

DCS Update – as of 31 March 2016

1. Introduction

There are 152 upper tier local authorities in England. The Children Act 2014 requires each of these local authorities to appoint a director of children's services (DCS). Due to the statutory nature of the post, there must always be a named DCS which results, on occasion, in short-term interim arrangements taking place when a serving post-holder leaves.

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 2015 to 31 March 2016. It also offers some year-on-year comparisons, several of which date back to 2007, in order to highlight trends and patterns of change.

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2. Headlines

- ▶ There have been **55 DCS changes** during 2015/16
- ▶ There have been **24 new first time DCS appointments**
- ▶ **5 directors have returned** to the DCS role following a time away in another role
- ▶ As of 31 March 2016 there were **58 'twin hat' directors**
- ▶ **The average time in post for a permanent DCS is 36 months**
- ▶ **8 directors have been in post in the same LA since ADCS was established** – a further 7 directors have been a DCS in more than one LA since ADCS was established
- ▶ **The average number of DCSs per local authority since 2007 is 3.9**
- ▶ There are currently **5 multi-LA arrangements**
- ▶ **80 LAs have a female DCS – 72 have a male DCS**

3. DCS Changes

Summary

During 2015/16 there have been 55 changes in DCS post holder. Of these 55 changes there have been 24 new DCS appointments. The total number of changes includes every change, inclusive of brief interim periods prior to substantive appointments.

Figure 1. Overview of changes 2007/08 to 2015/16

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

New appointments

2015/16 has again seen a high number of new DCS appointments made within a 12 month period, with 24 in total. Of the 24 new appointments 18 have been from assistant director/second tier level (11 from the same LA, seven from another LA).

Four new appointments were existing directors of adult services - three of which were in the same LA and have had children's services added to their remit (North Tyneside, Sefton and St Helens) – the fourth was an existing DASS from another LA appointed to a 'twin hat' post (Darlington).

There have been two instances of directors from other directorates (i.e. not children or adults) taking on the DCS role. Both were initially interim appointments but have since become permanent positions (Stoke and Surrey)

Interim appointments

There have been 20 separate interim DCS appointments made during 2015/16. 13 of these appointments have been internal arrangements – 12 have seen assistant director/second tier officers taking the DCS post and there has been one instance of a DASS taking on the DCS post for an interim period. There have also been three examples of assistant director/second tier officers moving to another LA as interim DCS (Southampton, Lambeth and Sunderland). Four former DCSs have filled interim posts.

There are currently 12 interim DCSs in post (see 'Interim DCSs' section for further details.)

DCSs who moved post LA to LA

Five DCSs have moved post from one LA to another during 2015/16:

- Gail Quinton - Worcestershire to Coventry
- Simon White - Sandwell to Worcestershire
- Colin Pettigrew - Sefton to Nottinghamshire
- Carmel Littleton - Thurrock to Islington
- John Pearce - Trafford to South Tyneside

'Other'

Five appointments this year are returning directors – directors who have previously held a DCS role, moved on and have since returned to a DCS role. Four were formerly DCSs who had moved on to other roles and have since returned to permanent DCS posts. (Debbie Jones and Kath O'Dwyer both held national roles at Ofsted and are now at Tower Hamlets and Cheshire East respectively. Helen McMullen has been a permanent DCS, an interim DCS and was part of the Reading Improvement Board before being appointed DCS at Reading. Damian Allen, former DCS at Knowsley, held a number of interim consultancy roles before his appointment as DCS at Doncaster. The final change saw Richard Williams, DCS in Torbay be replaced for a short period of time before resuming as the DCS.

The sixth change in the 'other' category refers to a multi-LA arrangement - Linda Clegg, DCS at Blackburn is now also DCS in Lancashire, initially as part of a 6 month arrangement.

Total

The number of total changes, 55, is relatively consistent with the trend over the past 4 years. Figure 2 demonstrates the upwards trends across total changes, new appointments, interim appointments and DCSs moving from LA to LA.

The 55 changes have taken place across 42 different LAs, therefore multiple changes have taken place within the same LA. One LA has seen three changes and 11 LAs have seen two changes within the period. The majority of these changes have taken place due to short-term interim appointments ending prior to a permanent appointment starting.

There continues to be a significant level of turnover within DCS post-holders. However, it should be noted that during the period, the majority of LAs (110) did not experience any change at DCS level.

