

**MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION**

COMMITTEE: PERSONNEL
DATE: 10 JULY 2008
REPORT OF: DIRECTOR OF CHILDREN'S SERVICES
SUBJECT: ESTABLISHMENT OF SERVICE MANAGER POST FOR
GHYLL HEAD OUTDOOR EDUCATION CENTRE

PURPOSE OF THE REPORT

To set out proposals to replace the current post of Centre Manager, Ghyll Head with a new role of Service Manager, Ghyll Head Outdoor Education Centre. As in principle approval has been given by the Executive to set up a charitable trust for the longer term management of Ghyll Head, the role will be established within Education Services as an interim measure, and will be transferred to report to the management body of the Charitable Trust once it becomes operational.

RECOMMENDATIONS

The Committee is recommended to:

1. Disestablish the existing post of Centre Manager, Ghyll Head (salary £44,800).
2. Establish a new post of Service Manager, Ghyll Head, Outdoor Education Centre at a salary of £48,000
3. Grant delegated authority to the Director of Children's Services in consultation with the Head of Corporate Personnel and the Executive Member for Children's Services to agree the detailed job description and progress arrangements for appointment to the post.

FINANCIAL IMPLICATIONS FOR THE REVENUE AND CAPITAL BUDGETS

The proposals in this report increase the salary costs for Ghyll Head by approximately £4000 per annum, inclusive of salary related on-costs. These costs will be met through income generated in accordance with the Traded Services business model.

CONTACT OFFICERS

Pauline Newman
Director of Children's Services

0161 234 3804
pauline.newman@manchester.gov.uk

Paul Helsby
Traded Services Manager,
Children's Services

0161 234 7275
p.helsby@manchester.gov.uk

Jon Redfern,
Head of Corporate Personnel

0161 234 1800
j.redfern@manchester.gov.uk

BACKGROUND DOCUMENTS

1. Report to Executive establishing the Traded Services structure and the position of Ghyll Head within that structure
2. Children's Services Directorate report to Children's and Young People's Overview and Scrutiny Committee and Executive detailing the Executive's decision for Ghyll Head to become a Charitable Trust.

WARDS AFFECTED: All

IMPLICATIONS FOR:

Anti poverty	Equal Opportunities	Environment	Employment
No	No	No	Yes

1. INTRODUCTION

- 1.1 In March 2008 the Executive agreed two proposals for fundamental change in respect of Ghyll Head:
- a) The development of a scheme to support schools in providing opportunities for more children to be able to experience residential outdoor education. This is consistent with the principles of Education Services by enabling schools to improve the outcomes for children through greater funding and wider choice over when, what and where they purchase residential outdoor education experiences
 - b) In principle, the approval to set up a charitable trust for the long-term management of Ghyll Head. This will provide opportunities for Ghyll Head to attract funding not currently available to a Local Authority and attract relief on Business Rates making it more competitive. The City Council will have a reduced risk in terms of operating subsidies and capital investment going forward.
- 1.2 These changes to the business call for a more commercial style of leadership and management which nevertheless recognises the key educational elements inherent in the post, with the current Head of Centre post being replaced with that of a Service Manager. The future operating model for Ghyll Head will mean that it no longer has a guaranteed level of subsidy provided by the Council and will have to recover all its costs through income generated. Schools will have more freedom to choose where they buy Outdoor Education and, therefore, the role has to have a commercial dimension to survive within this competitive environment.
- 1.3 Initially the role of the Service Manager will be to develop the future management strategy for Ghyll Head, and lead the business through the change to a charitable trust management model. The role will then evolve into one of operational management responsibility within the trust model, which will, in essence, operate in a manner similar to a Chief Executive reporting to a Board of Directors. Nevertheless, the postholder will require an understanding and some experience of the educational benefits of Outdoor Education Programmes.

2. BACKGROUND

- 2.1 Ghyll Head is Manchester City Council's Outdoor Education Centre. It provides outdoor education experiences, predominantly to Manchester schools, as well as to youth groups, community groups and other users across and outside Manchester.
- 2.2 As part of the MEP Change Project, it was determined that Ghyll Head is a traded service and, as such, is located within the remit of the Education Traded Services Group.

- 2.3 The role of Traded Services is to offer high quality products and services to support schools, and the core commissioners within Education Services and the wider Children's Services. Traded Services operates on a full cost recovery basis, whilst recognising that schools have real choice of what, when, and from whom, they purchase these products and services.
- 2.4 In line with the principles of Devolved and Delegated funding as set out in the Executive report of July 2006, Ghyll Head will move from its previous position of a subsidised service to a full cost recovery business model and the establishment of a new role of Service Manager is required to lead the business forward.

