational personality questionnaire and presentation. Where this is the case, shortlisted candidates will receive details in advance of the selection process.</p>			
<p>The Senior Officer Competencies outlined in the person profile are the minimum standards of behaviours required for working at Rotherham MBC and are assessed as part of the selection process. <i>They are not required to be addressed in the application form.</i></p>			

Appendix 2

This job and person profile has been prepared in accordance with the requirements of the Council's Equal Opportunities in Employment Policy. We undertake to make any "reasonable adjustments" to a job or workplace to counteract any disadvantages a disabled person may have. Disabled applicants who meet the essential shortlisting criteria will be guaranteed an interview. In the event of a large number of applicants meeting the essential criteria, desirable criteria or occupational testing may be used as a further shortlisting tool.

Certain posts may be deemed to be politically restricted in accordance with the terms of the Local Government and Housing Act 1989 (as amended). Where this is the case a separate notification will be provided.