

MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION

REPORT TO: PERSONNEL COMMITTEE

REPORT OF: DIRECTOR OF CHILDREN'S SERVICES

DATE: 13 NOVEMBER 2007

**SUBJECT: CHILDREN, YOUNG PEOPLE AND FAMILIES DIVISION:
SENIOR MANAGEMENT ARRANGEMENTS**

PURPOSE OF THE REPORT

To update the Committee on the conclusion of the development of the district based senior management structure for the Children, Young People and Families' Division of the Children's Services Directorate that will enable the service to fulfil its revised strategic objectives and statutory obligations. To propose the establishment of a new post of Service Lead for Corporate Parenting and Placements and the redesignation and regrade of the Principal Manager (Safeguarding) to a Service Lead for Safeguarding.

RECOMMENDATIONS

The Committee is recommended to:

1. Note progress in establishing senior management arrangements within the Children, Young People and Families Division, which further supports the development of district working.
2. Approve the establishment of a post of Service Lead for Corporate Parenting and Placements at a salary of £55,000.
3. Approve the redesignation and regrade of the Principal Manager (Safeguarding) to Service Lead for Safeguarding at a salary of £55,000.
4. Grant delegated authority to the Director of Children's Services in consultation with the Head of Corporate Personnel to develop job descriptions for the proposed new and redesignated posts and to effect appointments to these posts in line with established Council policy and practice.

FINANCIAL CONSEQUENCES FOR THE REVENUE BUDGET

The cost of one new post of Service Lead and the regrade of a Principal Manager post to Service Lead will be £87,400 including salary related on-costs. These costs will be contained within the overall budget of Children's Services and will provide an essential contribution to the achievement of the overall level

of savings required in the longer term identified in the current (2007/08) and draft (2008/11) Business Plans as part of the development of wider integrated Children's Trust arrangements.

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WARDS AFFECTED

All

IMPLICATIONS FOR KEY COUNCIL POLICIES

ANTI-POVERTY EQUAL OPPORTUNITIES ENVIRONMENT EMPLOYMENT

No

No

No

No

BACKGROUND PAPERS

Children's Services Directorate, Report of Chief Executive, Director of Children's Services and City Treasurer to Personnel Committee dated 3 May 2006.

1. INTRODUCTION

- 1.1 Following the establishment of the District working model for the delivery of Children's Services endorsed by the Committee at its meeting on 3 May 2006 appointments have been made to six new posts of District Manager. These posts have a range of responsibilities for all children in Manchester, including children in need, are also responsible for ensuring that all the children looked after by the Council enjoy good outcomes and have good life chances. This is one of the top seven priority outcomes in the Children and Young People's Plan and is one of the seven performance areas scrutinised by the Government Office of the North West Performance Improvement Board (PIB), which reports progress regularly to the Department of Children, Schools and Families and the Minister.
- 1.2 In order to fully support the District Managers in these duties it is critical that the Council has excellent residential and family placements and a very good and comprehensive service to support young people as they leave care and move to greater independent living. It is also essential that there is a strong quality assurance service to provide independent and robust scrutiny of practice and management in the six districts to ensure compliance with city-wide and national standards.
- 1.3 It is also essential that the Council provides effective leadership to other partners such as the Primary Care Trust and voluntary and faith sector in properly supporting children in need and children looked after. It is through excellent placement and support services and strong partnership working that our children in need and our looked after children will be healthy, stay safe, enjoy and achieve, make a positive contribution to Manchester and take full advantage of the increasing number of local opportunities for economic well-being.
- 1.4 The proposals contained in this report to establish a new post of Service Lead for Corporate Parenting and Placements and to redesignate the current Principal Manager, Safeguarding to Service Lead for Safeguarding will strengthen these crucial areas and support the District working model in achieving better outcomes for the City's children

2. PROPOSED SENIOR MANAGEMENT POST FOR CORPORATE PARENTING AND PLACEMENTS

- 2.1 Currently the City Council face significant challenges to improve all services to looked after children, particularly in the fostering service and services to care leavers. This is understood within the services and has been confirmed by the Government's recent provisional Annual Performance Assessment (APA).
- 2.2 The City Council's self-evaluation has judged all these services collectively to be making an adequate contribution to improving

outcomes for looked after children. However, there is a need for urgent and sustained improvement to ensure these services are judged to be at least good and then outstanding as soon as possible thereafter.

