

ADCS DCS Update – as of 31 March 2017

Introduction

There are 152 upper tier local authorities (LAs) in England. Legislation requires each of these local authorities to appoint a director of children's services (DCS). On occasion, there are short-term interim arrangements taking place when a serving post-holder leaves. The chief executives of Trust arrangements are treated as DCSs by ADCS in terms of membership, however, we do not refer to a Trust as being a separate LA for the purpose of our DCS update reports.

ADCS has gathered and recorded detailed information about changes in post holders of the statutory DCS role since the Association was established in 2007. We also record the number of directors who hold both statutory roles of DCS and DASS (referred to in this report as 'twin hat').

The analysis that follows focusses on the ADCS membership year 1 April 2016 to 31 March 2017. It also offers some year-on-year comparisons, several of which date back to 2007, in order to highlight trends and patterns of change.

If you have any queries or proposed amendments of the data, or if you wish to reproduce this data in part or in full, please contact gary.dumbarton@adcs.org.uk.

DCS Changes

During 2016/17 there have been 44 changes in DCS post holder. The total number of changes includes every change, inclusive of brief interim periods prior to substantive appointments.

New appointments

Of the 44 changes, 16 have been new DCS appointments, which is the lowest number of new appointments since ADCS was established in 2007. Of the 16 new appointments 14 have been from assistant director/second tier level. Of the remaining two new appointments, one has seen the existing director of adult services become 'twin hat' (Barking & Dagenham) and the other has seen a director of adult services from another LA appointed as the DCS (Worcestershire).

Interim appointments

There have been 20 separate interim appointments made during 2016/17, 11 of which have been filled by former DCSs. Seven interim posts have been filled by assistant directors (five instances of 'stepping up' from within the same LA and two instances of assistant directors from other LAs being appointed - Paul Meredith to Leicestershire and Jo Moxon to Slough).

Of the two other interim arrangements, one saw the Chief Executive holding the statutory duty short term pending a permanent appointment (Bracknell), and the other, a former senior director from Ofsted holding the post for a brief interim period (John Goldup at Redbridge).

DCSs who have moved post from LA to LA

Six DCSs have moved post from one LA to another during 2016/17:

- Lesley Hagger – Leicestershire to Northamptonshire
- Barbara Peacock – Medway to Croydon
- Alex Hopkins – Northamptonshire to Sunderland
- Ade Adetosoye – City of London to Bromley
- Adrian Loades – Cambridgeshire to Redbridge
- Mil Vasic – Hull to Halton.

'Other'

The final two DCS changes have seen a former DCS returning to a DCS role (Jo Olsson, now at Devon) and Wendi Ogle-Welbourn, DCS at Peterborough, is also DCS in Cambridgeshire, on an interim basis.

Summary

The total of 44 changes is the lowest number of annual changes since 2011/12. Since ADCS was established the average number of total changes in DCS post holder is 45.7 per year.

The 44 changes have taken place across 39 LAs. Norfolk, Redbridge, Bracknell, Southampton and Kirklees have each experienced two DCS changes over the 12 month period. The majority of these changes have taken place due to short-term interim appointments being made prior to a permanent appointment starting.

The number of interim appointments has remained relatively consistent over the past five years. The majority have been short-term appointments pending a permanent appointment being made and have been filled, in the main, by former substantive DCSs or assistant director/second tier level officers.

The average number of DCSs moving from one LA to another is 6.3 per year. Six such changes have taken place during 2016/17.