3. PROPOSALS

- 3.1 The duties and responsibilities of the current post of Centre Manager, Ghyll Head are to promote and deliver outdoor education opportunities which support the raising of achievement in schools by offering a broad range of learning opportunities to extend and enrich the curriculum.
- 3.2 The future for Ghyll Head is to operate as a traded service, driven forward in a much more strategic and commercially focused manner. There will be a sea change from a steady stream of subsidised business from Manchester schools, to a position of a business operating commercially on a full cost recovery basis. This necessitates a new post that is significantly different to the current one with a clear focus on business/ management skills alongside an understanding and experience of the educational challenges of providing high quality Outdoor Education Programmes.
- 3.3 It is therefore proposed to disestablish the existing Centre Manager, Ghyll Head post and in its place establish a new post of Service Manager, Ghyll Head.
- 3.4 The disestablishment of the existing Centre Manager post coincides with the retirement of the current postholder. The present incumbent has confirmed his intention to retire at the end of August 2008.
- 3.5 Historically the Centre Manager has been actively involved in the operational delivery of courses to children and young adults. The proposed new role of Service Manager, Ghyll Head, and the associated level and range of responsibilities, requires a different set of skills. The position is much wider and encompasses a broader spectrum of strategic responsibilities to develop and operate a commercial business model.
- 3.6 Initially the proposed new role will focus on three main areas:
- 3.6.1 Responding to the new financial implications and impact of no longer having a captive market to fill places at Ghyll Head. Schools, with

access to funds and the freedom to choose the most suitable outdoor experiences from a number of providers, will be looking for value for money and clear, relevant learning outcomes. Ghyll Head will have to be competitive and pro-active in the marketplace, offering an attractive range of services at a price that attracts business whilst covering the full costs of operation.

- 3.6.2 Driving forward the development of a charitable trust model for Ghyll Head in close co-operation with the Traded Services Manager. A full analysis of the charitable trust options available will be carried out and the procurement of consultancy partners is expected by the end of July.
- 3.6.3 Leading the resulting business change to facilitate the move to trust status.
- 3.7 Once the Trust has been established and is in operation, the role will change focus to one of commercial operational management and the development of Ghyll Head as a business, within the responsibilities of the Trust's Board of Directors.
- 3.8 Suitable candidates must have extensive experience at a senior level within the field of residential outdoor education with a particular focus on safeguarding young people. This will need to be combined with a solid change management track record and the level of business acumen required to maximise the commercial potential of Ghyll Head.
- 3.9 A salary of £48,000 is proposed in order to attract a suitably qualified high calibre candidate with suitable experience, combined with the ability to operate autonomously whilst ensuring financial performance and the highest standards of safety and customer service.
- 3.10 The proposed salary has been set after benchmarking against similar positions in the outdoor education field, in particular a local comparator, the Eric Wright Trust based in the Lake District National Park. The salary proposed is also in line with the corresponding level of management within Traded Services.

4. CONCLUSIONS

- 4.1 The challenges facing Ghyll Head are significant and it is essential to recruit a high calibre manager before the start of the new autumn term. This individual will be expected to drive forward the business and the changes required, whilst then being capable of operating within a Charitable Trust model with the requisite level of autonomy.
- 4.2 In summary the main components of the proposed new post are:

- 4.2.1 To strategically and operationally lead and manage outdoor education experiences for young people within a trust model, reporting directly to a Board of Directors.
- 4.2.2 The requirement to manage Ghyll Head on a commercial basis to provide quality, competitive services with all costs recovered through income generated from its customers.
- 4.2.3 To develop and implement the Executive's decision for Ghyll Head to become a charitable trust.

5. COMMENTS OF HEAD OF CORPORATE PERSONNEL

- 5.1 I have worked with the Director of Children's Services in developing these proposals and support the establishment of a new role of Service Manager, Ghyll Head and agree that a salary of £48,000 is appropriate to attract candidates of a high calibre with the appropriate skills and experience.
- 5.2 The move from a subsidised provision to a charitable trust model will require an individual with good commercial acumen as well as experience of running similar sized outdoor leisure facilities.
- 5.3 I will work with the Director of Children's Services to develop an appropriate job description for the new role and will also support the overall recruitment and selection process for the proposed new post.

6. IMPLICATIONS FOR KEY COUNCIL POLICIES

- 6.1 None