

DCS Update – as of 31 March 2015

Introduction

There are 152 upper tier local authorities in England. The Children Act 2004 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 gathers and records information about changes in post holders of the statutory DCS role; we also record the number of directors who hold both statutory roles of DCS and DASS (we refer to these posts as 'twin hat'). We have kept records since ADCS was established in 2007. An increase in the amount of changes reported in 2010 lead us to conclude that there was a need for more precise and detailed record keeping and reporting.

The analysis that follows focusses on the ADCS membership year 1 April 2014 to 31 March 2015. It also offers year-on-year comparisons, going back to 2007, in order to highlight trends and patterns of change. We feel that this information is of interest not only in its own right, but also of value beyond children's services. To this end, we are publishing this data for the first time and propose to do so annually in April.

If you have any queries about these data, or wish to amend any of the records, or if you wish to re-produce this data in part of in full please contact gary.dumbarton@adcs.org.uk .

Headlines

- ▶ **53** DCS changes during 2014/15, of which:
 - **21** were new first time DCS appointments
 - **24** were interim appointments
 - **8** DCSs have moved from one LA to another.
- ▶ There are currently **11** interim directors in post
- ▶ **61** LAs have a "twin hat" DCS/DASS director
- ▶ **91** LAs have a DCS only director
- ▶ The average time spent in a post for a DCS is **28** months
 - average of **35** months for permanent post holders
 - average of **7** months for interim post holders
- ▶ **12** directors have been in post in the same LA since ADCS was established in 2007
- ▶ A further **7** have been a DCS in more than one LA since ADCS was established

Summary of DCS changes

During 2014/15 there have been 53 changes in DCS post holder. Of these 53 changes there have been 21 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 2014/15

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

The “other” column shows the seven instances of DCSs taking on another LA & 1 instance of a DCS returning from sick leave. Four of the seven instances of a DCS taking on another LA are established long term arrangements – see the ‘DCSs in more than one local authority’ section of this report.

2013/14 saw the highest number of DCS changes since ADCS was established. 2014/15 has seen the total number of changes fall from 61 to 53, a 14% difference.

The 53 changes have taken place across 41 local authorities, therefore multiple changes have taken place within the same local authority (three changes have taken place in both Rotherham and Somerset and two changes in each of Bexley, Buckinghamshire, Milton Keynes, Salford, Southwark, Warrington and West Sussex). Short-to-medium-term interim appointments prior to a permanent appointment account for all of these changes.

In line with the overall amount of change, there has also been a slight drop in the number of new DCS appointments (from 26 in 2013/14 to 21 in 2014/15) and the number of DCSs moving from one LA to another (from 12 in 2013/14 to 8 in 2014/15).

The only increase has been in the number of interim appointments (from 22 in 2013/14 to 24 in 2014/15). However, as we have highlighted in previous reports, the individuals filling the interim appointments are mainly either former DCSs or are existing Assistant Directors “stepping-up”, thereby maintaining experience and expertise in the system.

Of the 53 changes:

- 21 have been first time DCS appointments:
 - 15 from assistant director level (or equivalent) (11 from within the same LA, four from another LA)
 - four were directors of adult services having children’s services added to remit
 - two appointments have previously held roles at Ofsted.
- 24 have been interim appointments:
 - nine were assistant directors (or equivalent) (Eight from within the same LA, one from another LA)

- 10 were former DCSs
- five other (three held by Chief Executive, one by other senior director)
- Eight DCSs have moved to another LA as DCS.