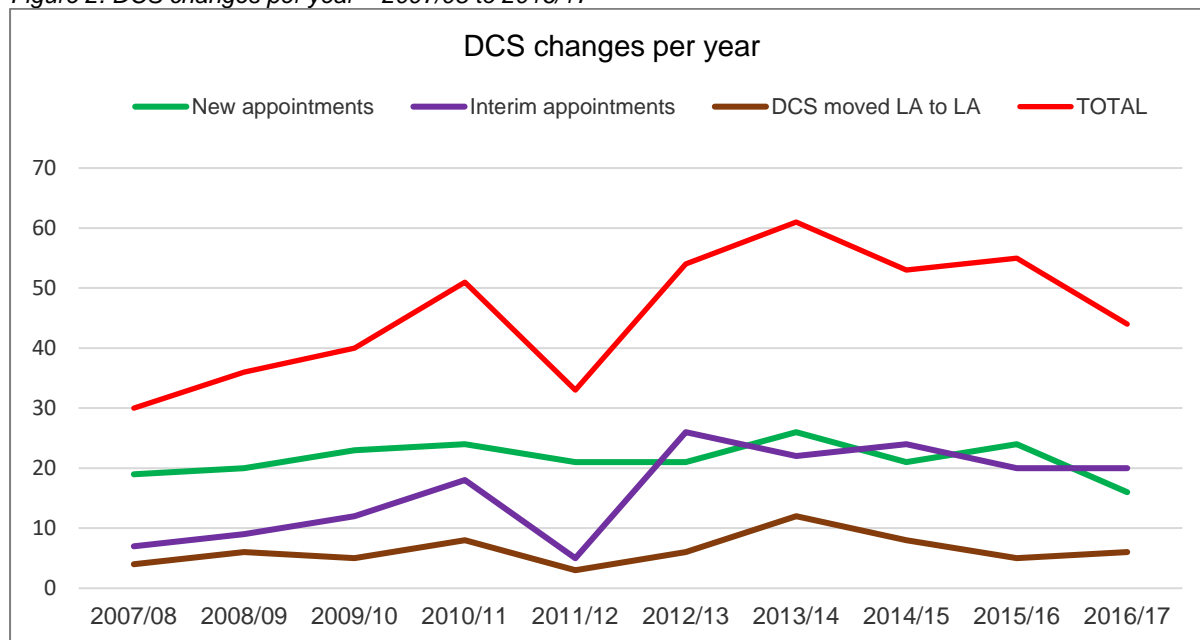
Figure 1 provides an overview of the figures from 2007/08 to 2016/17.

Figure 1. Overview of changes 2007/08 to 2016/17

Year	New appointments	Interim appointments	DCS moved LA to LA	Other	TOTAL
2007/08	19	7	4	0	30
2008/09	20	9	6	1	36
2009/10	23	12	5	0	40
2010/11	24	18	8	1	51
2011/12	21	5	3	4	33
2012/13	21	26	6	1	54
2013/14	26	22	12	1	61
2014/15	21	24	8	0	53
2015/16	24	20	5	6	55
2016/17	16	20	6	2	44

Figure 2 provides an illustration of the trends in DCS change over the past 10 years. Whilst there has been a downward trend in total change over the past four years, there have been peaks and troughs since 2007/08, so few assumptions can be made. The number of interim appointments has increased overall, whilst the number of new appointments and DCSs moving from one LA to another have remained relatively stable.

Figure 2. DCS changes per year – 2007/08 to 2016/17



The amount of total change in DCS post holder from 1 April 2016 to 31 March 2017 is illustrated on a regional level in Figure 3. The figures are shown in percentages due to the variation in number of LAs per region.