As has been highlighted previously, a significant amount of the new and interim appointments are being filled by either experienced DCSs or assistant director/second tier officer level individuals, confirming that a great deal of expertise remains in the system.

Figure 2. DCS changes per year

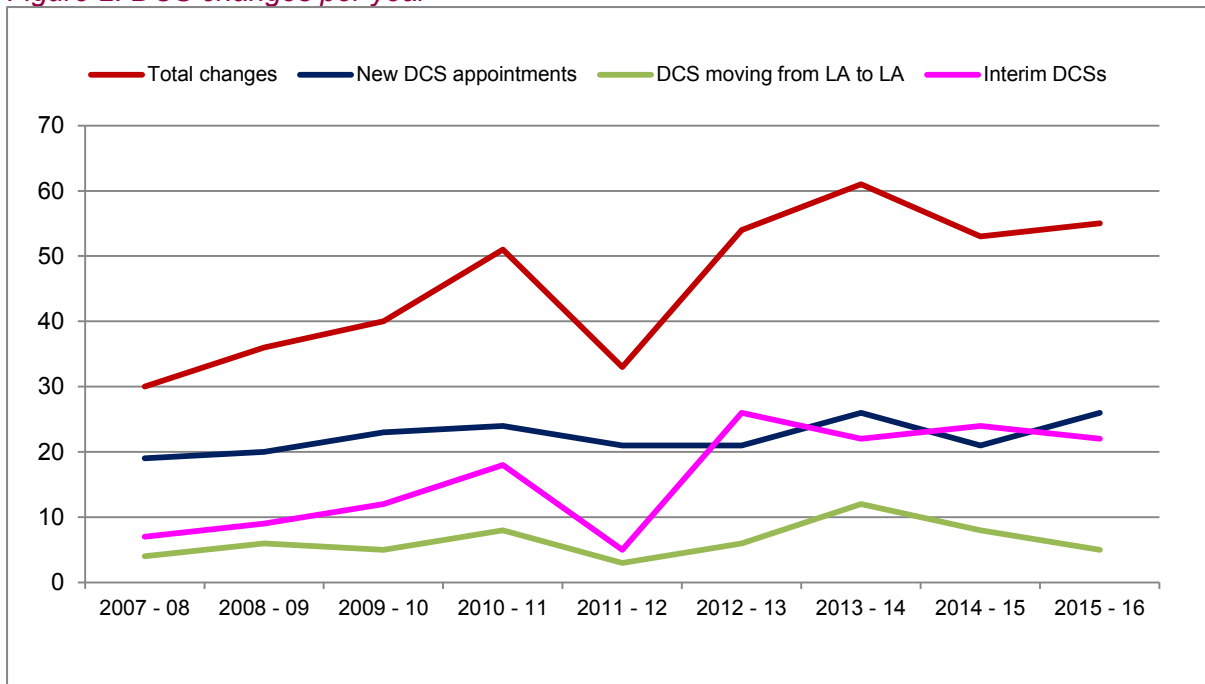


Figure 3. DCS change per region 2014/15 to 2015/16 (%)

