

**MANCHESTER CITY COUNCIL
REPORT FOR RESOLUTION**

REPORT TO: PERSONNEL COMMITTEE

REPORT OF: DEPUTY CHIEF EXECUTIVE - REGENERATION

DATE: 20 JUNE 2007

**SUBJECT: REVISED MANAGEMENT STRUCTURE FOR MANCHESTER
ADULT EDUCATION SERVICE (MAES)**

PURPOSE OF THE REPORT

To set out proposals to re-configure and restructure Manchester Adult Education Service (MAES) including the re-alignment and establishment of senior management positions within the new structure which includes the top two tiers of management.

RECOMMENDATIONS

Members are recommended to:

- 1 Endorse and approve the proposals set out in this report to re-configure and restructure MAES.
- 2 Approve the disestablishment of the following senior management positions in the current MAES structure:
 - (i) Deputy Head of MAES
 - (ii) Head of Teaching and Learning
 - (iii) Head of Service Development
 - (iv) Resource & Finance Manager
3. Approve the re-alignment of the post of Head of MAES at a salary of circa £65,000 with responsibility for the leadership and management of the Adult Education Service.
- 4 Approve the establishment of new senior management positions:
 - (i) District and Partnership Manager at Grade 10 + 20% (£43,938 - £46,929);
 - (ii) Curriculum and Quality Manager at Grade 10 + 20% (£43,938 - £46,929);
 - (iii) Resource and Performance Manager
5. Grant delegated authority to the Deputy Chief Executive – Regeneration in consultation with the City Treasurer and the Head of Corporate Personnel, to

determine salary and reporting arrangements for the post of Resource and Performance Manager in line with the outcomes of the current review of the City Council's financial management arrangements.

- 6 Grant delegated authority to the Deputy Chief Executive – Regeneration in consultation with the Head of Corporate Personnel to develop detailed job descriptions for the post of Head of MAES and the other senior management posts, and progress arrangements for the appointment to these posts in line with established Council policies.
- 7 Grant delegated authority to the Deputy Chief Executive – Regeneration in consultation with the Head of Corporate Personnel to agree and implement changes to grades for all other posts below the levels recommended in this report and to effect appropriate arrangements for making appointments to these posts.

FINANCIAL CONSEQUENCES FOR THE REVENUE BUDGET

The realignment and establishment of the top two tiers of MAES management will produce a saving inclusive of salary related on costs of circa £50,000. This is in line with the need to reduce the expenditure of MAES as a consequence of LSC funding reductions. The lower two tiers of MAES management structure is being developed with further savings of approximately £ 430,000 anticipated when compared with previous temporary arrangements however this is still subject to job evaluation.

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WARDS AFFECTED

All

IMPLICATIONS FOR KEY COUNCIL POLICIES

Anti-Poverty	Equal Opportunities	Environment	Employment
Yes	Yes	Yes	Yes

1. INTRODUCTION

- 1.1 Manchester Adult Education Service (MAES), provides adult education and learning to adults to help improve their lives and enable the achievement of secure and sustained employment. This is supported through the provision of first steps learning and other higher level courses which is a key feature of Manchester City Council's Community Strategy.
- 1.2 The service has recently transferred from Children's Services to the Chief Executives Department with strategic responsibility for the service coming under the remit of the Deputy Chief Executive – Regeneration.
- 1.3 In response to a reduction in funding from the Learning and Skills Council resulting from changes in Government policy, a report was presented to the Executive in July 2006 outlining a number of financial and operational consequences for MAES resulting from this. The LSC budget for MAES was reduced by £1.36m in 2006/07, and will be reduced by a further £754k in 2007/8. This caused an overspend during the 2006/07 financial year and necessitated action to reduce MAES staffing levels.
- 1.4 The proposals set out in this report seek to implement a robust and effective structure with a strong emphasis on leadership and management of the service to support a new curriculum offer and to respond to the changing external environment.