Figure 3. DCS changes per region (%) – 2016/17

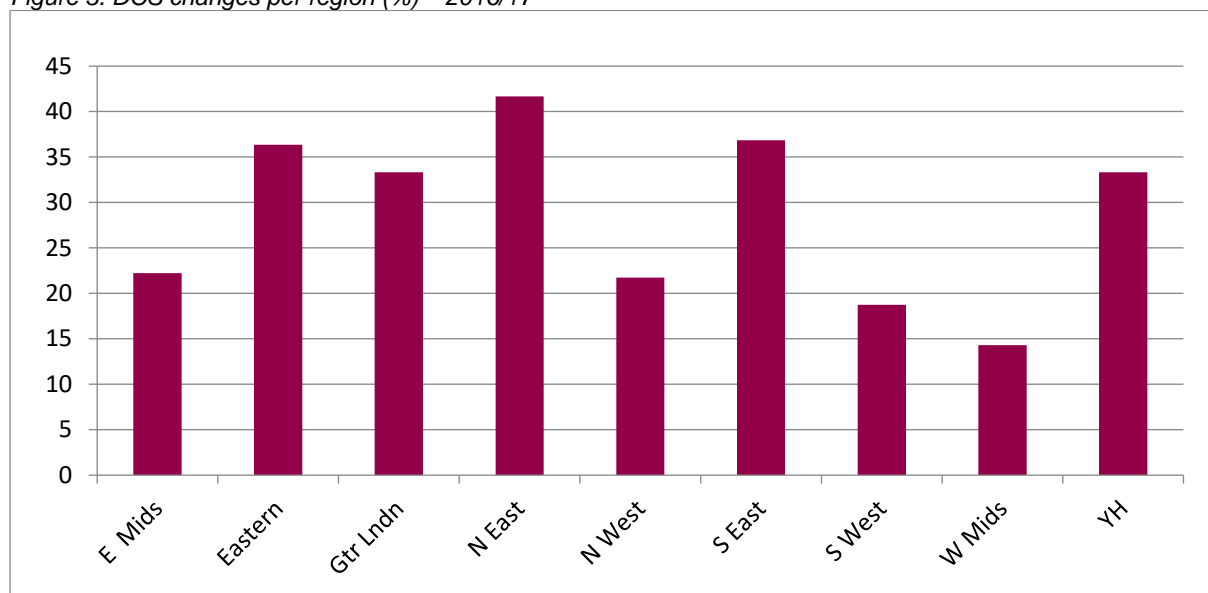
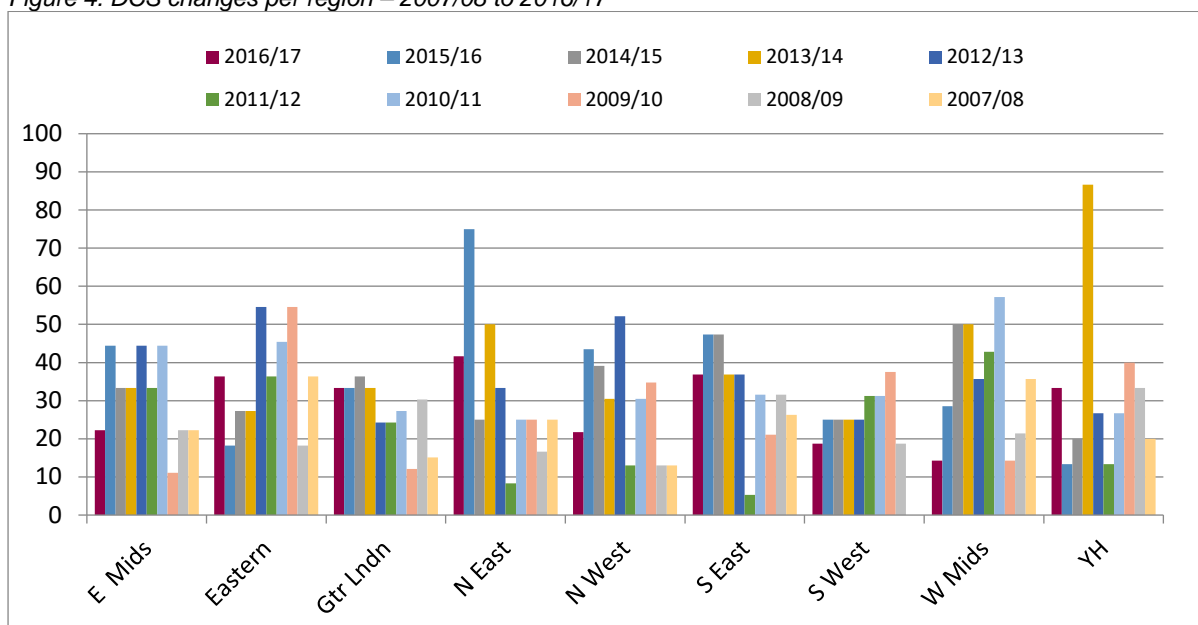


Figure 4 illustrates the amount of change in percentage, by region, for each year between 2007/08 and 2016/17. There is quite a range and some examples of significant amounts of change, however, it can be seen that between 20% and 40% of change in DCS post holder per year, is commonplace.

Figure 4. DCS changes per region – 2007/08 to 2016/17



Areas of responsibility

As of 31 March 2017 there were 56 'twin hat' children and adult directors – compared to 58 at 31 March 2016 and 61 at 31 March 2015. Therefore, as of 31 March 2017, there were 96 directors holding just the statutory responsibility for children's services.