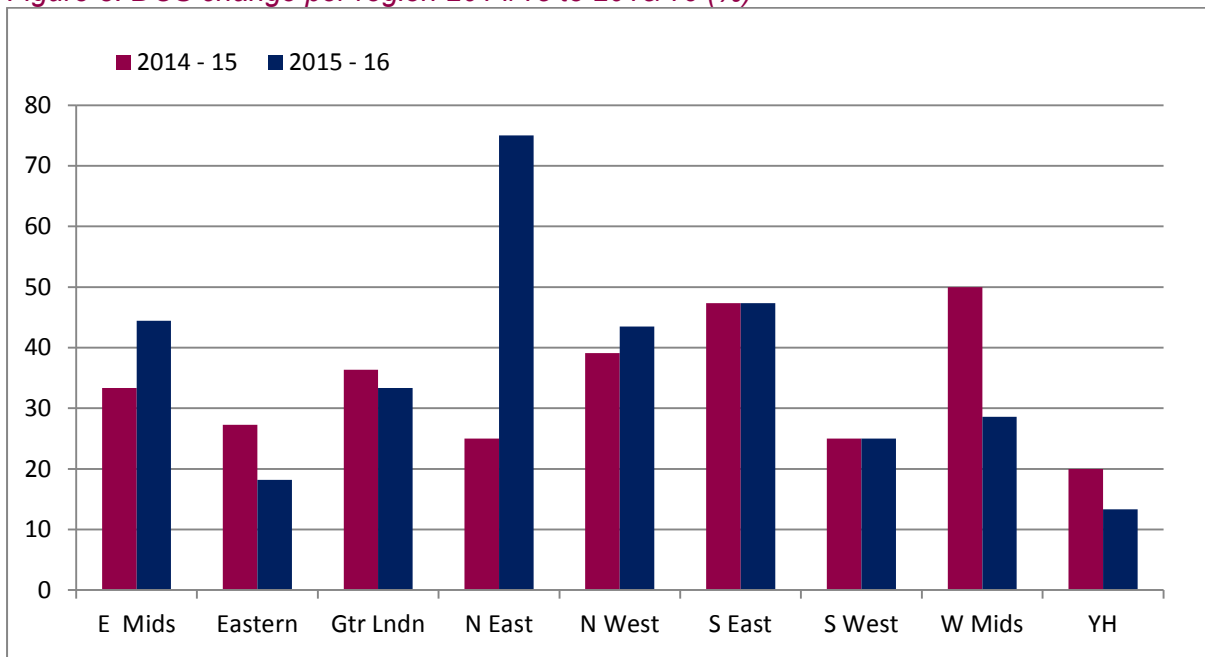


Figure 3 illustrates the percentage change of DCS in LAs by region for 2015/16 in direct comparison with the previous period. The figures are shown as percentages due to the variance in the number of LAs per region. The chart highlights the regions with the most amount of change. As can be seen, the levels of change are reasonably consistent with the exception of the North East and West Midlands. The North East has seen nine DCS changes across just 12 LAs (to note: Sunderland accounts for two changes). The West Midlands has seen a drop in the level of change. 2014/15 saw a 50% change (seven LAs), whereas only four DCS changes have taken place during 2015/16.

4. Time in post

The average duration of a DCS in post in the same LA (based on all interim and permanent appointments from 2007 – 31 March 2016) is 28 months. This is the same average as was calculated as of 31 March 2015. For all permanent appointments across the period the average tenure is 36 months (a one month increase compared with 31 March 2015). The average tenure for interim appointments remains at 7 months.

The range of duration is 110 months (1-111), with a median of 23 months. The median as of 31 March 2015 was 22 months.

The average duration of current 'in-post' DCSs (as at 31 March 2016) is 33 months (which includes all permanent and interim post holders). The average duration of permanent 'in-post' DCSs is 35 months, and 6 months for interim 'in-post' DCSs.

