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MANCHESTER
CITY COUNCIL

Appendix 4

STRATEGY, PERFORMANCE AND OPERATIONS

Children's Services Directorate

Business Plan 2007/08-2009/10

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Part One: Context:

Foreword from The Leader of the Council and Chief Executive: (This item will be common for all Business Plans to reinforce that this service is part of Manchester City Council).
Introduction from the Strategic Director and Lead Executive Member
Strategy, Performance and Operations is the engine-room of the Children's Services Directorate. It provides strategic and policy leadership for many of the Directorate's activities, including service improvement, performance, service planning and involvement in Council-wide initiatives. It takes the lead in relation to a number of externally facing services; these include admissions, student support and the planning of school places. It also provides back-office-type support for everything the Directorate does. This includes the management of internal and external communications, customer relationships and co-ordination of administrative support to teams and sections. Consequently, the work of the Division impacts on all of the Directorate's functions. The Division has the ability to add value to all of the Directorate's activities and to ensure that the Directorate's contribution to the City Council's vision for Manchester is maximised. From this standpoint, Strategy Performance and Operations is well placed to make a big impact on Children's Services and the City Council as a whole. We expect it to do so.

Service Overview
Please describe the main functions of the service, its aims, size, scope and principle functions and provide a broad overview of previous performance within the service.
The Strategy, Performance and Operations Division (SPOD) comprises three blocks of activities: <ul style="list-style-type: none">• Strategy and Performance• Business Services and Access• Development, Personnel and Management Support

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Besides these three blocks of activities, SPOD undertakes the Directorate's client role in relation to the corporate finance function. A chart summarising these responsibilities is attached at Annex 1.

The Division has been established as a successor organisation to the following:

- Education Operations Branch
- Children, Families and Social Care:
 - Organisational Resources Department (Children's social care functions)
 - Quality and Performance Team (Children's social care functions)

When the Children's Services Directorate was established, we said we would create Strategy, Performance and Operations with an agreed and populated structure by 31 March 2007. If this target is to be achieved, a considerable amount of work will need to be done over the next few months to determine the functions which will need to be delivered from the Division, the locations of these within the Division and the staffing structures which will be needed to support them. Current indications are that the Division will on completion of structures have around 600 full-time equivalent posts, and will deploy budgets totalling £ 21m (net). This business plan has been drawn up on the basis that Strategy, Performance and Operations will be fully established and ready to undertake its complete range of functions, by 31 March 2007.

The mission of the Division is to support the Directorate, and the Council as a whole, to achieve the five outcomes. This will enable children, young people and families in Manchester to enjoy improved life-chances and achieve fulfilment both as individuals and as members of communities. It will strengthen the Directorate's support for the four spines of the Council's new community strategy, i.e.:

- to create the conditions for sustainable economic growth;
- to enable people to reach their full potential in education and employment;
- to enable individual and collective self-esteem and mutual respect;
- to develop neighbourhoods of choice.

The Division seeks to add value to the Directorate's activities and improve its performance by:

- improving strategic and business planning;
- promoting effective leadership and management throughout the Directorate, particularly by disseminating the vision for children's services;
- building and sustaining the health and well-being of the Directorate by promoting positive styles of action and behaviour;
- delivering and facilitating services which are of the highest quality;
- improving the stewardship of resources throughout the Directorate;
- disseminating the concept of the City Council as a single organisation.

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Achievements in 2006-2007

A number of significant achievements have occurred during 2006/07 within the scope of Strategy, Performance and Operations:

Education: finance

- (i) implementation of new national funding arrangements for schools;
- (ii) support for implementation of new hr/finance IT package;
- (iii) development and implementation of a new funding formula for mainstream schools;

Education: strategy & performance

- (iv) further development of information and ICT services for Education (including schools);
- (v) effective oversight of MAES, leading to substantial improvements in its functioning;
- (vi) establishment of performance management and business planning systems for Children's Services;

Education: School Organisation, Development and Admissions

- (vii) effective leadership of the review of primary schools;
- (viii) maintenance of a sound admissions service;
- (ix) roll-out of capital programme 'partnership' scheme with schools;

Education: Management Support

- (x) maintenance of a management support service which is highly rated by schools;
- (xi) management of a number of difficult disciplinary cases in schools;
- (xii) embedding of satisfactory CRB procedures;
- (xiii) effective support for workforce reform in schools;

Children's Social Care: Organisational Resources

- (xiv) significant progress in relation to children's services workforce development;
- (xv) substantial contribution to Micare project;
- (xvi) achievement of Chartermark for contact service;
- (xvii) contribution to back-office project;

Children's Social Care: Quality and Performance

- (xviii) contribution to service improvement projects across the Directorate;
- (xix) successful delivery of a number of management forum and staff conference events during the year.

In addition, all teams have made a substantial contribution to preparations for the new Directorate, particularly via the Support Services Project. It should be noted that line-management of Quality and Performance transferred to Adults Social Care on 1 November 2006.

In some service areas, performance during 2006/07 was not as positive as

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had been hoped e.g:

- (i) although some improvements were made to the funding formula in the area of additional educational needs, it has not proved possible to delegate to schools SEN budgets which had been proposed for delegation; arrangements will be needed to delegate these from April 2007;
- (ii) the Service and Budget Strategy did not achieve the close linkages between budget planning and planning for school improvement that had been hoped for;
- (iii) a new business planning methodology for Children's Services was introduced in 2006/07; unfortunately it was not implemented throughout the Directorate; a number of branches, sections and teams which should have produced business plans did not do so;
- (iv) despite the overall positive profile of admissions, there remains a significant problem in relation to children who apply for school places outside the normal admissions round; many such children are without a place for extensive periods of time and do not receive acceptable alternative provision; this was identified in the JAR as an area for attention;
- (v) a number of services provided to schools on a buy-back basis are no longer appropriate to current needs; these are financial advice and support, accommodation planning and development, and school governance.

Corporate Context

This section articulates the corporate vision and priorities and how the service contributes to the delivery of the core aims of the Council.

The corporate vision for Manchester is set out in part one of the community strategy. Corporate priorities are set out in part three and appendix A of the strategy document.

Strategy, Performance and Operations works to improve management and leadership in Children's Services, thereby increasing the ability of these services to achieve their objectives and the priorities of the City Council. By creating a sound administrative foundation for the Directorate's activities, the Division will ensure that the Directorate's effectiveness is maximised. This will impact directly on the five outcomes and, through these, on the Council's vision and priorities.

By taking the lead in the area of workforce development, the Division will work to ensure that all Children's Services employees have the knowledge, skills and attitude necessary for effective delivery of their roles. This is an essential precondition to the achievement of service and Council priorities.

The Division discharges the Directorate's thematic policy and performance responsibilities. It will ensure that a rigorous performance management regime is applied to all aspects of Children's Services, thus driving up

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standards throughout. It will work to ensure that policies are developed in a co-ordinated and consistent manner, and will establish throughout Children's Services a positive customer orientation which is compatible with Council-wide developments in CRM.