It should be noted that there are now a number of LAs where the director has overall responsibility for children and adult services, but whilst holding the statutory duty for children's services, they do not hold the statutory duty for adult services. We understand that the following LAs have such arrangements:

- Camden
- Cheshire East
- Halton
- Harrow
- Nottingham City
- Redbridge.

For the purposes of this report these arrangements are not considered 'twin hat'.

Since ADCS was established in 2007, 101 of the 152 LAs have at some point had a combined children and adult services directorate and operated with a 'twin hat' director. The picture continues to change as LAs combine and disaggregate services.

During the past 12 months, seven LAs have disaggregated services – Devon, Durham, Havering, Middlesbrough, North Lincolnshire, Redcar & Cleveland and Stoke. Three LAs have combined services during the same period – Barking & Dagenham, Luton and Suffolk.

Figure 5 illustrates the declining trend in LAs combining services, coupled with the continued trend of LAs disaggregating services. The total number of 'twin hatters' has remained relatively constant with around 35 - 40% of LAs operating at any one time with a combined service. We will continue to monitor these trends.

Figure 5. Combined/Disaggregated LAs

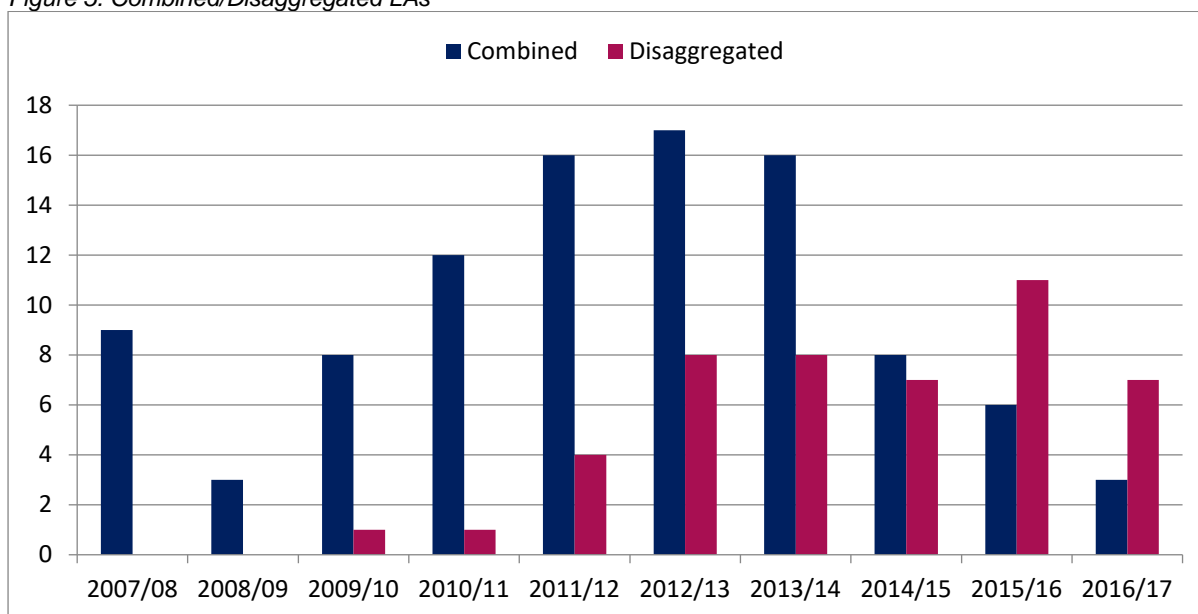


Figure 6. Total number of 'twin hatters' – by year (as at 31 March respectively)