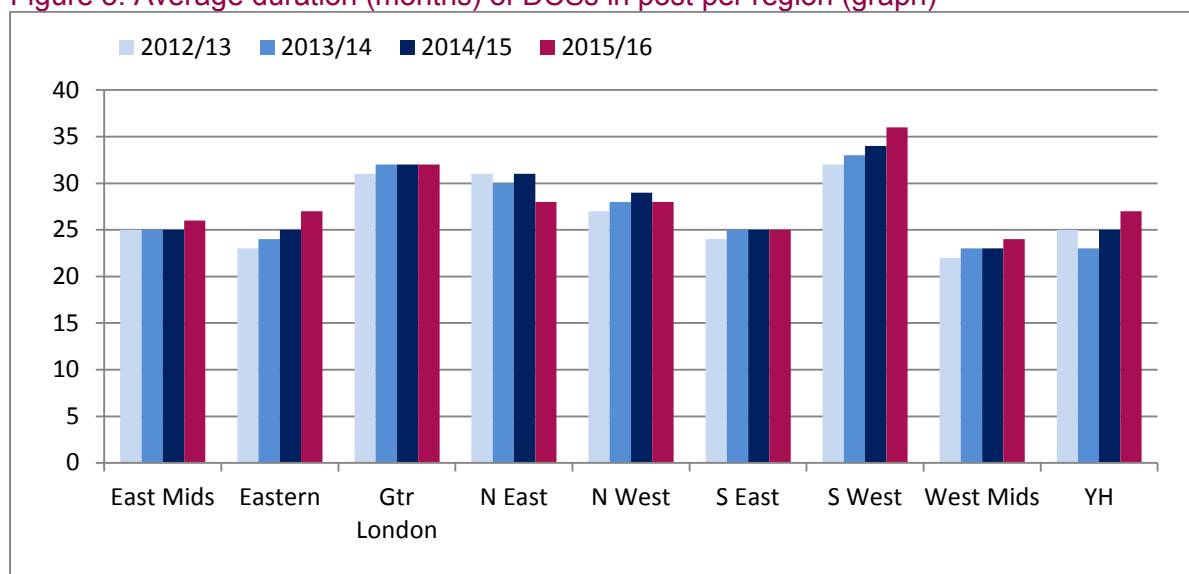
Time in post – regionally

Figure 4 and figure 5 show the average duration (in months) of DCSs in post regionally. As can be seen, there is a general upwards trend in average duration in post over the four year period shown.

Figure 4. Average duration (months) of DCSs in post per region (table)

	2012/13	2013/14	2014/15	2015/16
East Midlands	25	25	25	26
Eastern	23	24	25	27
Greater London	31	32	32	32
North East	31	30	31	28
North West	27	28	29	28
South East	24	25	25	25
South West	32	33	34	36
West Midlands	22	23	23	24
Yorkshire & Humber	25	23	25	27

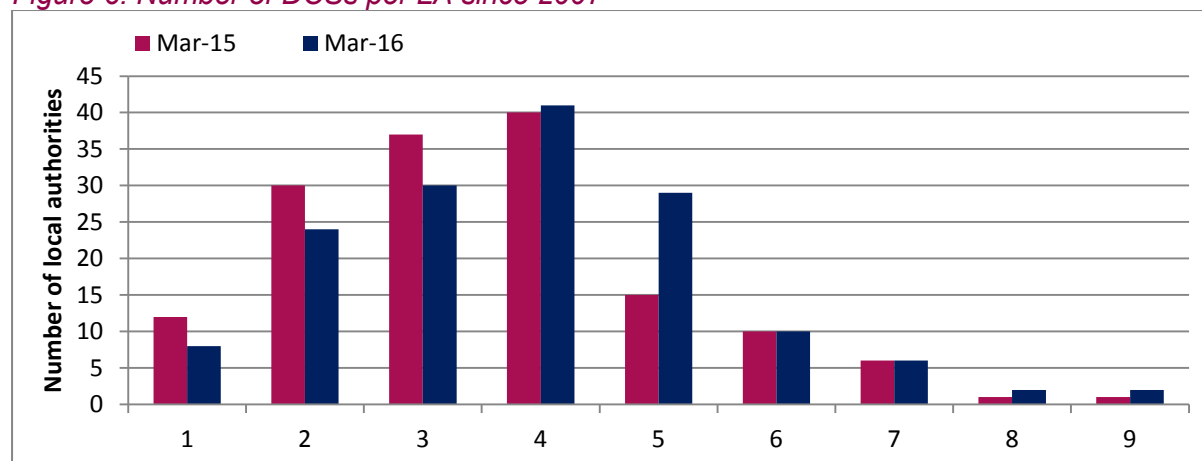
Figure 5. Average duration (months) of DCSs in post per region (graph)



5. DCSs per local authority

The average number of DCSs per local authority since 2007 is **3.9** - an increase from 3.5 at this point in 2015. In time, every LA will experience a change in DCS post holder therefore the average number of DCSs per LA will only ever increase. Figure 6 illustrates the current trend.

Figure 6. Number of DCSs per LA since 2007



There are 20 LAs in total that have had six or more DCSs since 2007. Figure 7 shows the list of LAs and also breaks down the total into permanent and interim post holders. It should be noted that no single LA has had more than five permanent DCSs.

Figure 7. LAs which have had six or more DCSs since 2007

Local Authority	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
Haringey	6	4	2
Luton	6	4	2
North East Lincolnshire	6	3	3
Oldham	6	5	1
Oxfordshire	6	4	2
Reading	6	4	2
Rochdale	6	3	3
Solihull	6	4	2
Thurrock	6	4	2
Wigan	6	3	3

As of 31 March 2016 there are eight directors who have been in the same post, in the same LA, since ADCS was established (February 2007). In March 2015 there were 12. Figure 8 shows the list of DCSs in post as of 31 March 2016. Of the eight, Alison O'Sullivan has since retired and Andrew Christie leaves his DCS Tri-borough role in May 2016.