Figure 2. DCS changes per year

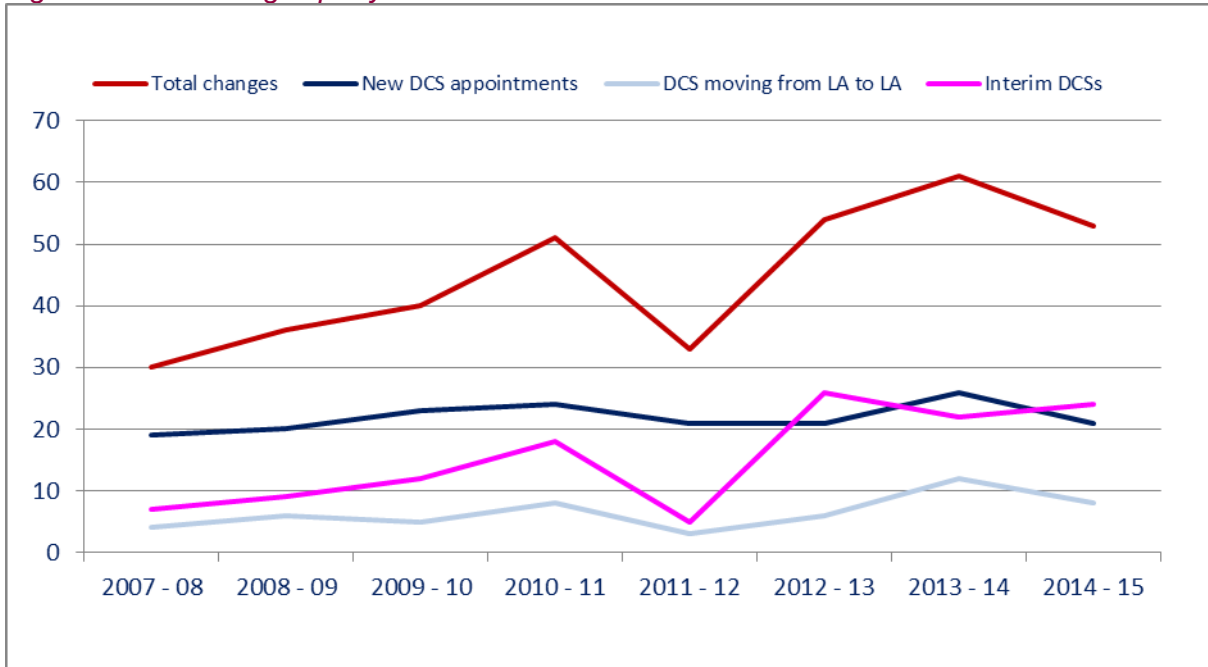


Figure 2 shows the year-to-year picture of changes, including the total number of changes alongside the breakdown of new DCS appointments, the number of DCSs who have moved from one LA to another and the total number of interim DCSs within each 12 month period.

Figure 3. DCS change per region 2013/14 to 2014/15 (%)

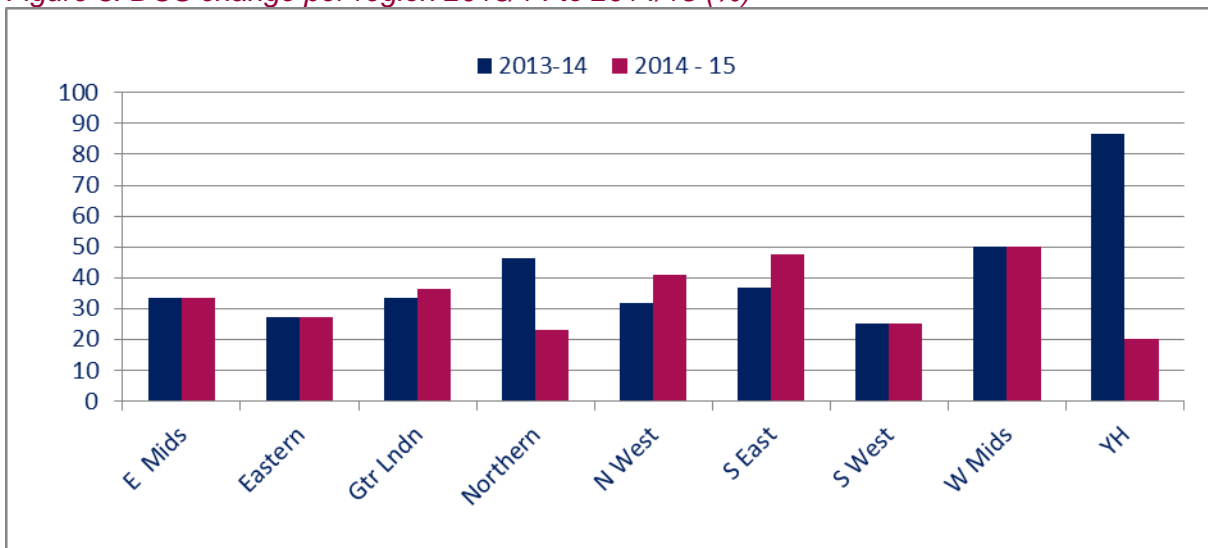


Figure 3 illustrates the percentage change of DCS in local authorities by region for 2014/15 in comparison to the previous year. The figures are in percentage form due to the variance in number of LAs per region. The level of change in regions remains reasonably consistent. Yorkshire and Humber experienced an unprecedented amount of change in 2013/14 which

was largely due to a high number of short-term interim arrangements alongside a number of intra-regional appointments.