These activities will lead to sustained improvements in front-line services as well as strategic capability. They will promote the five outcomes, the priorities of Children's Services and the aims/objectives of the Council. It should be noted that the work of the Division may be impacted on by corporate service improvement projects in finance, technology and valuation/property. Regarding hr, it has been assumed that the SIP for this area will recommend a centralisation of hr services for centrally managed employees. On this basis, it has been assumed that the Directorate will not be expected to line-manage the personnel function for its centrally managed staff.

More information on the contribution the Division will make in 2007/08 and beyond to the Council's core aims is given in Part Two of this document.

Environmental Scan

Please bullet point the significant factors which will influence the development and delivery of the service including:-

- Local drivers and pressures (to include input from Strategic Regeneration Frameworks, ward co-ordination process, Manchester Improvement Programme, Service Improvement Projects etc.)
- National and local policy analysis (e.g. national priorities and initiatives, changes to legislation, policies of other organisations working in the City).
- Other political, environmental, sociological, economic and technological factors.

National policy

- Children Act 2004: Integration of Children's Services
- Children's Trusts
- BSF / Academies: implications for technology and governance
- centralisation of higher education student support
- increased participation in further and higher education
- Education and Inspections Act
- Codes of Practice relating to admissions and appeals.

Local policy and issues

- regeneration and skills agenda
- development of single PCT for Manchester

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- Children's Services programme for change
- district delivery and multi-agency teams
- Micare: restart and future prospects
- electronic developments related to Children's services
- implementation of integrated Children's Services for information sharing
- Access Manchester
- transformational government initiatives including customer relationship management
- drive to raise attainment
- hard to place admissions protocol
- drive to reduce numbers of looked after children and improve provision for them

The implications of these factors for the Division in 2007/08 and beyond are as set out in parts two and three.

Customer and Community Analysis

Customer and Community Analysis

Please summarise the key priorities for development of services from the perspective of communities, partner organisations and other key stakeholders. The text below should capture the evidence base for the priorities listed later.

Policy and Performance

Feedback from senior managers indicate that we need to:

- improve the use of data to challenge and raise the effectiveness of schools;
- embed effective business planning through the Children and Young People's Plan and departmental business plans;
- develop a culture of continuous self-scrutiny and improvement, supported by a robust performance management systems.

Communications

Feedback from schools tells us that we need to improve communications and reduce the number of mail-outs.

Administration Service

Recent reviews of the administration service, which have and will involve change to services, include the extension of administrative support services to the Children's Assessment Teams, the Quality Assurance Unit. The Administration Service will be fully reviewed over the next few months to ensure that it properly supports the needs of the Directorate.

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Contact Service

The Contact Service currently surveys 30 service users at random on a weekly basis. During the last six months of this operation, over 90% of those surveyed perceived that they received a satisfactory service from Contact Officers. In addition, the Contact Service provides an electronic quality control system to all Assessment Team Managers for the purpose of an on-line documented discussion regarding referral quality issues. Analysis of feedback received through these mechanisms will inform future planning for the service.

Learning and Development

The workforce plans set out the key priorities for this service. Through the divisional workforce groups, training and development activity is reviewed and evaluated and the outcomes used to inform future service delivery.

Services to Schools

Feedback on service to schools is reviewed in various ways, particularly through the annual audit commission schools' survey. Analysis of the 2006 survey indicates that schools believe improvements are needed in the following areas (which either fall directly within SPOD or are influenced by the Division) :

- reliability of MEWAN and traded ICT support service (see priority 2(v));
- planning of school places (see delivery process objective 3(iv));
- admissions co-ordination see delivery process objective 2(iii));
- leadership of the Council by members and senior officers (see priority 4(iv));
- support for governing bodies (see delivery process objective 3(v)).

The 2006 survey also indicated that schools rate highly our management support and financial advice services and home to school transport. The fact that over 92% of parents obtain their first preference school when applying for a school place indicates that schools' negative view of admissions may require further investigation.

Part Two: Priorities for Improvement:

Summary of Headline Priorities

Please give a brief summary of the headline issues that the service needs to address within the coming 3 years within the context of corporate priorities' and community needs and aspirations. Please summarise the reasons why these priorities are important for the service to develop further.

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<p>Headline Issues: (N.B. Please feel free to add additional rows to capture your headline priorities; it is not, however, anticipated that this headline summary will be an exhaustive list; rather it should guide the reader to the main priority areas).</p>	
1	<p>Overall</p> <p>(i) Improve the effectiveness of the Directorate through the design and implementation of the Strategy, Performance and Operations Division and its sub-divisions.</p> <p><i>Importance:</i> an effective SPOD will be essential if the Directorate is to achieve its objectives. In particular, by acting as summarised at the bottom of page 7, its services will work to strengthen the functioning of the Directorate across all of its activities.</p>
2	<p>Strategy and Performance</p> <p>(i) Improve performance management throughout Children's Services in order to achieve continuous service improvement.</p> <p><i>Importance:</i> this is essential to the delivery of the five outcomes and to the contribution of Children's Services to the vision for Manchester. Children's trust arrangements will be strengthened through the Children and Young People's Plan and Annual Performance Assessment;</p> <p>(ii) Improve Children's Services' business planning, aligning service and financial planning and demonstrating value for money.</p> <p><i>Importance:</i> this is an issue arising from the Joint Area Review, and CPA. It highlights the need to ensure that resources are used to fund priorities and that monitoring is in place to ensure that outcomes are achieved.</p> <p>(iii) Improve the use of data to focus on underachieving groups and individual children and young people.</p> <p><i>Importance:</i> we must ensure the effective use of data to plan and evaluate services, particularly school improvement strategies; this is directly linked to 'enjoy and achieve' but impacts on the other outcomes.</p> <p>(iv) Improve the Directorate's engagement with children, young people, parents and carers.</p> <p><i>Importance:</i> it is essential that children, young people, parents, carers and other Children's Services' stakeholders are consulted and participate in the development and review of services; this will ensure that services focus on the needs of children and young people and deliver outcomes which they recognise and want.</p> <p>(v) Improve support for all ICT usage throughout the Directorate (including in schools) through implementing an agreed ICT</p>

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	<p>strategy <i>Importance:</i> raising standards and increasing attainment through the use of information and the correct application of technology, will support the transformation of education and better outcomes for children and young people.</p>
3	<p>Business Services and Access</p> <p>(i) Improve outcomes for Manchester’s learners by competing for LSC contracts to deliver grants for adult learning, dance and drama, residential support, care to learn, and child care plus, for Manchester. <i>Importance:</i> securing these contracts will lead to improve staying on rates and participation amongst Manchester learners; if they are not secured, an exit strategy, which ensures minimal adverse impact for learners, will be required.</p> <p>(ii) Improve internal and external communications throughout Children’s Services <i>Importance:</i> essential for effective operations, achievement of objectives and delivery of the five outcomes; this has been highlighted by schools as an area for development and will support our attempts to establish new relationships between the Council and schools.</p> <p>(iii) Improve customer care in the Directorate with particular reference to the management of complaints <i>Importance:</i> essential if Children’s Services is to achieve credibility with partners and the public; also necessary to ensure that feedback is received and used to improve services.</p> <p>(iv) Improve the effectiveness and efficiency of home to school transport, completing current reviews <i>Importance:</i> home-to-school transport is a high-spending service which has been under review since the summer of 2005. It is important that current reviews be completed in order that transport is sought only in accordance with the provision of the SEN transport policy and, once commissioned, is provided in the most cost-effective manner possible.</p> <p>(v) Improve admissions arrangements for children applying for school places outside the normal admissions round. <i>Importance:</i> the JAR identified this as a weakness in the Council’s existing admission arrangements. Since September 2006, 541 children have applied for school places outside the normal admissions round. Of these 144 have been out of school for 3 months or more. Not having a school place for an extended period of time correlates with poor attainment and with diminished employment prospects. Reducing the numbers of pupils who have</p>