2 BACKGROUND

- 2.1 For a number of years, and primarily as a result of funding issues, MAES has operated through a series of temporary management arrangements which have never been formalized to allow for a permanent 'fit for purpose' structure to take the service forward. This is now being addressed in a number of way, including the negotiation of revised terms and conditions for lecturing staff.
- 2.2 The proposed lecturers' contract is based on current best practice of FE colleges and adult education providers in Greater Manchester. The new terms and conditions will provide a framework for the effective management and deployment of teaching staff within MAES and will increase efficiency
- 2.3 In addition, as a result of the funding challenge, a VER/VS scheme was approved which has resulted in the early release of approximately 70 teaching and non teaching employees.

3. PROPOSED SERVICE STRUCTURE

- 3.1 It is proposed to implement a redesigned service and structure with effect from September 2007. This new structure will be configured to ensure there is effective strategic direction and leadership and significantly, clarity around

accountability and responsibility of the workforce as the service develops a new curriculum offer.

- 3.2 The new service will have at its core a focus on collaborative working with other providers at district level. Over a three year period this will lead to curriculum breadth and progression opportunities, the best use of facilities, and common marketing and publicity.
- 3.3 In essence the key principles of the new service will be:
- To identify, understand and target local learning needs aligned to City Council, LSC, and other partner objectives;
 - To deliver appropriate, accessible, high quality, targeted and inclusive teaching and learning opportunities for Manchester's communities, and to ensure progression pathways to further learning or employment are in place;
 - To provide first steps and Further Education (FE) learning opportunities;
 - To provide Adult Community Learning (ACL) opportunities;
 - To ensure appropriate support structures are in place to enable full participation and success amongst all learners regardless of their circumstances;
 - To effectively monitor, manage and improve the quality of teaching and learner support functions through strong resource management and effective back-office functions.
- 3.4 To achieve a high performing culture within MAES, the management and staffing structure will be flatter and more accountable, with targets defined at all levels.

4. PROPOSED MANAGEMENT STRUCTURE

- 4.1 The new service will be configured into three functional areas:-
- (i) Resources and Performance
 - (ii) Curriculum and Quality
 - (iii) Partnership/District Management

Resources and Performance

- 4.2 Within MAES there are a number of support functions, which are critical to the success of the curriculum and the overall performance of MAES. These include, management responsibility for Finance, Planning and Performance, Organisational and Workforce Development and Crèche provision. In relation to providing robust financial management of the service this must be considered in light of the current Finance SIP.
- 4.3 It is therefore proposed to examine the role of the Resource and Performance Manager including reporting arrangements and salary in line with the outcomes of the Finance SIP and the wider support functions as outlined in

4.2 above. It is requested that delegated authority is granted to the Deputy Chief Executive – Regeneration in consultation with the City Treasurer and the Head of Corporate Personnel, to determine salary and reporting arrangements for the post of Resource and Performance Manager in line with the outcomes of the current review of the City Council's financial management arrangements. In the meantime and pending the outcome of this review, the existing Resource and Finance Manager will continue to cover his existing duties and responsibilities on his current salary.

Curriculum and Quality

- 4.4 This area will develop a clear curriculum strategy mapped to the LSC and City Council agendas, ensuring that the curriculum is appropriate and reflects the needs of the community. In particular there is a key responsibility to review and implement the annual curriculum offer. In addition this area will include management of exams and accreditation and take a lead on working with employers.
- 4.5 It is proposed to establish the post of Curriculum and Quality Manager at Grade 10 + 20% (£43,938 - £46,929) to lead and manage this part of the service.

Partnership/District Management

- 4.6 A key feature of this reconfigured structure, will be the development of a district focus in line with other core activities being delivered across the City Council. This functional area will have the responsibility for identifying and developing key strategic partnerships across the districts. This will ensure district planning processes are coordinated and fully integrated. In addition other activities under this area include, commissioning, marketing and publicity, inclusion, equality and diversity, and learner support.
- 4.7 It is proposed to establish the post of Partnership Manager (North, Central and South) at Grade 10 + 20% (£43,938 - £46,929) to lead and manage this part of the service.
- 4.8 The salary levels proposed will ensure that a suitably qualified and experienced field of candidates is attracted to the roles.

5. NEXT STEPS

- 5.1 Following the outcome of Personnel Committee, further proposals will be developed and implemented for posts to the remaining MAES structure.