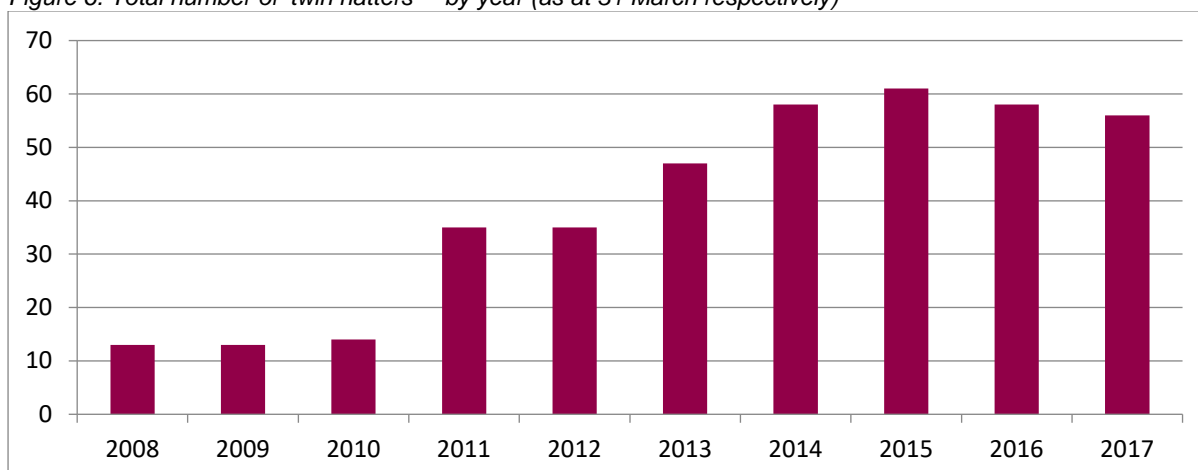


Figure 6a. Twin hat directors as at 31 March 2017

LA	Current DCS
Barking & Dagenham London Borough	Anne Bristow
Barnsley Metropolitan Borough Council	Rachel Dickinson
Bath & North East Somerset Council	Mike Bowden
Bedford Borough Council	Kevin Crompton
Birmingham City Council	Peter Hay
Bolton Council	John Daly
Bournemouth Council	Jane Portman
Bristol City Council	John Readman
Cambridgeshire County Council	Wendi Ogle-Welbourn
City of London	Chris Pelham
Cornwall Council	Trevor Doughty
Council of the Isles of Scilly	Aisling Hick
Coventry City Council	Gail Quinton
Croydon London Borough	Barbara Peacock

Darlington Borough Council	Suzanne Joyner
Derby City Council	Andy Smith
Dudley Metropolitan Borough Council	Tony Oakman
Ealing London Borough	Judith Finlay
Essex County Council	Dave Hill
Gateshead Council	Sheila Lock
Hackney London Borough	Anne Canning
Hartlepool Borough Council	Sally Robinson
Hillingdon London Borough Council	Tony Zaman
Hounslow London Borough	Alan Adams
Kent County Council	Andrew Ireland
Luton Borough Council	Sally Rowe
Medway Council	Ian Sutherland
Milton Keynes Council	Michael Bracey
Newcastle Upon Tyne City Council	Ewen Weir
North East Lincolnshire Council	Joanne Hewson
North Somerset Council	Sheila Smith
North Tyneside Council	Jacqui Old
Oldham Council	Maggie Kufeldt
Peterborough City Council	Wendi Ogle-Welbourn
Plymouth City Council	Carole Burgoyne
Poole Borough Council	Jan Thurgood
Rutland County Council	Tim O'Neill
Salford City Council	Charlotte Ramsden
Sefton Metropolitan Borough Council	Dwayne Johnson
South Gloucestershire Council	Peter Murphy
South Tyneside Council	John Pearce
Southend-on-Sea Borough Council	Simon Leftley
Southwark Council	David Quirke-Thornton
St Helens Metropolitan Borough Council	Mike Wyatt
Stockport Metropolitan Borough Council	Andrew Webb
Suffolk County Council	Sue Cook
Sutton London Borough	Tolis Vouyioukas
Tameside Metropolitan Borough Council	Stephanie Butterworth
Telford & Wrekin Council	Clive Jones
Trafford Metropolitan Borough Council	Jill Colbert
Waltham Forest London Borough	Linzi Roberts-Egan
Warrington Borough Council	Steve Reddy
Warwickshire County Council	John Dixon
West Berkshire Council	Rachael Wardell
Windsor & Maidenhead Royal Borough	Alison Alexander
Wolverhampton City Council	Linda Sanders