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	no school place for a month or more is now a priority.
4	<p>Development, Personnel and Management Support</p> <p>(i) Improve the alignment between the skills and knowledge of the workforce and the requirements of the Children's Services agenda by implementing the children's workforce strategy. <i>Importance:</i> The children's workforce is made up of several professional and vocational groups and includes workers in schools, early years and the voluntary and independent sector. In order to deliver improvements to services as set out in the Children and Young Peoples Plan and the Directorate business plans, it is essential to have a suitably equipped workforce. This is a workforce which is competent, confident and safe to work with children and young people.</p> <p>(ii) Improve support for accommodation planning in the Directorate and in schools. <i>Importance:</i> although oversight of accommodation planning in relation to centrally managed buildings now rests with the Head of Valuation and Property, directorates are still responsible for local planning within the buildings they occupy. As the Directorate becomes more established, new accommodation arrangements will be needed to support its function. The Directorate needs to help schools utilise their accommodation as a strategic enabler, rather than as merely another resource. The Directorate will need to provide a new kind of support to schools, enabling them to plan their accommodation requirements, in a manner that supports their plans to raise standards.</p> <p>(iii) Improve governance in schools with particular reference to support for governing bodies. <i>Importance:</i> there is evidence that the Council's support for governors and governing bodies will need to improve if the events at Whalley Range High School are not to be repeated elsewhere. Current initiatives, including BSF and Academies, present an opportunity to reconfigure governance across the city to introduce a new emphasis on standards of conduct and accountability.</p> <p>(iv) Improve the quality of leadership and management throughout Children's Services. <i>Importance:</i> enhanced leadership capacity at all levels and across all disciplines is essential to deliver the priorities of the children's workforce strategy and five outcomes, as well as Children's Services contribution to the City Council's aims and objectives. This will be developed in the context of a common culture for Children's Services with clear and consistent standards for all managers and staff groups.</p>

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Relevance to Corporate Aims and Objectives	
1	<p>Aim 1: to create the conditions for sustainable economic growth</p> <p>Priority 3(iv) will advance this aim by supporting the objective of delivering an innovative transport strategy for Greater Manchester.</p> <p>Priority 4 (ii) will enable sites and buildings throughout the city to be released; this will facilitate the regeneration of locations where these premises are situated and may create accommodation opportunities for business and other inward investment.</p>
2	<p>Aim 2: to enable people to reach their full potential through education and employment (objectives 12 to 16)</p> <p>Priorities 2(i), 2(ii) and 4(iv) will support this aim by enabling Children's Services to operate at maximum effectiveness, ensuring that resources are deployed to promote the enjoy and achieve outcome (objectives 12 to 16).</p> <p>Priority 2(iii) will support this aim by impacting directly on school effectiveness and will specifically promote the 'enjoy and achieve' outcome (objective 13).</p> <p>Priority 2(iv) will ensure that the priorities established for Children's Services reflect the vision and aspirations of children and young people (objectives 12 to 16).</p> <p>Priority 2(v) will facilitate more effective functioning in all Children's Services' settings; this will impact directly on the five outcomes and through them on the aim of enabling people to reach their full potential (objectives 12 to 16).</p> <p>Priority 3(i) will result in the national management of these grants being located in Manchester; such a local presence will impact on staying on and participation rates and should have a direct impact on this aim (objective 13).</p> <p>Priority 3(ii) will ensure that information regarding educational opportunity is made as widely available as possible in the City; this will impact directly on the 'enjoy and achieve' outcome and consequently on this aim (objective 13).</p> <p>Priority 3(iii) will establish Children's Services as a service which treats customers well; this should encourage individuals to explore opportunities for self-improvement and will therefore impact directly on this aim; improved mechanisms for incorporating feedback into the design of services will also advance this aim (objectives 12 to 16).</p> <p>Priority 3(v) will promote educational inclusion and will impact directly on</p>

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	<p>this aim (objective 13).</p> <p>Priority 4(i) will improve the implementation of the vision and objectives of Children's Services; in so doing it will promote this aim (objectives 12 to 16).</p> <p>Priority 4 (iii) will improve the functioning of schools and will raise standards, thus promoting this aim (objective 13).</p>
3	<p>Aim 3: to enable individual and collective self-esteem and mutual respect.</p> <p>Priority 2(iv) will advance this aim by ensuring that children and young people are engaged in the development of services and feel empowered in relation to matters affecting them.</p>
4	<p>Aim 4: to develop neighbourhoods of choice.</p> <p>Priority 1(i) will strengthen the work of this Children's Services Directorate and in particular its commissioning and delivery of services on a district basis; this will impact directly on the quality of life in neighbourhoods.</p> <p>Priority 2 (iii) and (v), and 4(iii) will improve the functioning of schools and will therefore result in better outcomes for children across the five outcomes, particularly enjoy and achieve; the presence of strong, successful schools in any neighbourhood will increase its prospects of becoming a neighbourhood of choice.</p> <p>Priority 3(iv) should reduce the number of vehicles on the roads and in particular the number following school transport routes; this will impact directly on this aim.</p> <p>Priority 4(ii) will ensure the number of Children's Services' buildings with low occupancy or inappropriate usage is reduced; this will impact directly on the aim of creating neighbourhoods of choice.</p>
	<p>General</p> <p>Priorities 1(i) and 4(iv) will impact directly on all five outcomes and on the vision for the city as set out in the Manchester Way.</p>

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Part Three: Objectives and Risk Assessment:

Value for Money Priorities
Please use this template to outline the main Value for Money priorities to be addressed within the Business Plan.
<ul style="list-style-type: none"> • to implement efficiencies identified in SIPs; this will ensure that resources are allocated to priorities and are used in the most efficient and effective manner; this will facilitate progress towards the five outcomes and the community strategy; • to establish a commissioning framework which reinforces and is supported by the new procurement arrangements for the Council; within the district delivery model, services will be commissioned to meet the needs of the children and young people. This will require a different emphasis to the way services will be organised and delivered. The commissioning framework will be aligned with the corporate approach to procurement to ensure best value and maximise the potential for efficiencies; • to implement single status and harmonisation of gradings across the Division; implementing single status is one of the Council's key priorities within the pay and workforce strategy. The children's change programme will support the redesign of services from both education and social care to meet the requirements of an integrated children's service. As functions and services are designed, all job roles will be evaluated within the agreed job evaluation framework; • to implement a performance management framework which delivers value for money; this will ensure that performance is assessed in relation to inputs as well as outcomes; • to raise the standard of services provided by the Council to schools; this will ensure that schools make the best possible use of their budgets and will enable them to raise attainment and embrace inclusion; this should impact on the five outcomes; • to ensure that home to school transport is provided in accordance with need and is delivered in an efficient and effective manner; see improvement priority 3 (iv).