Time in post

The average duration of a DCS in post in the same LA from 2007 – 31 March 2015 (including permanent and interim appointments) is 28 months. This is a one month increase on the average calculated in March 2014, which is in line with the overall downturn in total changes. For permanent appointments the average tenure is 35 months and seven months for interim appointments. Figure 4 shows the regional breakdown of average duration of DCS in post.

The range of duration is 98 (1-99), with a median of 22 months.

The average duration of current serving DCSs (as at 31 March) is 33 months (including permanent and interim appointments). The range is again 98 (1-99), with a median of 22.

Mode figures are largely unrepresentative due to wide range of duration. For example, the mode from 2007 – 31 March 2015 is one month (due to short-term interim arrangements) and the mode from 1 April 2014 – 31 March 2015 is 99 (as there were more DCS who had been in post in the same LA since our records began (99 months), than any other duration).

Figure 4. Average duration of DCS in post per region



DCSs per local authority

The average number of DCSs per local authority since 2007 is **3.5**. See Figure 5 for an overview of the range. Figure 6 shows the local authorities which have had five or more different DCSs since 2007. It also breaks down the total into permanent and interim appointments.

Figure 5. Number of DCSs per local authority

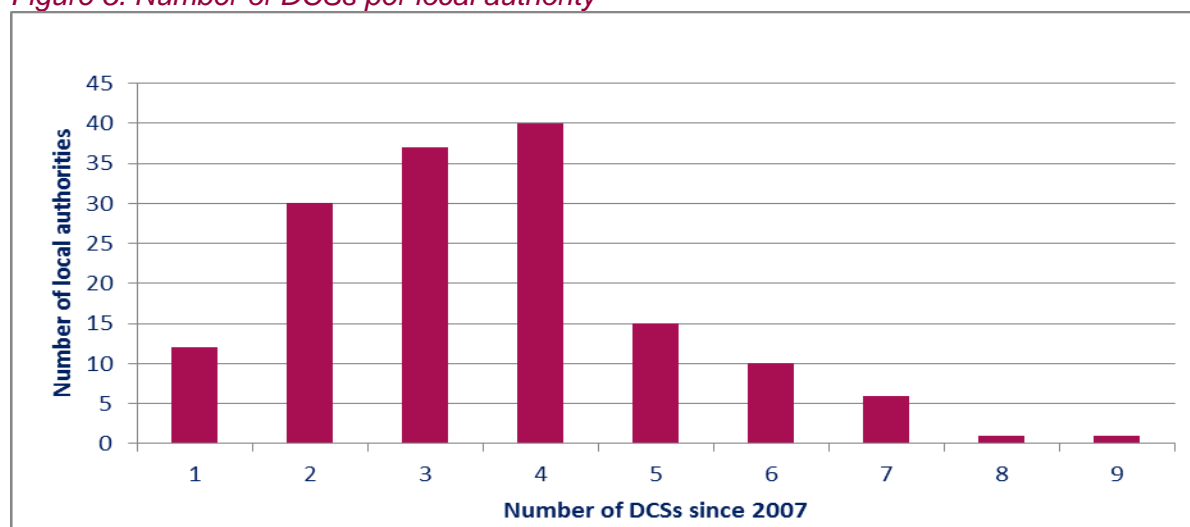


Figure 6. Local authorities which have had five or more DCSs since 2007

LA	No of DCSs	(Permanent)	(Interim)
Somerset	9	4	5
Stoke on Trent	8	4	4
Brighton & Hove	7	4	3
Derby	7	3	4
Doncaster	7	3	4
Newham	7	4	3
Peterborough	7	4	3
Sandwell	7	5	2
Haringey	6	4	2
Isle of Wight	6	5	1
Luton	6	4	2
North East Lincolnshire	6	3	3
Oldham	6	5	1
Oxfordshire	6	4	2
Rochdale	6	3	3
Solihull	6	4	2
Telford & Wrekin	6	3	3
Wigan	6	3	3
Croydon	5	3	2
Dudley	5	4	1
Hull	5	3	2
Knowsley	5	2	3
Leicester	5	3	2
Middlesbrough	5	3	2

Milton Keynes	5	3	2
Northamptonshire	5	4	1
Nottingham City	5	3	2
Rotherham	5	3	2
Thurrock	5	4	1
West Sussex	5	4	1
Westminster	5	4	1
Wokingham	5	3	2
York	5	3	2

As of 31 March 2015 there are 12 directors who have been in the same post, in the same LA since ADCS was established (Feb 2007). In March 2014 there were 16, and 22 in March 2013.