Time in post

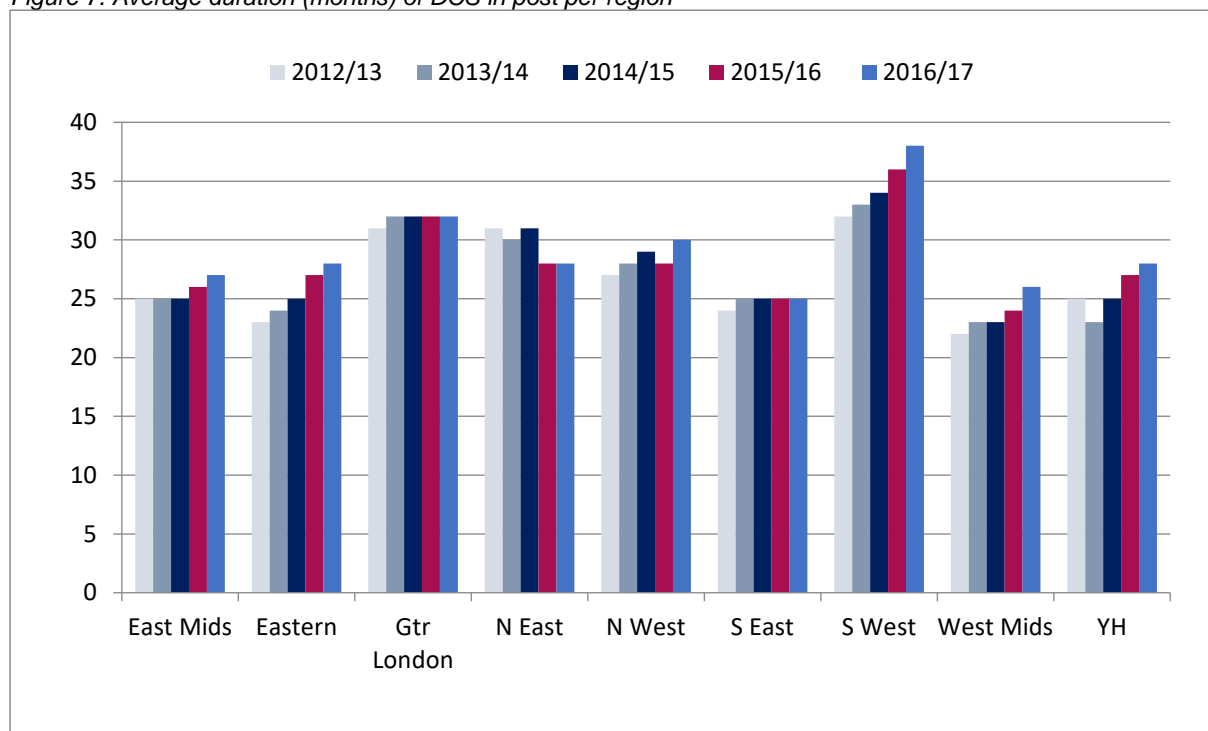
The average duration of a DCS in post in the same LA (based on all interim and permanent appointments from 2007 to 31 March 2017) is **29 months**. The average duration of post holder has increased in line with the decline in total number of DCS changes. For all permanent appointments across the period, the average tenure in now **37 months**. This average has increased steadily since 2012/13 when the average was 32 months. The average tenure for interim appointments has been seven months for the past four reporting years.

The average tenure of current post holders (as at 31 March 2017) is 30 months (which includes all permanent and interim post holders). The average tenure of permanent post holders is 34 months, and eight months for 'interim' in-post DCSs.

Time in post - regionally

Figure 7 shows the average duration (in months) of DCSs in post by region. The overall trend shows an increase in average tenure over the five year period shown.