A further seven directors have been DCS in two or more LAs since ADCS was established (February 2007) – see figure 9.

Figure 8. DCSs in the same post in the same LA since 2007

Local Authority	Director
Bath & North East Somerset	Ashley Ayre
Bournemouth	Jane Portman
Halton	Gerald Meehan
Hammersmith & Fulham	Andrew Christie
Kirklees	Alison O'Sullivan
Redbridge	Pat Reynolds
Stockport	Andrew Webb
Wiltshire	Carolyn Godfrey

Figure 9. DCSs in post in multiple LAs since 2007

Director	LAs
Trevor Doughty	Northumberland & Cornwall
Paul Greenhalgh	Southend-on-Sea & Croydon
Dave Hill	Merton, Croydon & Essex
Gillian Palmer	Barnet & Greenwich
Nigel Richardson	Hull & Leeds
Stuart Smith	Liverpool & Calderdale
Andrew Ireland	Havering & Kent

6. DCSs in more than one LA

Over a third of the current 'in-post' directors have been DCS in more than one LA in either permanent, interim or multi-LA arrangements.

46 have worked in more than one LA in either a permanent or interim position – see figure 10.

A further five directors are currently the DCS in multi-LA arrangements, which involve a DCS having statutory responsibility in more than one LA. They are:

- Blackburn and Lancashire – Linda Clegg
- Cheshire West & Chester and Halton – Gerald Meehan
- Hampshire and Isle of Wight – Steve Crocker
- Kingston upon Thames and Richmond (Achieving for Children) – Nick Whitfield
- Tri-borough (Hammersmith & Fulham, Kensington & Chelsea and Westminster) – Andrew Christie.

Figure 10. Current DCSs who have worked in more than one LA (permanent or interim)

Director	No. of LAs
Debbie Jones	4
Sally Hodges (nee Rees)	4
Dave Hill	3
Isobel Cattermole	3
Jo Davidson	3
Simon White	3
Alan Adams	2
Alison Elliott	2
Alison Michalska	2
Andrew Ireland	2
Anne Canning	2
Avril Wilson	2
Barbara Peacock	2
Carmel Littleton	2
Chris Spencer	2
Colin Pettigrew	2
Damian Allen	2
David Archibald	2
Gail Quinton	2
Gail Tolley	2
Gillian Palmer	2
Ian Thomas	2
Jenny Coles	2
John Dixon	2
John Pearce	2
John Readman	2
Julian Wooster	2
Kath O'Dwyer	2
Kevin Hall	2
Krutika Pau	2
Linda Sanders	2
Linzi Roberts-Egan	2
Martin Pratt	2
Michael Jameson	2
Nigel Richardson	2
Paul Greenhalgh	2
Peter Dwyer	2
Rachel Dickinson	2
Sara Williams	2
Stuart Gallimore	2
Stuart Smith	2

Sue Cook	2
Sue Harrison	2
Tolis Vouyioukas	2
Tony Oakman	2
Trevor Doughty	2

7. 'Twin Hatters'

As of 31 March 2016 there were 58 'twin hat' children and adult directors – compared to 61 at 31 March 2015 and 58 at 31 March 2014). See figure 13 for the full list of 'twin hat' directors as of 31 March 2016.

Since 2007, 85 LAs have at some point combined children and adult services directorates and appointed a 'twin hat' director a further eight LAs were already operating with a 'twin hat' director when ADCS established. Therefore 93 LAs have at some point had a 'twin hat' director. Five LAs have combined services more than once. Darlington, Hillingdon, Reading, Sefton and South Tyneside have all done so, albeit for short interim periods in some instances.

Barnsley, Derby, North Tyneside, Salford, Sefton, St Helens and Telford have all combined children and adult services during the past 12 months.

38 LAs have at some point disaggregated a 'twin hat' post back to separate DCS and DASS posts, again, for short term interim periods in some instances. 11 LAs - Barnet, Bromley, Northumberland, Slough, South Tyneside (who have since combined again), Southampton, Stockton, Sunderland, Swindon, Tower Hamlets and Wandsworth have all disaggregated at some point in the past 12 months.

