

## REPORT FOR RESOLUTION

**SUBJECT:** Children's Services Directorate: senior management structure

**REPORT OF:** Chief Executive and Director of Children's Services

**DATE:** 10 March 2010

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### Purpose of Report

To seek approval to amend the senior management structure for the Children's Services Directorate, arising from the departure of the existing Deputy Director of Children's Services, and to ensure adequate management capacity is in place to drive the transformation of the Directorate.

### Recommendations

The Committee is recommended to:

1. Disestablish the current post of Deputy Director of Children's Services (£114,570).
2. Redesignate and regrade the current post of Assistant Director of Children's Services (Children, Young people and Families) (£90,000) to Deputy Director of Children's Services (Child Safeguarding) (£100,000).
3. Redesignate and regrade the current post of Assistant Director of Children's Services (Education Services) (£90,000) to Deputy Director of Children's Services (Education Services) (£100,000).
4. Redesignate and regrade the current post of Head of Business Change and Improvement (£70,000) to Head of Business Improvement and Commissioning (£80,000) reporting to the Director of Children's Services.
5. Grant delegated authority to the Director of Children's Services acting in consultation with the Head of Personnel and the Executive Member for Children's Services to:
  - i. Develop detailed job descriptions for new posts, and where appropriate, progress arrangements to appoint to these posts and;
  - ii. Review and effect any changes to existing third tier management arrangements in the Directorate necessary to support the effective implementation of the proposals set out in this report.



- ii. Transformation of existing working practices and organisational arrangements to optimise the efficiency and value of services delivered to children and families.
  - iii. Ongoing public scrutiny of services to children and associated safeguarding risks as well as challenges to ensuring children are able to reach their full potential.
- 2.2 Performance is improving and the recent DCSF Performance Forum confirmed confidence in leadership and capacity to improve and address the level of challenge in Manchester. Nevertheless, services to children are always under the spotlight due to the profile of the city and difficult issues such as improving school attendance.

### **3. Existing staffing arrangements**

- 3.1 The current Deputy Director of Children's Services has recently accepted a new post with Kirklees MBC and is currently under notice to leave the Council. Whilst the Deputy Director has a strong grasp of strategic issues and the national agenda around educational developments, the Chief Executive and the Director of Children's Services have been consistently impressed by the growth and development of the two remaining Assistant Directors. Over the last three years both have demonstrated great resilience and made clear they wish to remain with Manchester and continue their work they have commenced.
- 3.2 The Assistant Director for with responsibility for Education Services and School Improvement has the confidence of Headteachers and National Strategies/Ofsted and has been integral to significant improvements for over the last three years. In particular this has involved ensuring the level of challenge and support to schools is effective and systemised. The Assistant Director has undoubtedly grown in stature over the last three years and has a clear strategic vision for schools and education services within the context of the Children's Trust blueprint referred to earlier.
- 3.3 The Assistant Director for Children, Young People and Families already manages a significant portfolio and has the confidence of staff and Ofsted. He has also grown in stature over the last three years, playing a significant role in performance improvement as well as Corporate Business Planning and use of resources. The Director of Children's Services has confidence in the way in which the Assistant Director discharges his role as safeguarding lead and the clarity of vision for his services as part of the blueprint and Neighbourhood focus. He is also assuming a key leadership role in securing closer working between Children's Services and area based Regeneration activities to ensure that maximum progress is made on joint priorities.

### **4. Delivering outcomes for Manchester's children**

- 4.1 Both of the existing Assistant Directors have demonstrated great commitment over the last few years and ability to improve performance. The Chief

Executive believes that the Council needs to take urgent steps to ensure that these two officers are retained by the city to ensure momentum is maintained on key priorities. Each of them have consistently shown that they have the ability and gravitas to perform at the level which would be expected of a Deputy Director of Children's Services. The Chief Executive is also confident that both officers are more effective and suited to the challenges Manchester is facing right now than any candidate who might be identified through an external advertising process.

- 4.2 From recent recruitment searches for senior posts in Children's Services, including District Managers, it is evident that there are not strong candidates currently seeking these roles. Feedback from these searches indicate that people are reluctant to move in a recession, as well as being daunted by the size of the challenge in Manchester. Additionally the Directorate has not been able to recruit to the Head of Safeguarding Improvement Unit, and there were no external applicants for the Head of District Provision.
- 4.3 On the balance of this evidence it is proposed that the departure of the existing Deputy Director should be used as the opportunity to rationalise the current senior structure of Deputy Director and two Assistant Directors to two posts of Deputy Director. These new posts would be allocated lead responsibility for Education and Child Safeguarding respectively and in order to maintain continuity on key priorities it is proposed that the existing incumbents, Kieran McDermott and Mike Livingstone, should be appointed into these new posts.
- 4.4 Following consultation with the Head of Personnel the Chief Executive does not believe that it would be appropriate to adjust the salaries of the existing Assistant Directors to the same level as the current Deputy Director of £114,570. However, given this rationalised senior management team, a Deputising role for each of the existing Assistant Directors and sharing of some responsibilities of the previous Deputy Director of Children's Services, it is considered that an adjustment of salary from £90,000 to £100,000 would be reasonable and proportionate. The Chief Executive and Director of Children's Services are confident that this approach would secure the long term commitment of the two officers concerned and be consistent with future considerations around capacity building in the Directorate and across the Council generally.

## **5. Business improvement and commissioning**

- 5.1 In addition to appointing effective strategic lead officers on Education and Child Safeguarding issues the Director of Children's Services is keen to maintain a robust business support and commissioning capacity for the Directorate. It is therefore proposed that those functional responsibilities which are currently assigned to the Deputy Director should in future report directly to the Director of Children's Services, to ensure that they are available across the whole Directorate.