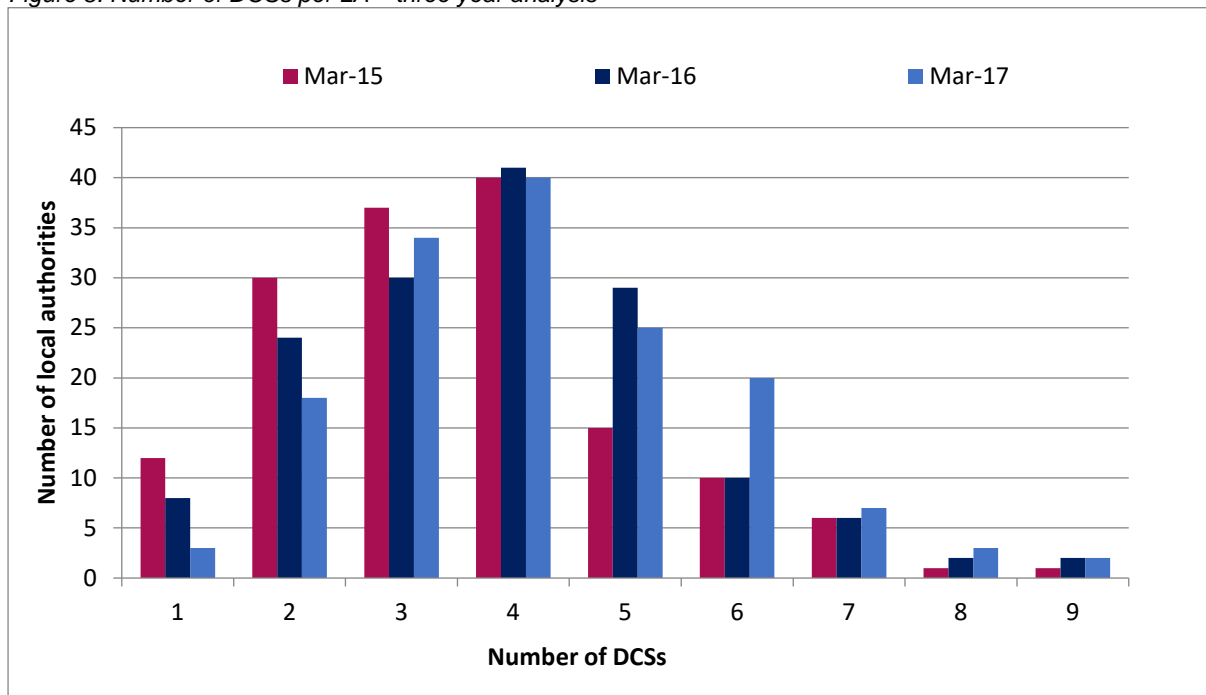
Figure 7. Average duration (months) of DCS in post per region



DCSs per local authority

The average number of DCSs per local authority since ADCS was established in 2007 is now 4.2 – an increase from 3.9 at this point in 2016, and from 3.5 in 2015. Every LA will experience change in DCS post holder at some point therefore the average number of DCSs per LA will only ever increase. Figure 8 illustrates the pattern of change over the past three years.

Figure 8. Number of DCSs per LA – three year analysis



There are 12 LAs which have had seven or more DCSs since 2007, listed in Figure 9. The table also shows the breakdown of permanent and interim post holders at these LAs. It should be noted that no single LA has had more than five permanent DCSs.

Figure 9. LAs which have had five or more DCSs since 2007

LA	No of DCSs	(Permanent)	(Interim)
Doncaster	9	4	5
Somerset	9	4	5
Derby	8	3	5
Stoke on Trent	8	4	4
Brighton & Hove	7	4	3
Isle of Wight	7	5	2
Newham	7	4	3
Peterborough	7	4	3
Sandwell	7	5	2
Telford & Wrekin	7	4	3
Thurrock	7	5	2
Croydon	6	4	2
Haringey	6	4	2
Lambeth	6	4	2
Luton	6	4	2
North East Lincolnshire	6	3	3
Northamptonshire	6	5	1
Oldham	6	5	1
Oxfordshire	6	4	2

Reading	6	4	2
Rochdale	6	3	3
Solihull	6	4	2
Sunderland	6	4	2
Torbay	6	5	1
Westminster	6	5	1
Wigan	6	3	3
Barnet	5	5	0
Bracknell Forest	5	3	2
Cheshire East	5	4	1
Dudley	5	4	1
Gateshead	5	3	2
Hartlepool	5	4	1
Havering	5	3	2
Hull	5	3	2
Knowsley	5	2	3
Lancashire	5	3	2
Leicester	5	3	2
Middlesbrough	5	3	2
Milton Keynes	5	3	2
North Tyneside	5	4	1
Nottingham City	5	3	2
Portsmouth	5	3	2
Rotherham	5	3	2
Slough	5	3	2
South Tyneside	5	4	1
St Helens	5	4	1
Surrey	5	4	1
Tower Hamlets	5	3	2
Trafford	5	2	3
West Sussex	5	4	1
Wokingham	5	3	2
York	5	3	2