- 2.3 There are very high numbers of looked after children in Manchester of whom a significant number have complex needs and challenging behaviours. Outcomes for these children, compared to their peers, are generally poor or very poor. In consequence the placement and support services for looked after children in Manchester are large, complex and account for a high proportion of expenditure through both direct and contracted provision.
- 2.4 The demand for, and high cost of, these services has led over the years to some significant budget pressures for the City Council. It is vital, therefore, that these services and the essential support they provide to District Managers and partners is led, co-ordinated and managed in a dedicated way at a senior level.
- 2.5 This will ensure that the quality of the placement services (residential, family placement and after-care) provided and procured will deliver better value for money. It will also ensure that the Council complies with the anticipated legal requirements contained within the Children in Care Bill (formerly the Care Matters White Paper) and will provide improved support to elected members in their key role as corporate parents and champions for looked after children.
- 2.6 It is therefore proposed to establish a new post of Service Lead for Corporate Parenting and Placements at a salary of £55,000, which is in line with the salary for District Managers.
- 2.7 This new post will have a new strategic lead on championing the needs of looked after children and in developing high quality placement provision and support offering good value for money. The post will also have new responsibilities for the co-ordination and operational and performance management of the family placement and adoption service, the residential care homes, and the Multi-Agency Team for Looked After Children.
- 2.8 In addition the post will be responsible for the performance management of placements procured from the independent sector and the large contract for the provision of support to care leavers. The post will bring together for the first time all the provider services for looked after children and the multi- agency support team, which will support improvement in standards, performance and outcomes.
- 2.9 The post will also be responsible for leading and supporting the Corporate Parent Panel.
- 2.10 Six posts of District Manager have been established, of which three posts have been filled on a permanent basis through City Council

ringfence arrangements. In order to ensure the City Council can move forward on its District working arrangements the remaining three posts have recently been filled on a temporary basis via internal secondments for a period of 12 months, whilst negotiations for fuller long term integration continue with colleagues in Health.

- 2.11 The Principal Manager (Residential Services) applied for the temporary post of District Manager and was considered to be one of a number of appointable candidates. The Director of Children's Services believes that the skill and experience set of the Principal Manager (Residential Services) would be better utilised in the proposed post of Service Lead for Corporate Parenting and Placements.
- 2.12 This proposed post is broadly comparable to that of District Manager and as a competitive recruitment process has already taken place, the Director of Children's Services, following consultation with the Head of Corporate Personnel, wishes to effect appointment of the individual concerned. Subject to the Committee's agreement to this proposal arrangements will be made to fill the consequential vacancy in line with established recruitment processes.

3. PROPOSED REDESIGNATION AND REGRADING OF POST OF PRINCIPAL MANAGER (SAFEGUARDING) TO SERVICE LEAD FOR SAFEGUARDING.

- 3.1 A key priority for the City Council and Children's Services in particular through the District Manager arrangements is to safeguard children and ensure they become looked after only when this will provide adequate protection and improve their life chances in the longer term.
- 3.2 The Government's Joint Area Review of services to children and young people published in August 2006 recommended that the City Council and its partners safely reduce the numbers of looked after children.
- 3.3 This confirmed in the Directorate's self-evaluation, as did the APA provisional feedback that improvement is needed to ensure services are at least good and then outstanding. Safely reducing the numbers of looked after children is central to the Children's Services strategy of earlier intervention and prevention and its Children's Trust arrangements.
- 3.4 This strategy is now beginning to prevent children moving into high cost services that currently deliver comparatively poor outcomes (such as becoming looked after) by supporting more children more effectively at home and in settings such as schools and children's centres. This is beginning to result in opportunities for reinvestment of resources into preventative services.