Business Plan Objectives
<i>Please Outline your proposed objectives grouped by theme.</i>
Delivery Process Objectives
1. Strategy and Performance <ul style="list-style-type: none"> (i) produce Children and Young People's plan for 2007/2010 as set out in the Children Act 2004; this will set the agenda for the Directorate and for Strategy, Performance and Operations. The new plan will need to build on the current plan by specifying priorities and actions

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in greater detail;

- (ii) lead the annual performance assessment for 2007 in Children's Services (see priority 2(i));
- (iii) keep a watching brief on the Education and Inspections Act, ensuring effective preparation for its implementation; an action plan in relation to the Bill has already been drafted and officers have been tasked with leading on the implementation of specific provisions;
- (iv) design and implement a single ICT function for Children's Services; this will enable electronic developments related to Children's Services to be pursued in a coordinated manner and that Children's Services will be able to engage with corporate ICT developments as a single entity (see priority 2(v));
- (v) contribute to design and implementation of Micare. Micare will provide an integrated care assessment and recording system that support the end to end business processes of multi agency teams and other social care services. The design of the solution must take account of the changes in children's services and ensure that it is fit for the longer-term needs (see priority 2(v)).

2. Business Services and Access

- (i) establish the administration function across the Directorate, taking account of key drivers including multi agency working; this will require either a separation of children's social care administration from adults, or a decision not to separate. The effectiveness of business delivery relies on a consistent and effective administrative support function. The review of this service must take account of the development of a district mode and will also focus on the changes that will arise out of the implementation of Micare and the full realisation of the new SAP system;
- (ii) review contact service arrangements in line with outcomes of Access Manchester project. The aspiration of the Council is to have a 'one stop shop' access point for all its services. The social care contact service will need to be developed to operate within this model, although the detailed design has not yet been determined. The impact of Micare on this service will be significant as access to social care service are streamlined;
- (iii) implement new national admission arrangements in Manchester; these arrangements will seek to eliminate 'unfair' oversubscription criteria, such as parental support for the ethos of the school, parents' marital status, and the priority in which schools are ranked by the applicant. They also seek to ensure that schools do not use

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performance at an interview as a selection criterion and restructure appeals arrangements. The Council will be under a duty to implement a new code of practice embodying these points at a date to be determined (see priority 3(v));

- (iv) establish effective client / policy functions in respect of school meals and welfare benefits; this is needed to ensure that these services contribute appropriately to the objectives of the Directorate and the Council, and to ensure that policy reviews in these areas, when required, can be undertaken with appropriate resourcing and leadership by senior officers;

3. Development , Personnel and Management Support

- (i) embed workforce planning within the performance management framework. Having the right people in the right place at the right time will be essential to ensure delivery of priorities. To achieve this, we need to ensure that workforce planning takes account of key priorities and is clearly linked to the business planning arrangements (see priority 4(i));
- (ii) align workforce development with the Children's Services programme for change. To ensure that the change programme achieves the step changes required to deliver the priorities of the children and young peoples plan, it is essential that the change programme is closely aligned with mainstream delivery. Evidence suggests that where this is not closely aligned, there is potential for the business to not own the change and for the longer-term impact of the change to not be realised (see priority 4(i));
- (iii) establish a strategic accommodation planning function in order to maintain the quality of its support for schools and the Directorate. The Directorate is moving to a district model of delivery and will require accommodation that is fit for purpose. We need to ensure that the Directorate has an effective planning function to ensure that the longer term and short term needs are anticipated and the best use is made of existing and new assets. In relation to schools, this function will be focussed on providing effective learning environments to support the outcomes for children and young people. The importance of ensuring a satisfactory distribution of nursery and childcare places across the city means that this area has a particular emphasis at present (see priority 4(ii));
- (iv) implement the outcomes of the review of primary schools. The primary review has taken account of the changes in demographics across the city and set out plans to achieve a re-alignment of schools places to meet the longer term needs of the city. If this is not achieved, then there will be an impact on the effectiveness of our primary schools and the number of deficit place;

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- (v) re-establish the management/governance support function in order to improve support for schools and to ensure that the City Council's objectives in this area are achieved. There is an imperative to ensure that schools are supported to enable them to properly discharge the governance functions. This is a high-risk area for Children's Services following the recent audit report, which highlighted significant weaknesses in certain areas (see priority 4(iii));

4. Divisional

- (i) establish Strategy, Performance and Operations as an integral part of the Directorate; this is essential if the Division is to discharge its thematic and directorate-wide responsibilities in such a way as to maximise their impact on the Directorate. In particular, our responsibilities in relation to workforce planning, business planning, customer care/CRM. The Children's Services' programme for change and performance management can only be fully discharged if the Division is able to influence and effect change throughout the Directorate regarding these matters (see priority 1(i))
- (ii) promote the vision for Children's Services; this is a central task for the Division. If this vision is not disseminated throughout the workforce and with partners, then achievement of the five outcomes will be impeded. Besides setting objectives for Children's Services, the vision provides the basis for the tone and style which will be needed in the Directorate. It is the function of SPOD to lead the process of embedding tone and style;
- (iii) strengthen partnership working with health, LSC, further and higher education and voluntary sector; strong partnership working is essential if services are to be provided on a truly multi-agency basis and if resources are to be pooled between partners.

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Finance Objectives
<p>The Division's finance objectives for the period covered by the plan are:</p> <ul style="list-style-type: none">• deliver services and functions within agreed budgets;• ensure that service developments which are needed to enable SPOD to support Children's Services effectively, are fully funded;• agree split of budget between adults' and children's social care and implement agreed split;• improve schools' stewardship of their budgets.

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Workforce Objectives

The main workforce priority for the Strategy, Performance and Operations Division for 2007-2008 is to establish and then to consolidate the structure for the division, which will directly support the business needs of the Children's Service Directorate.

At this stage, high level functions and posts have been agreed and work is in progress to agree;

- the next level of posts;
- the structures of services in the business and access and development, personnel and management support areas.

It is anticipated that this work will be completed by the 31st March 2007.

The strategy and performance sub division will be subject to some delay, as a result of the review of the Joint Children's Unit and the corporate IT service improvement project.

Short-term objectives for the workforce of the division include;

- the establishment of the revised structure and services;
- creating more effective links between frontline and back-office staff;
- engagement of staff/customers;
- effective integration & business stabilisation;
- enhancing management and leadership capacity.