There are now just three DCSs who have been in the same post, in the same LA, since ADCS was established in February 2007 – Jane Portman at Bournemouth; Andrew Webb at Stockport; and, Carolyn Godfrey at Wiltshire. A further four directors have been DCS in two or more LAs since ADCS was established. They are Trevor Doughty (Northumberland and Cornwall), Dave Hill (Merton, Croydon and Essex), Stuart Smith (Liverpool and Calderdale) and Andrew Ireland (Havering and Kent).

Multi-LA arrangements

Four DCSs are currently in multi-LA arrangements, which involves a DCS holding statutory responsibility in more than one LA. They are:

- Clare Chamberlain – Tri-borough: Hammersmith & Fulham, Kensington & Chelsea and Westminster
- Steve Crocker – Hampshire and Isle of Wight
- Robert Henderson – Achieving for Children (Kingston upon Thames and Richmond upon Thames)
- Wendi Ogle-Welbourn – Peterborough and Cambridgeshire.

Interim

There are currently 16 interim directors in post, one of which is a fixed term post until summer 2017 (Torbay). Of these, five are in a 'twin hat' post. Nine of the current interim directors have previously been a DCS in another LA.

Gender

As of 31 March 2017 there were 83 LAs with female directors of whom 29 are twin hatters. There are 69 LAs with male directors, of whom 28 are 'twin hatters'. Of the 16 interim directors currently in post, 10 are female and six are male.

Additional information / future changes

For consistency of reporting purposes this analysis is based upon changes from 1 April 2016 to 31 March 2017 inclusive. Therefore, some upcoming changes that are already known do not figure in the numbers. We are aware of the following upcoming changes:

- Bedford – Kevin Crompton is due to retire in summer 2017
- Birmingham – Peter Hay retired on 31 March. Colin Diamond became the statutory DCS role for the Council. Birmingham Children's Trust launched in shadow form on 1 April 2017 before moving to a full Children's Trust in April 2018
- Blackpool – Diane Booth became DCS in April, moving from an assistant director role in Lancashire
- Bournemouth – current DCS, Jane Portman has been appointed as Head of Paid Services. Dr Sue Ross, currently an assistant director at the council will take over as DCS in April
- Buckinghamshire – Gladys Rhodes White takes over as interim DCS from David Johnston as of 1 May
- Cheshire East – Mark Palethorpe takes over as Acting Director of People (twin hat) as Kath O'Dwyer becomes acting Chief Executive
- Gateshead – the Chief Executive, Sheena Ramsey, took the DCS and DASS responsibilities on an interim basis on 1 April pending a permanent appointment being made
- Herefordshire – Jo Davison left her role and has been replaced on an interim basis by Chris Baird – a current assistant director at the council
- Kent – Andrew Ireland is due to retire in late 2017

- North Yorkshire – Pete Dwyer is retiring in the summer and will be replaced by Stuart Carlton, currently an assistant director in Lincolnshire
- Reading – Ann Marie Dodds took over from Helen McMullen in late April
- Slough – Cate Duffy became DCS on 1 April, replacing interim DCS, Jo Moxon
- Swindon – Karen Reeve is due to retire in June 2017
- Tri-borough – recent information has confirmed that Hammersmith & Fulham will leave the tri-borough arrangement and consider an alternative structure. Kensington & Chelsea and Westminster have stated their intention to continue working together and operating a 'bi-borough' arrangement
- Warwickshire – John Dixon, current interim is to retire in the summer. Current assistant director Nigel Minns is due to take over as the Strategic Director for People
- Windsor & Maidenhead – Windsor & Maidenhead is working with Achieving for Children but we are not yet aware of how the statutory responsibility will be allocated.

Trust arrangements

As at 31 March 2017 trust arrangements are in place in Doncaster and Slough.