6. CONCLUSION

- 6.1 This report sets out proposals to establish a revised structure for MAES and to establish a number of key management posts to support the effective delivery of education and learning to adults. In order to improve standards and learner outcomes, it is vital to re-configure the service to focus on district

delivery, provision of a revised curriculum offer and to establish a performance management culture. Appointment to the senior management positions as described, will provide the essential framework for realising these outcomes.

7. COMMENTS OF THE HEAD OF CORPORATE PERSONNEL

- 7.1 I have worked closely with the Deputy Chief Executive (Regeneration) and Head of Economic Initiatives in reviewing future management arrangements for the Adult Education Service and support the arrangements set out in this report.
- 7.2 I believe that the rationalised management structure proposed in the report represent a balanced and proportionate allocation of strategic responsibilities across the service. I believe that the salaries proposed reflect the level of responsibilities that will be attached to these new positions.
- 7.3 In the case of the Head of Service, I recommend that the post is advertised with a salary of circa £65,000 with flexibility to pay more for an exceptional candidate.
- 7.4 In the case of the Resource and Finance Manager, I have agreed with the Deputy Chief Executive (Regeneration) and City Treasurer that consideration of the grade and reporting arrangements for this post is deferred and determined as part of the current Service Improve Project for the Council's financial management functions. Accordingly it is requested that delegated authority is given to the Deputy Chief Executive (Regeneration) in consultation with the City Treasurer and the Head of Corporate Personnel, to determine salary and reporting arrangements for the post of Resource and Performance Manager in line with the outcomes of the current review of the City Council's financial management arrangements.

8. IMPLICATIONS FOR KEY COUNCIL POLICIES

- 8.1 A proactive and effective Adult Education Service is critical to supporting a wide range of key council policies in terms of improving life and employment opportunities for all of Manchester's residents.

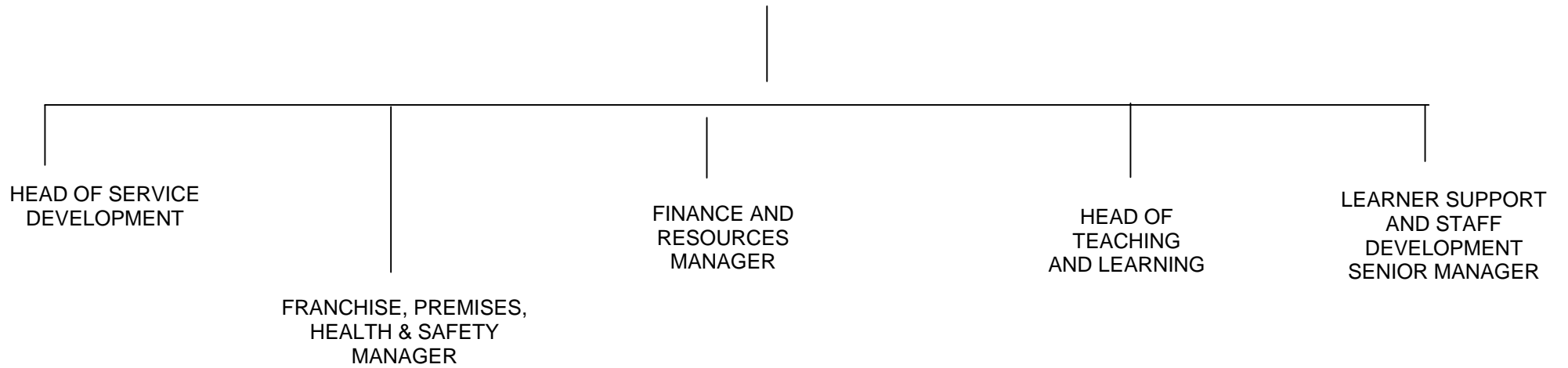
ATTACHED AS APPENDICES

1. Current interim management structure for MAES.
2. Proposed management structure for MAES.

Appendix 1

**CURRENT INTERIM STRUCTURE
MANCHESTER ADULT EDUCATION SERVICE**

ACTING HEAD OF SERVICE
(Substantive post: Deputy Head of Service)



Appendix 2

**PROPOSED STRUCTURE FOR
MANCHESTER ADULT EDUCATION SERVICE**