Figure 7. DCSs in same post, in the same LA since 2007

Director	LA
Ashley Ayre	Bath & North East Somerset
Jane Portman	Bournemouth
David Archibald	Ealing
Alan Wood	Hackney
Gerald Meehan	Halton
Andrew Christie	Hammersmith & Fulham
John Coughlan	Hampshire
Alison O'Sullivan	Kirklees
Frankie Sulke	Lewisham
Pat Reynolds	Redbridge
Andrew Webb	Stockport
Carolyn Godfrey	Wiltshire

A further seven directors have been DCS in two or more LAs since ADCS was established (Feb 2007).

Figure 8. 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

Interim DCSs

There are currently 11 interim directors, seven of whom are covering a DCS role (Haringey, Harrow, Lancashire (ending on 31 March 2015), Norfolk, Portsmouth, Reading and Wigan) and four covering a “twin hat” role (Hillingdon, Staffordshire, Trafford and Wolverhampton) .

DCSs in more than one local authority

41 of the current DCSs in post have worked in more than one LA in either permanent or interim positions. See figure 9.

A further four are currently DCSs in multi-LA arrangements, involving a DCS having statutory responsibility in more than one LA. They are:

- Cheshire West & Chester and Halton – Gerald Meehan
- Hampshire and Isle of Wight – John Coughlan
- Kingston-upon-Thames and Richmond – Nick Whitfield
- Tri-Borough (Hammersmith & Fulham, Kensington & Chelsea and Westminster) – Andrew Christie.

Figure 9. Current DCSs who have worked in more than one LA (permanent or interim)

Director	No. of LAs
Eleanor Brazil	4
Di Smith	4
Sally Hodges (nee Rees)	4
Dave Hill	3
Gill Alexander	3
Jo Davidson	3
Robert McCulloch-Graham	3
Andrew Christie	3
John Coughlan	2
Nick Whitfield	2
Rachel Dickinson	2
Gerald Meehan	2
Michael Jameson	2
Gail Tolley	2
John Readman	2
Terry Parkin	2
Stuart Smith	2
Martin Pratt	2
Sue Harrison	2
Trevor Doughty	2
Paul Greenhalgh	2
Andrew Bunyan	2
Tony Oakman	2
Kevin Hall	2
Stuart Gallimore	2
Gillian Palmer	2

Chris Spencer	2
Joy Hollister	2
Jenny Coles	2
Alan Adams	2
Andrew Ireland	2
Nigel Richardson	2
Barbara Peacock	2
Sheila Lock	2
Peter Dwyer	2
Alison Michalska	2
Helen McMullen	2
Ian Thomas	2
Julian Wooster	2
Sue Cook	2
Tolis Vouyioukas	2
Linzi Roberts-Egan	2
John Dixon	2
Avril Wilson	2
Linda Sanders	2

‘Twin Hatters’

There are currently 61 ‘twin hat’ children and adult directors (compared to 58 at 31 March 2014 and 47 at 31 March 2013). See figure 13 for the full list of “twin hat” directors.