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Part Four: Key Success Factors:

Objective	Links to Corporate Plan Priorities		Performance Measures	Current Position	Targets		
					2007/08	2008/09	2009/10
Divisional							
(1)	Improve the effectiveness of the directorate through the design and implementation of SPOD and its sub-divisions	Links to all five 'spines'		All Children's Services Performance Measures are relevant			
(2)	Establish SPOD as an integral part of the directorate	Links to (1) above and therefore to all five spines					
(3)	Provide the vision for Children's Services	Links to (1) above and therefore to all five spines		Employees partners and customers are aware of and subscribe to the vision			
(4)	Deliver services and functions within agreed budgets	Specific links to aim 2		Annual budget out-turn for SPOD does not exceed budget			
(5)	Ensure SPOD service developments are fully funded	Links to all priorities for improvement					

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(6)	Agree and implement split of budget between adults' and children's social care	Links to all priorities for improvement		Full split achieved by 31 March 2008				
(7)	Improve schools' stewardship of their budgets	Links to all priorities and to Aim 2		No schools in deficit. School surpluses below £50,000 for Primary / Special and £100,000 for secondary.	By 31 March 2009			
(8)	Priorities for improvement (i) and (ii) – improve Planning & Performance Management.	Objective 36 Objective 41 Objective 40		Produce Children and Young People's Plan -Judged accurate -Partnership buy in. Every service/team has business plan Produce accurate Annual Performance Assessment - Judged accurate	Plan in place Team plans in place, missing at Divisional level for 3 divisions.	Update produced April 2007 May 2007	April 2008 May 2008	April 2009 May 2009

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				- Partnership buy in				
(9)	Priorities for improvement (iii) improve the use of data for under achieving groups.	Objective 41		Satisfaction with provision of timely and accurate data for managers to review and evaluate performance.	Satisfaction low but not measured	To be determined (TBD)	TBD	TBD
(10)	Priorities for improvement (v) implement an agreed ICT strategy	Objective 13 Objective 35		Produced month (?) 2007	No strategy in place	-	-	-
(11)	Improve outcomes for Manchester's learners by competing for LSC contracts to deliver grants for adult learning, dance and drama, residential support , care to learn , and childcare 20 plus for Manchester	Objectives 5, 7 and 15 Improve Skills base of Manchester residents to aid Economic regeneration.		Increased participation rates in further and higher education with more learners continuing with education and increases in basic level 2 and level 3 qualifications. Reduction in NEAT numbers	Current participation rates in further education and training are 72%.	2% increase in overall participation rates 0.5% reduction in NEET numbers	5% increase in overall participation rates 0.5% reduction in NEET numbers	3% increase in overall participation rates 0.5% reduction in NEET numbers

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(12)	Improve internal and external communications throughout Children's Services	Objectives 41 and 42 Improve consistent communication and engage staff on priorities, processes and performance		Customer and internal review of communications strategy. Test awareness of Key priorities	Concerns about volume of information and shared understanding of vision for the future	Determine core communication strategy using ICT. Reduce volume by 10 % sharpen focus on objective 41	Review challenge Update	
(13)	Improve customer care in the Directorate with particular reference to the management of complaints.	Objective 30, and 42		Map complaints against those that lead to positive change to improve the service and view as constructive not negative	Current system not universally adopted. SAP should become the vehicle to record and review	Plan to implement CRM and access Manchester. Pilot on call solutions to support back office support to the one point contact	Progress Access Manchester and CRM	Progress Access Manchester and CRM
(14)	Improve the effectiveness and efficiency of home to school transport, completing current reviews.	Objective 2		Analysis of route source of rises in costs must be identified from providers with clear budget forecasting based on actual spends.	Ongoing Review	Plan to significantly reduce budget overspend	Spend within budget provision	Spend within budget provision
(15)	Review admissions arrangements	Objective 43, 15, 13 and 12		Monitor and reduce NEET numbers.	Number of children not placed in	Increase successful placing to __	Increase successful placing to __	Increase successful placing

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	taking account of new national admissions arrangements guidance. Improve admissions arrangements for children applying for school places outside the normal admissions round			Consult, monitor and evaluate reviewed measures to meet new requirements	Education. Concerns about placements outside normal admissions round. Some issues for schools.	within __ weeks Deliver revised policy and procedure	within __ weeks Review	to __ within __ weeks Review
(16)	Establish client/policy link to school meals/welfare benefits to ensure they contribute to the objectives of the Children's Services Directorate	Objectives 16,21,32		Quality assure services against Children's Services Objectives	Client /provider relationship not clearly defined	Establish client/ provider links	Review	Review
(17)	Establish Administration function across Children's Services Directorate to include development of	Objectives 17,22,29,30,31,32 and 33		Consult with service providers and users on models. Monitor, evaluate developments	Lack of credibility of some services in some regions	Define locations and identify clear statement of services available locally and or centrally.	Continue roll-out. Review	Continue roll-out. Review

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	District delivery taking account of Multi agency working , Micare, CRM and Access Manchester			against objectives.		Roll out strategy		
(18)	Improve the alignment between the skills and knowledge of the workforce and the requirements of the Childrens services agenda.	Objective 2		Deliver priorities of childrens workforce strategy which includes skills audit and analysis and development to support improvement across all skill areas.	Workforce strategy agreed. Skills audit tool linked to common core developed and piloted. Workforce development framework established	Agreed priorities Delivered Workforce mapping complete % of workforce across all sectors complete skills audit Staff turnover rates below 10%	% of workforce complete skills audit Staff turnover rates below 10%	% of workforce complete skills audit Staff turnover rates below 10%

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(19)	Improve the quality of leadership and management throughout childrens services	All objectives		<p>Leadership and management development programmes commissioned and delivered to meet specified needs of childrens services.</p> <p>All managers have accessed opportunities to enhance own performance.</p> <p>Managers contract rolled out across whole of childrens services.</p> <p>Formal and informal processed indicate improved performance across childrens services.</p> <p>Retained liP status.</p>	<p>Programmes in two areas at design stage.</p> <p>Management development pathway agreed.</p> <p>Contract to be agreed by December 06</p> <p>liP awarded Dec 05.</p>	<p>100% of managers have access to leadership and management development activity.</p> <p>100 % of managers in childrens services signed up to contract</p> <p>liP healthcheck</p>	<p>Progress programme to meet turnover and new role demands</p>	<p>Progress programme to meet turnover and new role demands</p> <p>liP full award retained</p>
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(20)	Improve support for accommodation planning in the directorate and in schools	Objective 1 and 4		Fit for purpose accommodation function established across the directorate focussing on the development of effective learning environments. Outcomes of the primary review consultation implemented	Single Accommodation planning function not in place across whole of directorate. Primary strategy review concluded and now at consultation stage	Function established First phase of Implementation of strategy	Determine measures to enable analysis of impact of environment on learning outcomes. Second phase of implementation	Review of function and assess impact on outcomes for learning Final stage of implementation
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(21)	Improve governance in schools with particular reference to support for governing bodies	Contributes to 5 outcomes for childrens services		Effective and efficient management and governance support function established that fulfils all the LA functions and that schools buy into	Current service not well defined Overall position of individual schools not yet known Additional resources required to establish effective function	Establish service and encourage % take up from eligible schools	Take up from schools increased by 5% from current figure of 88%	Take up from schools increased by 8% from current figure of 88%
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(22)	Establish and consolidate structure for division to enable business needs to be met	Direct contribution to achievement of 5 outcomes for children and young people		<p>Right people in the right places at the right time.</p> <p>Feedback from business around effectiveness of support.</p> <p>Analysis from annual staff survey.</p> <p>liP health check</p>	<p>High level structure agreed.</p> <p>Development of structures for each sub division in progress</p>	<p>Implement agreed structure across 2 sub divisions. Develop structure for strategy and performance sub division.</p> <p>liP health check indicates positive outcomes</p>	<p>Consolidate implementation and continue to develop common culture.</p> <p>Establish review mechanisms for each of the service areas.</p>	<p>Further consolidation and review of effectiveness of functions .</p> <p>liP award retained.</p>
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Part Five: More Detailed Plans

a) Financial Plan – Chief Operating Officer (incorporating CF & SC)

N.B. Additional guidance regarding the completion of these templates and the generation of the Financial Plan is contained in Appendix E. This includes the provision of worked examples and blank templates for inclusion within the submitted Business Plan.