5.2 Therefore in addition to the two proposed new posts of Deputy Director it is proposed that the existing post of Head of Business Change and Improvement is redesignated to Head of Business Improvement and Commissioning. To reflect the broader responsibilities of this role and the reporting line to the Director it is recommended that the salary for this post is adjusted from £70,000 to £80,000.

5.3 At the present time this role is in effect being covered on an interim basis. Pending this post being advertised the existing interim would be asked to remain in post to maintain momentum across a range of activities where critical development work is already well underway.

## **6. Conclusion**

6.1 The benefits of this readjustment will provide a platform for a clear focused set of services for children and families across Manchester, delivered from a framework with the safeguarding and well-being of children at its core. These proposals will also ensure the retention of two trusted, experienced and committed officers who will be able to support the Director in maintaining momentum across a range of critical improvement agendas.

6.2 These proposals will create a stronger and more focused framework for delivery and will increase the confidence of key stakeholders as well as improving outcomes for children and families.

6.3 Subject to the Committee approving this report and the revised senior management structure is requested that delegated authority is granted to the Director of Children's Services acting in consultation with the Head of Personnel and the Executive Member for Children's Services to:

- i. Develop detailed job descriptions for new posts, and where appropriate, progress arrangements to appoint to these posts and;
- ii. Review and effect any changes to existing third tier management arrangements in the Directorate necessary to support the effective implementation of the proposals set out in this report.

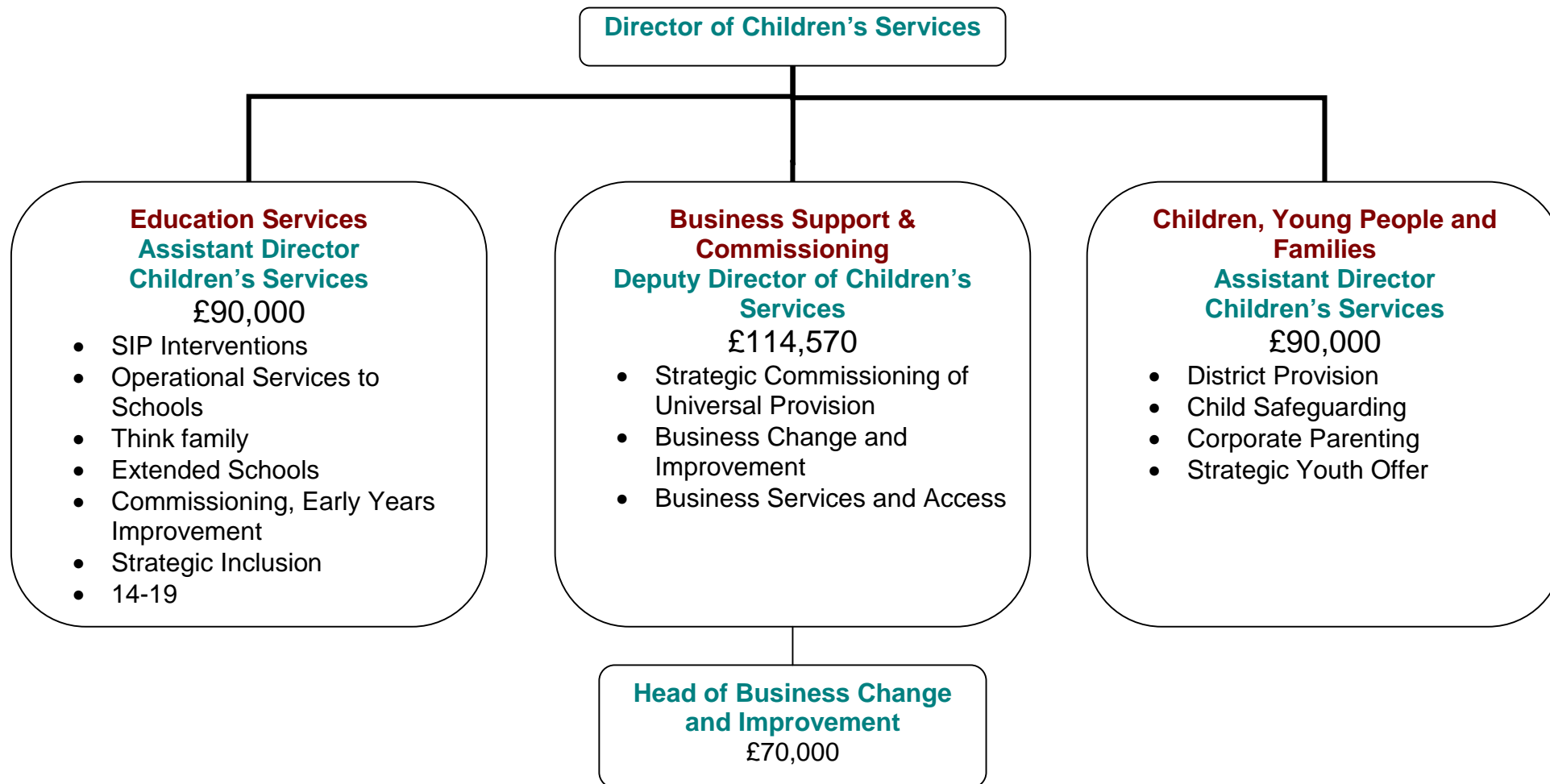
## **7. Implications for key Council policies**

7.1 The proposals set out in this report will strengthen the leadership of all services provided to children and families in the city through a more integrated management framework and therefore support the achievement of all key Council policies

### **Attached as appendices**

1. Children's Services Directorate – Current Senior Management Structure
2. Children's Services Directorate – Proposed Senior Management Structure

### 1. Children's Services Directorate – Current Senior Management Structure



2. Children's Services Directorate – Proposed Senior Management Structure