- 3.5 Future improvements and progress require a change to the whole of the system and the manner in which the City Council works with partner agencies to safeguard and protect children. This is the purpose of developing greater multi-agency collaboration and commissioning through the Children's Trust arrangements. This means that the Council will be leading its staff and those of other agencies in ensuring that more children are supported safely at home and outside of the more traditional arrangements of care proceedings, receiving children into care and placing their names on the Child Protection Register (CPR)
- 3.6 The City Council, its partners, the Manchester Safeguarding Children Board (MSCB) and the PIB are acutely aware that legislation and Government guidance requires this major strategic change to be robustly and independently risk-managed outside of the line-management arrangements in the districts at a senior level. To date this duty has been much smaller in scale and has, therefore, been discharged through the quality assurance services under the Principal Manager (Safeguarding). The size, scale and critical importance of this new strategic agenda and the associated risks mean that the current arrangements for independent quality assurance are no longer fit for purpose.
- 3.7 It is proposed to update the duties, authority and the range of responsibilities of the Principal Manager (Safeguarding) post PO6 (£37,476 - £39,132) – who is currently in receipt of an honoraria payment to take his salary to the maximum point of PO6+20% (£46,929) for assuming aspects of these increased responsibilities as the pace of improvement and responsibilities has increased. Furthermore, in recognition of these further and continuing changes it is proposed to redesignate and regrade the Principal Manager (Safeguarding) to Service Lead for Safeguarding at a salary of £55,000 in line with the salary for the post of District Manager.
- 3.8 In addition to expanding the current duties to manage independently from the districts the quality assurance of care plans for looked after children and children on the CPR, the post will also manage officers who will independently support and review multi-agency service plans for children in need and their families. The post will also be newly responsible for further developing the Children's Rights Service for all children in need and improving the availability of Independent Visitors for looked after children who do not or cannot have contact with birth family members.
- 3.9 These additional services are required by Government guidance to sit outside of the responsibilities of District Managers. It is important that the post is of commensurate seniority to a District Manager. This is reflected in the revised and expanded range of duties and the much larger portfolio of quality assurance covering children in need, children in need of protection and children looked after. It is also essential so as to provide the mandate of seniority to challenge, confront and correct inadequate practice should it become evident. This is essential in

providing the assurance that safeguarding standards do not slip during a time of great organisational change.

- 3.10 These new and broader arrangements will provide the necessary level and range of independent scrutiny and support to the council to assure the quality of safe and effective practice within the six districts. This will be the eighth and final post in the senior management structure for Children, Young People and Families. The proposed senior management structure for the Children, Young People and Families Division is shown at Appendix 1.

4 COMMENTS OF HEAD OF CORPORATE PERSONNEL

- 4.1 I have worked closely with the Director of Children's Services in developing the proposals contained within this report, which finalise the senior management structure for the Children, Young People and Families Division within Children's Services.
- 4.2 The proposals contained within this report further support the District Management arrangements that have previously been established and particularly support the City's safeguarding arrangements and provision relating to parenting and placements.
- 4.3 Responsibilities across these areas have grown significantly and it is the Council's role to lead and guide other partners and local agencies to ensure effective joined up provision for the city's children.
- 4.4 I support the proposal for a new post of Service Lead for Corporate Parenting and Placements at a salary of £55,000, which is the same as District Manager and is in line with other senior posts with comparable levels of responsibility within the organisation.
- 4.5 I support the redesignation and regarding of the post of Principal Manager (Safeguarding) to Service Lead for Safeguarding and again believe the proposed salary of £55,000 is appropriate.

ATTACHED AS APPENDIX:

1. Proposed structure for the senior management of the Children, Young People and Families Division of the Children's Service Directorate.

Children's Services: Children and Families Senior Management: Proposed Structure