Current Financial Summary

This template summarises the current year budget expenditure against headline objectives/service areas and links these to developing Business Plan Objectives. It establishes the status quo prior to the integration of new priorities into the financial plan. Heads of Service are encouraged to structure this summary in the way that best reflects their current expenditure profile.

Budget Headline (Key service area or objective)	Total current Gross Budget Expenditure (1) £'000	Source of Funding (other than mainstream)	Amount of funding other than mainstream £'000	Net Mainstream Support £'000	To what extent does this align to your priorities to be addressed in the Business Plan?
Head of Strategy, Performance and Operations	107			107	
Finance	1373	DSG Traded Service	301 536	536	
HR	6294	DSG Traded Service	458 813	5023	
School Organisation, Development & Admissions	2052	DSG	589	1463	
Strategy and Performance (excluding Adult)	3777	DSG TSF Traded Service	391 858 826	1702	

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Strategy & Performance	14818	Govt grants	1534	11929	
		Contributions other bodies	389		
		NRF	81		
		Service users	97		
		Supporting People	758		
		Rental income	30		
Total	28421		7661	20760	

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Proposed Financial Plan – Chief Operating Officer

Objective / Budget Headline	Current Cash Limit Revenue Budget (1)		Proposed Gross Cash Limit Revenue Budgets (2)			Budget Funding (3)	Budget Funding (3)			New Capital Investment Required? (Y/N)
	Gross	Net	2007/8	2008/9	2009/10	Source	2007/8	2008/9	2009/10	
Head of Strategy, Performance and Operations	107	107	109	112	114	Mainstream	109	112	114	
Finance	1373	536	1412	1443	1476	Mainstream DSG Traded Service	548 316 548	560 323 560	573 330 573	
HR	6294	5023	6443	6591	6743	Mainstream DSG Traded Service	5137 475 831	5252 489 850	5370 504 869	
School Organisation, Development & Admissions	2052	1463	2107	2159	2212	Mainstream DSG	1496 611	1530 629	1564 648	
Strategy and Performance (excluding Adult)	3777	1702	3847	3918	3990	Mainstream DSG TSF Traded Service	1739 405 858 845	1779 417 858 864	1819 430 858 883	
Support Services	5683	4173	5793	5907	6020	Govt Grants	1,327	1,329	1,331	
						Contributions	189	193	198	

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						other bodies			
						NRF	83	85	87
						Mainstream	4277	4385	4491
Contact Service	2102	1045	2165	2224	2286	Govt Grants	73	73	73
						Contributions other bodies	81	83	84
						Supporting People	775	792	810
						Service users	99	101	104
						Mainstream	1087	1125	1165
Admin	5292	5116	5,400	5,513	5,602	Govt Grants	57	57	57
						Contributions other bodies	96	98	100
						Rental income	27	27	28
						Mainstream	5212	5311	5411
Strategy & Performance	1741	1595	1766	1798	1832	Govt Grants	76	76	76
						Contributions other bodies	37	37	37
						Mainstream	1620	1651	1685
Totals (4)	28421	20760	29042	29665	30275		29034	29646	30272
			Total Mainstream Funding Required (5)				21225	21705	22192

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Details of potential revenue consequences of capital investment currently included in the Capital Programme

Capital programme Ref. No.	Capital Scheme	Main Service Area / Corporate Objective (Budget Headline)	Amounts approved in Capital Programme			First Years Revenue Consequences		First full Year Revenue Consequences		Rev. impact included in plan? Y/N
			2006/7 £'000	2007/8 £'000	2008/9 £'000	Amount £'000	Year	Amount £'000	Year	
	Framework One Programme									
0501	Green End Primary - consolidation onto one site		766	-	-	51	2006/7	51	2007/8	Y
0473	Haveley Hey Replacement School (unsupported borrowing)		4,166	1,308	-	400	2007/8	440	2008/9	N
0481	Medlock Primary - Replacement School (TCF value)		430	4,162	-	38	2007/8	51	2008/9	N
0498	Rolls Crescent Primary - Extensions and Alterations		3,029	1,706	-	16	2007/8	66	2008/9	N
	Other Programmes									
	Legionella Work 2005/06 to 2006/07 (including slippage from 2003/04 & 2004/05)		8	-	-	47	VARIOUS	47	VARIOUS	
	Framework One Programme									

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0137	Primary School Re-Build Programme - Newall Green	1,000	250	-	204	2007/8	204	2008/9	N
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More Detailed Plans (Continued)

b) Workforce Plan:

Background Information Summary:

In this section, please describe:

- What the plan will cover
- Reference to any Corporate issues or links with other directorate/organisations/partnership plans
- Major changes to the workforce composition or ways of working

How service change will impact on workforce change, what are the drivers, what service changes are taking place over what periods of time.

The Strategy, Performance and Operations division is at a transitional stage as it brings together services from social care and education to form a new division within the children's directorate. This plan sets out the priorities for the division as they are known at this stage.

The development of the Strategy, Performance and Operations Division (SPOD) is one of the key deliverables of the Children's Programme for Change. The implementation of the new functions of this division will determine how the workforce needs to be configured and it is likely that we will require new working methods to ensure the future business needs of the children's services directorate are met. The implementation programme will be managed using effective change management tools and techniques, which will support the engagement of staff at all, levels.

The overall workforce priorities for the division need to be seen in the context of the wider Children's workforce strategy and the Council pay and workforce strategy, which will impact on the staff of this division. A brief description of the children's workforce strategy and the agreed priorities are detailed in Annex 2.

The divisional workforce planning framework, which is part of the overall performance management framework, provides the mechanism within which we develop strategies that ensure we recruit, retain and develop the right numbers of staff to deliver effective services. It ensures that we can develop our workforce to meet the challenge of the changing role of children's services and the SP&O division. This will involve changes in the jobs people do, the way they do them and changing working arrangements to make us more effective.

The priority for 2007 – 2008 is to consolidate the structure for the division, which directly support the business needs of the Children's Service's directorate.

At this stage high level functions and posts have been agreed and work is in

progress to agree.

the next level of posts, and structures for the business service and access, and development, personnel and management support areas.

The strategy and performance sub division will be subject to further delay due to the ongoing review of the Joint Children's Unit and the corporate IT service improvement project.