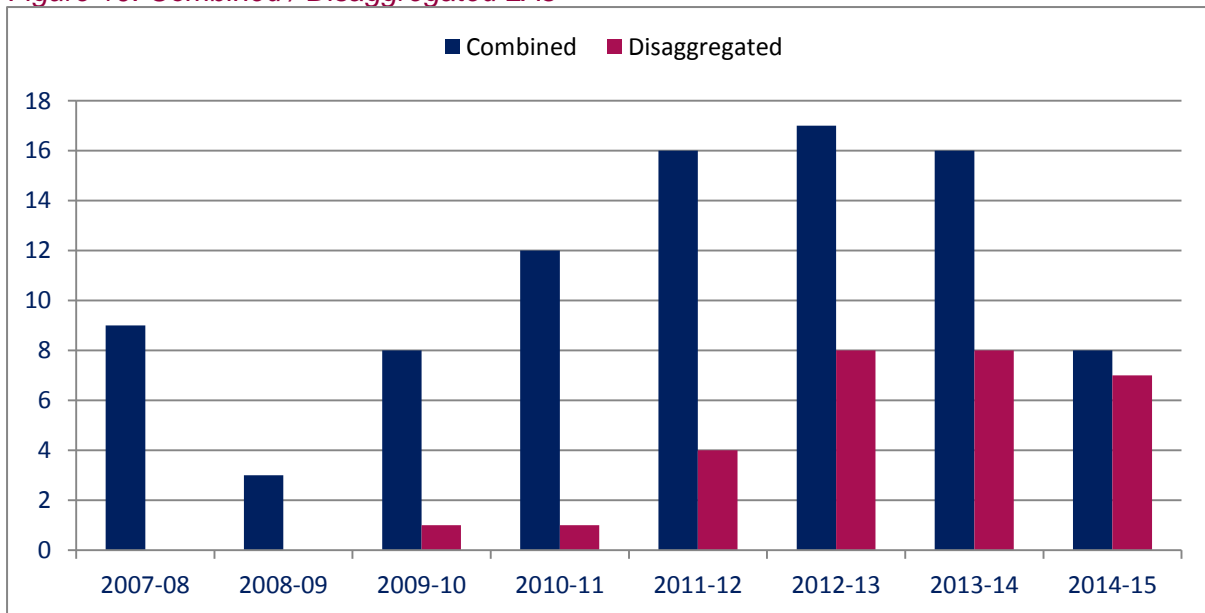
Since 2007, 81 LAs have at some point combined directorates and appointed a ‘twin hat’ director, a further eight LAs were already operating with a ‘twin hatter’. Over that period 29, LAs have disaggregated from combined services and reverted back to separate DCS and DASS post holders.

Cornwall, Croydon, Dudley, Gateshead, Milton Keynes, Peterborough and Wandsworth have each combined directorates at some point in the past 12 months.

Bexley, Darlington, Kirklees, Knowsley, Lambeth, Portsmouth and Reading have all disaggregated services at some point in the past 12 months.

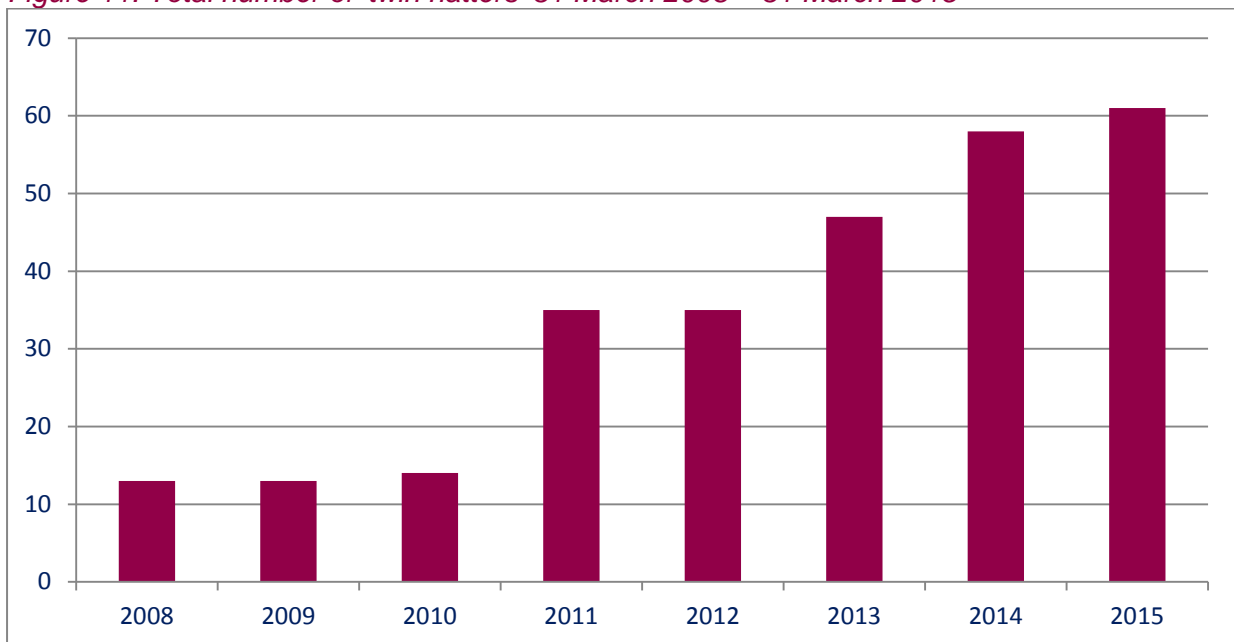
Figure 10 shows how the upwards trend in combining directorates hit a peak in 2012/13, but has started to decline since then. 2014/15 has seen the lowest number of LAs combining directorates since 2009/10. The number of LAs that have disaggregated services has remained consistent over the past three years.