Figure 11. Combined/Disaggregated LAs

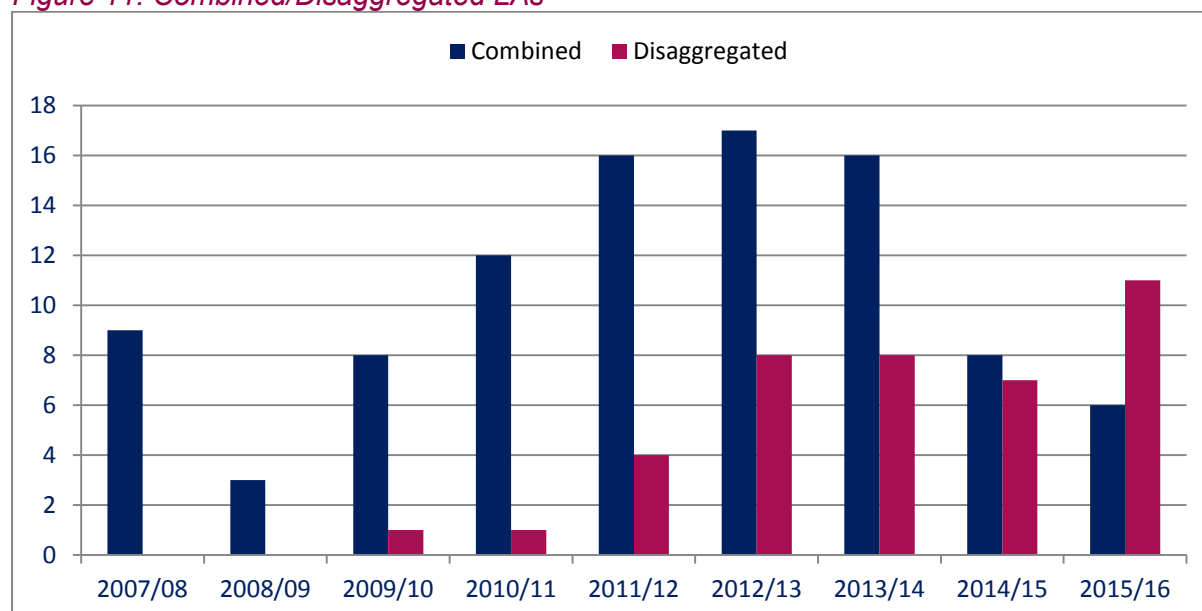


Figure 11 illustrates how the number of LAs combining services has fallen significantly over the past two years. It also shows that the number of LAs disaggregating services has generally risen since 2009/10. Figure 12 shows that the total number of 'twin hatters' has

been at a level for the past three years. Following such sharp increases in the number of 'twin hatters' it may be a case there will consistently be 35 – 40% of LAs opting to operate with a combined service. Future reports will continue to monitor these trends.