The longer term objectives of the divisional plan to achieve a fit for purpose organisation include;

- Ensuring effective change management with a focus on effective workforce development
- The development and introduction of reliable management information systems.
- The review and development of communication channels / protocols within the framework of Children's Services.
- Creating a single culture within the framework of the Children's Services and the outcomes of every child matters,
- Enhanced customer focus including improved communications with customers (internal and external).

An important starting point for the workforce plan is baseline workforce information. For this purpose information has been used which was current on 31 March 2006.

Strategy performance and operations.

Full time	Part time	Job share	Total
506	74	43	623

Performance and operations – total number of staff 623.

	Number	Percentage.
Male/female.	185/438	29.7/70.3
Disabled.	32	5.1
Ethnicity.	74	11.87
Leavers.	73	11.7
Turnover.	11.64%	
Absence.	11.66	
Man. Resid.	303.	486

Identifying Human Resource Requirements - to meet service priorities as at 31/03/08

In this section please describe the workforce needed to deliver services by 31/03/08. The information needs to flow from the priorities and objectives contained in the Business Plan.

The Strategy, Performance and Operations Division requires a workforce with the following skills and competencies:

- Customer focus - understanding the customer and their needs
- Communication - ensures effective communications
- Leadership – including self-management, time management, motivation, delegation and people management.
- Performance management – including business and team planning, standard setting, identifying key result areas, engaging with staff and customers, monitoring and review of service delivery.
- Self-challenge and continuous improvement – including reflection and personal development.
- Respect for colleagues and customers – including integrity and honesty
- Flexible approach to work.
- A positive attitude and ability to learn from both success and mistakes.
- Risk management within a performance management framework.
- Promoting and ensuring 'value added' in services delivery

In the long term, the objectives of the divisional plan are to achieve a fit for purpose organisation including;

- Ensuring effective change management with a focus on effective workforce development
- The development and introduction of reliable management information systems.
- The review and development of communication channels / protocols within the framework of Children's Services.
- Creating a single culture within the framework of the Children's Services and the outcomes of every child matters,
- Enhanced customer focus including improved communications with customers (internal and external)

Workforce information as at 31/03/10 –

What vision and indicative information do we have about how the workforce will look by this date? What workforce do we expect to have (numbers, professional groups, roles, skills and competencies)? What changes do we expect to see over the 2 year period from 1/4/08 to 31/3/10?

By 2010 Children's Services will: -

- Have achieved the requirements of the Children's Trust delivery arrangements. 2008
- Have fully implemented a district model of operational service delivery, which will include multi agency teams. 2008

Within Strategy, Performance and Operations division

- Services that support the business including schools will have been redesigned, gone through an implementation and stabilisation period and into the 'to be' business model. 2008/9
- Have fully implemented an integrated children's system and be in a position to share information securely with partners through electronic means. 2008/9

Managers in the division will:

- Have enhanced leadership skills and capacity to deliver the requirements of an integrated children's service
- Have greater understanding of the needs of each district
- Be skilled at commissioning services to meet identified need at service, team and individual level.
- Use reliable management information and focus on outcomes for all children and young people

By 2010 we will have a workforce that:

- Works effectively within an agreed common culture
- Is competent in all areas of the common core
- Can work effectively in multi agency teams
- Has embedded the priorities of the five outcomes for children and young people in all aspects of service delivery
- Is focussed on outcomes and uses reliable management information and customer feedback to inform service delivery

As indicated above the anticipated numbers of staff and managers by 2010 within strategy performance is dependent on the outcomes of the work-taking place to consolidate the structure for service delivery that will take place in 2007 –2008.

What is the gap?

*Numbers, types of staff, roles, skills, professional groups
Between 31/3/07 and 31/3/08.*

At this stage it is difficult to quantify the gap in terms of number staff and managers within the strategy and performance and operations branch.

This level of detail will be subject to the outcomes of work taking place to develop and consolidate the structure of the branch to support the business outcomes of the children's service directorate.

Between 31/3/08 and 31/3/10

As above

How do we propose to address the gap

Over the period 2007 –2008 the workforce plan will reflect the need to consolidate the new structure through the development and delivery of activities for staff and managers that enable SP&O division to support the delivery of the business outcomes of the children's service directorate

At this stage the detailed workforce planning and development management action plan will focus on the consolidating the common culture within the children's service directorate and supporting the development of the directorate as a leaning organisation.

The activities outlined below summarises the key workforce development activities taking place in 2007/8 to support the divisional priorities;

- All new staff and managers will complete a service-based induction mapped against the national induction standards.
- All current staff and managers will take part in appropriate leaning and development activity to develop their knowledge and understanding of the common core knowledge and skills framework for children's service.
- All staff and managers will complete an appraisal within the children's service performance management framework.
- All staff and managers will complete a personal development plan based on the within the performance management framework.

- All staff will attend appropriate learning and development activity as outlined in their personal development plan.
- All staff and managers will complete an appropriate qualification programme linked to their personal development plan.
- All staff and managers will receive a Children's Service Personal Development portfolio to monitor and record their development within the business-planning framework.
- All managers will take part in appropriated workforce development activity to support the change management agenda in strategy, performance and operations branch.
- All staff and managers will take part in appropriate learning and development activity to enable them to develop the appropriate level of skills to deliver effective services.

The specific activities to support the delivery of the SP&O workforce development plan will be outlined in the divisional management action plan.

This plan will be monitored and reviewed through the divisional and directorate workforce development groups.

Between 31/3/08 and 31/3/10.

During the period 2008- 2010 the workforce plan in the SP&O division will reflect the outcomes of the work that takes place over the next 18 months in;

- Identifying, consolidation and implementing the new service structure within the branch.
- Consolidating a single culture within the children's service directorate.
- Consolidating the concept of the children's service directorate as a learning organisation.
- Ensuring the staff and managers in all service areas have the appropriate skills, knowledge, attitudes and behaviour to support the delivery of the business outcomes of the children's services directorate.

To ensure workforce development within SP&O division is effective in ensuring we have the right people in the right places doing the right things by 2010 the following areas will be developed;