Figure 10. Combined / Disaggregated LAs



*2007/08 includes LAs with existing combined directorate arrangements prior to 2007

Figure 11. Total number of 'twin hatters' 31 March 2008 – 31 March 2015



On a regional level, as can be seen in Figure 12, the North East and South West regions have a much higher percentage of 'twin hat' directors in comparison with other regions.

Figure 12. Percentage of twin hat directors per region as at 31 March 2015



Figure 13. 'Twin hat' directors

LA	Director
Barnet	Kate Kennally
Bath & North East Somerset	Ashley Ayre
Bedford	Kevin Crompton
Birmingham	Peter Hay
Bolton	Margaret Asquith
Bournemouth	Jane Portman
Bristol	John Readman
Bromley	Terry Parkin
Cambridgeshire	Adrian Loades
City of London	Ade Adetosoye
Cornwall	Trevor Doughty
Council of the Isles of Scilly	Aisling Hick
Coventry	Brian Walsh
Croydon	Paul Greenhalgh
Devon	Jennie Stephens
Dudley	Tony Oakman
Durham	Rachael Shimmin
Ealing	David Archibald
Essex	Dave Hill
Gateshead	David Bunce
Hartlepool	Gill Alexander
Havering	Joy Hollister
Hillingdon	Tony Zaman
Hounslow	Alan Adams
Kent	Andrew Ireland

Medway	Barbara Peacock
Middlesbrough	Richenda Broad
Milton Keynes	Michael Bracey
Newcastle Upon Tyne	Ewen Weir
North East Lincolnshire	Joanne Hewson
North Lincolnshire	Denise Hyde
North Somerset	Sheila Smith
Northumberland	Daljit Lally
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
Slough	Jane Wood
South Gloucestershire	Peter Murphy
South Tyneside	Helen Watson
Southampton	Alison Elliott
Southend-on-Sea	Simon Leftley
Southwark	David Quirke-Thornton
Staffordshire	Helen Riley
Stockport	Andrew Webb
Stockton on Tees	Jane Humphreys
Stoke on Trent	Louise Rees
Sunderland	Neil Revely
Swindon	John Gilbert
Tameside	Stephanie Butterworth
Tower Hamlets	Robert McCulloch-Graham
Trafford	John Pearce
Waltham Forest	Linzi Roberts-Egan
Wandsworth	Dawn Warwick
Warrington	Steve Reddy
Warwickshire	John Dixon
West Berkshire	Rachael Wardell
Wolverhampton	Linda Sanders

Figure 14. Disaggregated LAs

LA	Disaggregated
Bexley	Jan-15
Blackburn with Darwen	Jun-11
Blackpool	Apr-12
Bracknell Forest	Aug-09

Brighton & Hove	Nov-12
Cheshire East	Mar-13
City of York	Nov-13
Darlington	Jun-14
East Riding of Yorkshire	Oct-13
Herefordshire	Sep-13
Hillingdon	Jun-13
Isle of Wight	Jun-13
Kingston Upon Hull	Dec-13
Kirklees	Jan-15
Knowsley	Nov-14
Lambeth	Dec-14
Northamptonshire	Jan-13
Portsmouth	Mar-15
Reading	Feb-15
Sandwell	Dec-12
Sefton	Sep-12
Shropshire	Apr-13
Solihull	Aug-11
Thurrock	Feb-13
Torbay	Jul-11
Wakefield	Jun-13
Wigan	Jan-13

Gender

As of 31 March there were 77 female and 75 male DCSs in post. There were 29 female and 31 male twin hatters.

Of the 11 interim directors six are female and five are male. The four multi-LA arrangements are each headed by a male DCS.