Figure 12. Total number of 'twin hatters' - by year

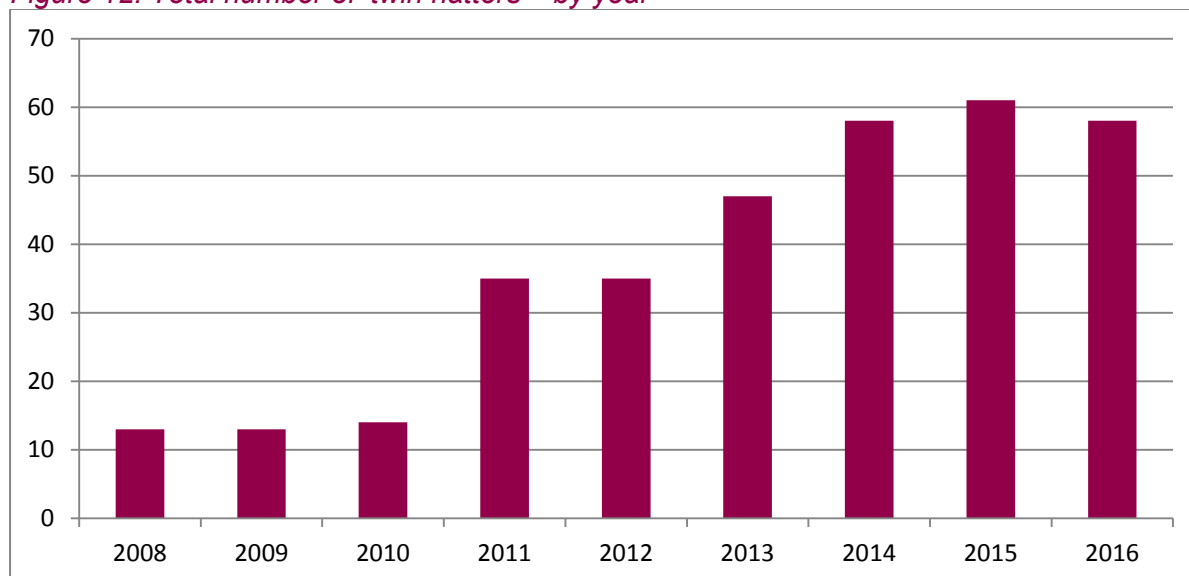


Figure 13. 'Twin hat' directors as of 31 March 2016

LA	DCS
Barnsley	Rachel Dickinson
Bath & North East Somerset	Ashley Ayre
Bedford Borough	Kevin Crompton
Birmingham	Peter Hay
Bolton	John Daly
Bournemouth	Jane Portman
Bristol	John Readman
Cambridgeshire	Adrian Loades
City of London	Ade Adetosoye
Cornwall	Trevor Doughty
Council of the Isles of Scilly	Aisling Hick
Coventry	Gail Quinton
Croydon	Paul Greenhalgh
Darlington	Suzanne Joyner
Derby	Andy Smith
Devon	Jennie Stephens
Dudley	Tony Oakman
Durham	Rachael Shimmin
Ealing	Judith Finlay
Essex	Dave Hill
Gateshead	Alison Elliott
Hartlepool	Sally Robinson

Havering	Isobel Cattermole
Hillingdon	Tony Zaman
Hounslow	Alan Adams
Kent	Andrew Ireland
Medway	Barbara Peacock
Middlesbrough	Richenda Broad
Newcastle Upon Tyne	Ewen Weir
North East Lincolnshire	Joanne Hewson
North Lincolnshire	Denise Hyde
North Somerset	Sheila Smith
North Tyneside	Jacqui Old
Nottingham City	Alison Michalska
Oldham	Maggie Kufeldt
Peterborough	Wendi Ogle-Welbourn
Plymouth	Carole Burgoyne
Poole	Jan Thurgood
Redcar & Cleveland	Barbara Shaw
Rutland	Tim O'Neill
Salford	Charlotte Ramsden
Sefton	Dwayne Johnson
South Gloucestershire	Peter Murphy
South Tyneside	John Pearce
Southend-on-Sea	Simon Leftley
Southwark	David Quirke-Thornton
St Helens	Mike Wyatt
Staffordshire	Helen Riley
Stockport	Andrew Webb
Stoke-on-Trent	Louise Rees
Tameside	Stephanie Butterworth
Telford & Wrekin	Clive Jones
Trafford I	Jill Colbert
Waltham Forest	Linzi Roberts-Egan
Warrington	Steve Reddy
Warwickshire	John Dixon
West Berkshire	Rachael Wardell
Wolverhampton	Linda Sanders

8. Interim DCSs

There are currently 12 interim directors in post. Eight are in a DCS only post (Hackney, Hampshire & Isle of Wight, Lambeth, Slough, Sunderland, Swindon and Thurrock) and four are in a 'twin hat' post (Gateshead, Havering, Trafford and Warwickshire)

9. Gender

As of 31 March 2015 there were 80 LAs with female directors and 72 LAs with male directors. Of the 80 LAs with female directors, 32 are 'twin hatters'. Of the 72 LAs with male directors, 26 are 'twin hatters'. Of the 13 interim directors seven are female and six are male.

Linda Clegg is the first female to be a DCS in a multi-LA arrangement – Blackburn and Lancashire.

10. Additional information

For consistency of reporting purposes this analysis is based upon changes from 1 April to 31 March inclusive. Therefore some changes that are already known do not figure in the numbers.

Alison O'Sullivan retired from Kirklees as of 31 March. Her replacement Sarah Callaghan will feature in ADCS reports as a new DCS appointment from 1 April 2016.

Middlesbrough disaggregated services as of 4 April 2016.

During his term as ADCS President (1 April 2016 – 31 March 2017) Dave Hill will not hold the DASS post therefore will not be a 'twin hatter'.