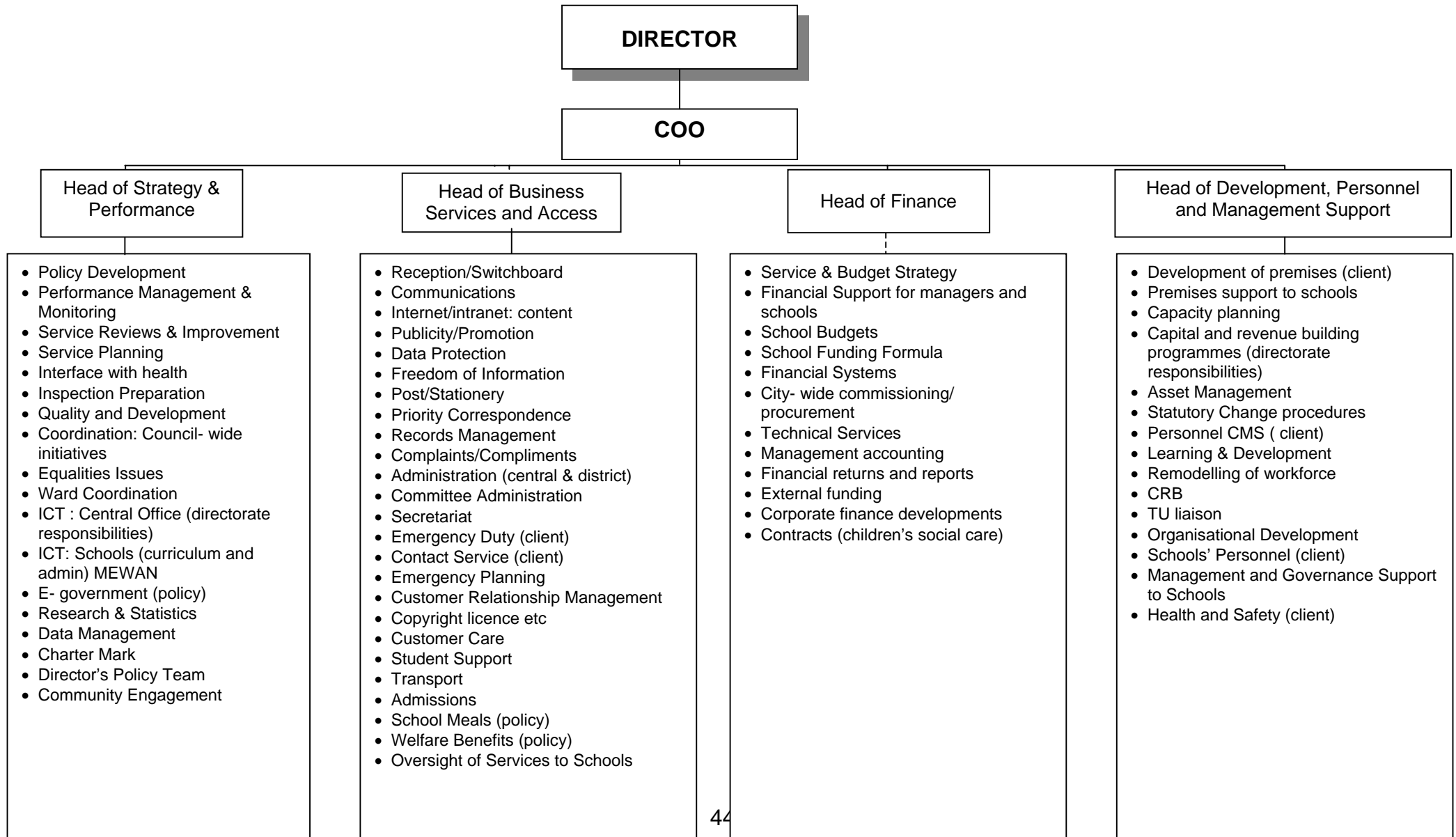
- The continued development of the workforce-planning framework within the business and performance management framework for children's services.
- The continued development and delivery of workforce development activity to support the workforce deliver the business outcomes of the children's service directorate. This will include, induction programmes, health and safety,

management development, skills and knowledge based programmes to meet the specific needs of services and teams.

- Developing the profile of the workforce to support effective workforce planning.
- The development of skills pathways within service areas that
- Allow staff and managers to map their development over a period of time.
- The development of career pathways that will enable staff and managers to map their development against specific posts within the structure.
- The development and delivery of retention strategies based on the concept of the good employer and the learning organisation.
- The development and delivery of recruitment strategies targeted at posts that are difficult to fill.
- The introduction of a managers contract to develop the culture and increase management effectiveness.
- Resource procurement to support the delivery of workforce development activity.
- Partnership working to support the development and delivery of workforce development activity.
- The development of the reward and recognition strategy to reflect the culture of a good employer and learning organisation.

Annex 1

CHILDREN'S SERVICES DIRECTORATE : STRATEGY, PERFORMANCE AND OPERATIONS



Developing a Children's Workforce for Manchester

The challenging agenda set out in Manchester's Children and Young Peoples plan requires a workforce that is skilled, well led and supported by effective shared systems and processes and where people employed across all areas are enabled to work well together across institutional and professional boundaries and at all times remain focussed on the needs of the children and young people.

In order to deliver these priorities it is essential to have a workforce that:

- Strives to achieve the best possible outcomes for all children and young people
- Is competent, confident and safe to work with children and young people
- People aspire to be part of and want to remain in – where they can develop satisfying and rewarding careers
- Parents and children trust and respect

Manchester City Council has set itself a challenging change agenda to be delivered through the 'Manchester Improvement Programme' with key national and local drivers.

- The Gershon review of public sector efficiency has seen a drive to increase back office efficiency to enable resources to be released to support front line delivery. This impacts across all areas of Children's services including the health sector.
- The drive for e-government which will enable many more services to be available on line and will impact directly on how people work in the future with a greater demand for IT literacy in the workforce.
- The Manchester Improvement Programme and related individual service improvement projects to consider it fitness for purpose These projects will include an evaluation of all posts in each service area.
- The introduction of the new 'back office' system to support HR and financial management.
- The introduction of the Electronic system (Micare) to support the delivery of social care services. This system will be compliant with the requirements for an Integrated Children's System and have a major impact on how information is used and shared across the whole of children's services.
- There are also significant changes to the Health configuration in Manchester as we move from three to one PCT and start to develop practice based commissioning of services

- The outcomes of the consultation on child health and maternity services will also impact on the way Health services are delivered and will have implication for the workforce.
- The development of multi agency teams, extended schools and sure start children's centres are critical to how children's services will operate for the future and again the implications for the workforce are significant.

Manchester's Children's Workforce Strategy

Manchester's Children's Workforce strategy supports;

- The delivery of the Manchester Children and Young Peoples Plan.
- The vision of a world-class children's workforce that is increasingly competent and confident.

It also complements the developing Manchester City Council People Strategy, building on the priorities within the current pay and workforce strategy.

A workforce development framework that enables us to ensure the existing workforce is developed effectively to deliver the changing services emerging from the service improvement projects while developing strategies to support the recruitment and retention of key groups of staff in the future.

This framework ensures that we can continue to meet the challenges of delivering an integrated childrens services while inspiring trust and respect from parents, carers and from children and young people in Manchester.

The priorities of the Childrens Workforce strategy include:

- The introduction of multi agency teams, locality and district working.
- Ensure children's services have sufficient leadership and management capacity to deliver the outcomes contained in the Children and Young People plan.
- Ensuring redesigned services to lead to greater value for money and more effective service delivery through the development of the staff and managers in these services.
- The retention of a skilled, flexible and motivated workforce through the provision of effective workforce development activities.
- Effective recruitment of staff in posts that have been identified hard to fill.

- Ensuring the workforce and related systems are able to adapt to the changing nature of service delivery and customer expectations
- Ensuring all appropriate services meet the legislative, regulatory and inspection requirements for service delivery.
- Ensuring the workforce reflects the diversity of the communities in Manchester
- Ensuring all employees have appropriate opportunities to develop within the organisation and to become leaders of the future.
- The development and introduction of management information systems that support effective workforce planning.