

PUBLIC

**MINUTES** of a meeting of the **APPOINTMENTS AND CONDITIONS OF SERVICE COMMITTEE** held on 24 June 2019 at County Hall, Matlock

**PRESENT**

Councillor B Lewis (in the Chair)

Councillors R Ashton, A Foster, T Kemp, S Marshall-Clarke, P Smith, S Swann (substitute Member) and A Western

Officers in attendance – E Alexander, E Crapper, L Gregory, P Handford, A Noble, J Parfremment and L Wild

Apologies for absence were received on behalf of Councillor K Buttery

**Declarations of Interest**

There were no declarations of interest.

**1/19 APPOINTMENTS AND CONDITIONS OF SERVICE COMMITTEE TERMS OF REFERENCE** The terms of reference for the Committee were circulated and Liz Wild, Legal Services explained the role and the function of the Committee to the Members.

**2/19 APPOINTMENTS PANEL PROCESS FOR OFFICERS OF THE COUNCIL COVERED BY THE COUNCIL'S CONSTITUTION** As outlined in the Councils Constitution, the Appointments and Conditions of Service Committee (ACOS) was responsible for the appointments of officers as detailed in Appendix 9 of the Constitution.

A Panel formed from ACOS would appoint the following:

- The Head of Paid Service.
- Statutory chief officers within the meaning of section 2(6) of the 1989 Act (politically restricted posts).
- Non-statutory chief officers within the meaning of section 2(7) of the 1989 Act;
- Deputy chief officers within the meaning of section 2(8) of the 1989 Act.
- Any person appointed in pursuance of section 9 of the 1989 Act (assistants for political groups).

This process excluded appointments to the Director of Public Health which was subject to the process set out in the Councils constitution in Appendix 9

The Panel must include at least one member of the Cabinet. The composition of the Panel would be formed in consultation with the Director of Organisation Development and Policy; or by the Head of Paid Service if the appointment was of the Director of Organisation Development and Policy. The appointment panel process was highlighted for Members' information.

**RESOLVED** to approve the appointment panel process in accordance with the Constitution.

**3/19**      **EXECUTIVE DIRECTOR PERFORMANCE APPRAISAL** It was a contractual obligation on both the Executive Director and the employing council to engage in a regular process of appraisal. The focus of this process should be on clarifying what the Executive Director was expected to achieve and deliver in their role, whilst identifying any continuing developmental needs which, if met, would maintain a high level of performance. The process should also consider the application of the collective officer leadership operating model for the Council.

The responsibility for appraising the Executive Director would lie with the Leader of the Council utilising independent external advice. The ACOS committee's role was to ensure that the Leader of the Council was undertaking effective performance monitoring of the Executive Directors. The detailed content of appraisal interviews would be treated as confidential to the participants, unless both parties agreed that it would be helpful for the objectives agreed for the ensuing period to be shared more widely. The appraisal process being adopted was attached at Appendix 1 to the report.

A report would be presented annually by the Director of Organisation Development and Policy to a meeting of the ACOS committee confirming that the appraisal process had been completed. The Director of Organisation Development and Policy would also report that six monthly reviews had taken place.

Executive Directors and the Leader of the Council had been engaged in the development of this process, facilitated by the Director of Organisation Development and Policy.

**RESOLVED** to note the Executive Director appraisal process as set out in Appendix 1 to the report.

**4/19**      **APPLICATION FOR THE PAYMENT OF A MARKET SUPPLEMENT TO CHILDREN'S SERVICES CHILD PROTECTION SOCIAL WORKERS** The Committee were asked to approve the application to pay a Market Supplement to Children's Services Child Protection Social Workers.

In 2018 the Council agreed a 'growth bid' which enabled children's services to increase the number of Child Protection Social Workers in front line children's teams. The aim of this was to strengthen the Council's ability to achieve best outcomes for children by introducing a new social work team structure and reduced caseloads for staff. Since the implementation of the growth bid the actual number of established Social Workers in post had increased but not enough to embed the revised team structure as comprehensively or as consistently as required. As a result agency social workers had been increasingly relied upon to increase case allocation capacity and support the new team structures.

There was a business imperative to recruit and retain social workers due to the statutory duty to protect children and the high level of regulation through OFSTED inspection of children's services; the inspection regime provided a clear rationale to ensure that 'good' outcomes were achieved for children and child protection services were adequately supported to do so by the Council. Leadership and management in the Council was an area OFSTED considered in 'grading' a Local Authority.

Social workers had informed Management that the package of support Derbyshire offered was very good and important to them; but for some social workers the differential in the pay scales to other neighbouring Local Authorities had tipped the balance and they were prepared to take a risk and work elsewhere. It was expected that by improving the reward offering coupled with refining the understanding of the support package that we would attract and retain more social workers in Derbyshire.

The report highlighted the annual turnover rate across the workforce which had increased since 30 April 2017 – 11.5% to 30 April 2019 – 18.6%. Vacancy levels were 89.06fte (including Starting Point) at 30 April 2019, compared to 28.19fte (excluding Starting Point) at 30 April 2018 and 24.92fte (excluding Starting Point) at 30 April 2017, with the increase in 2019 being due to the Growth Bid introduction in September 2018. Agency staff currently filled 65.5fte of the 89.06fte vacancies leaving net unfilled vacancies at 23.56fte. While the numbers of starters had increased from 31.2fte in the 12 month period to 30 April 2017 to 49.3fte in the 12 month period to 30 April 2019, this increase had not been fast enough to meet the increasing turnover demands and fill the additional 70fte vacancies introduced by the Growth bid in 2018. Also contained within the report was a comparison table of salary levels across the region.

A Child Protection Social Worker Workforce Strategy was also being finalised which set additional actions to improve recruitment and retention in the profession. This strategy addressed various priorities and was supported by an Action Plan for 2019 and 2020.

It was proposed that the following market supplements be paid:

1. To pay a Market Supplement to Children's Services Child Protection Social Workers at the following rates:
  - Grade 9 - £4,000pa
  - Grade 10 - £3,000pa
  - Grade 11 – £2,000pa
  
2. To pay Grade 12 Practice Supervisors a minimum of point 29 (£37,344) of the Grade 12 (points 28 – 31 pay scale) in order to ensure that all Practice Supervisors were paid more than a Grade 11 Social Worker.

If approved by the Committee, the proposals would be actioned with effect from 1 July 2019 for a period of two years, with a further review of market conditions taking place towards the end of the two year period when the new structure has been stabilised.

**RESOLVED** to approve the payment of the Market Supplement for a period of two years, and that an update be brought back to this Committee in twelve months' time.