

**MANCHESTER CITY COUNCIL  
REPORT FOR RESOLUTION**

**COMMITTEE: PERSONNEL**

**DATE: 22 JULY 2009**

**SUBJECT: CHILDREN'S SERVICES DIRECTORATE – PROPOSED  
AMENDMENTS TO SENIOR MANAGEMENT STRUCTURE**

**REPORT OF: DIRECTOR OF CHILDREN'S SERVICES**

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**PURPOSE OF THE REPORT**

To seek approval to amend the Senior Management structure within Children's Services, arising from the departure of the Assistant Director, Children and Young People and to reflect significant change and development in a number of areas across the Directorate.

**RECOMMENDATIONS**

The Committee are recommended to:

1. Approve the following amendments to posts at Assistant Director level
  - Disestablish the post of Assistant Director, Children and Young People - £83,991;
  - Regrade the post of Assistant Director, Education Services from £83,991 to £90,000;
  - Regrade and redesignate the post of Assistant Director, Children and Families (£83,991) to Assistant Director, Children, Young People and Families at £90,000.
2. Approve the following consequential changes

Establish new posts of:-

- Head of District Provision on a salary of £65,000;
- Head of Strategic Commissioning of Universal Provision on a salary of £65,000;
- Head of Business, Change and Improvement on a salary of £70,000;
- Head of Commissioning Support and Service Improvement on a salary of £55,000;
- Head of Programme Management on a salary of £55,000;
- ICT Strategic Manager to be established on a two year fixed-term contract on a salary of £55,000.

Disestablish the posts of:-

- Head of Strategy and Performance - £68,241;
  - Head of Leadership - £55,000;
  - Head of Policy and Performance - Grade 10+ 20% (£46,263-£49,413);
  - Head of Planning, Performance and Change - Grade 10 + 20% (£46,263-£49,413);
  - Policy and Partnership Manager - Grade 10 + 20% (£46,263-£49,413).
3. Approve the realignment of responsibilities for a number of functional areas, as detailed in this report.
  4. 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 implement appropriate changes to the structures below these roles, which may be required as a result of the implementation of recommendations in this report.
  5. 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 develop detailed job descriptions for all new posts and progress arrangements to appoint to these posts in line with established Council policies.

## **FINANCIAL IMPLICATIONS FOR THE REVENUE AND CAPITAL BUDGETS**

These proposals will result in overall savings of £42,500, inclusive of salary related oncosts.

## **CONTACT OFFICERS**

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## **BACKGROUND DOCUMENTS**

WARDS AFFECTED: All

## **IMPLICATIONS FOR:**

<b>Anti poverty</b>	<b>Equal Opportunities</b>	<b>Environment</b>	<b>Employment</b>
Yes	Yes	Yes	Yes

## 1. INTRODUCTION

1.1 Arising from the recent resignation of the Assistant Director, Children and Young People, the Director of Children's Services believes, following consultation with the Chief Executive, that it is timely to review the senior management arrangements and responsibilities across the Children's Services Directorate and assess the configuration of services below these. This review presents an opportunity to ensure that the Directorate is best placed to strategically address and deliver challenging agendas, significant change and ongoing developments into the future.

1.2 The changes proposed are focused on the following objectives:-

- i. strengthening the Directorate's capacity to ensure that the safeguarding of children and young people, is central to the function of all areas of activity. This will be achieved through coordinated district delivery, consistent commissioning and quality assurance of universal provision and robust and cohesive line management of aligned district delivery activity;
- ii. placing commissioning, with a neighbourhood focus, at the heart of all business planning processes. This will be achieved through improving the capacity of the Directorate to engage in strategy development, research and intelligence, needs analysis, performance management, data analysis, workforce development, ICT development and project and programme management. All of these functional responsibilities need to be enhanced through capacity that is aligned to and complements corporate processes, including the development of a corporate communications strategy, and takes place within a commissioning approach to service leadership and provision;
- iii. ensuring that universal provision (schools, further education provision and early years settings) is at the core of all activity to meet needs and drive the aspirations of children and young people;
- iv. complementing corporate capacity in business change and improvement (policy and performance, research and intelligence, organisational development, ICT and programme management) to enable the directorate to play a full part in the Council's drive to improve outcomes and the effective use of resources;
- v. giving the Directorate the capacity to continue to play the lead role within the strategic development and commissioning of services for children across all agencies and partners in the city.

1.3 Therefore in view of the above objectives and arising from the departure of the Assistant Director, Children and Young People, the Director is keen to establish a structure which establishes the required senior management capacity within the Directorate.

## **2. BACKGROUND**

2.1 Services across the Children's Services Directorate are currently delivered through the Divisional structure shown at Appendix 1. The way in which some services are currently configured inhibits the Directorate's ability to operate from a robust framework which is essential to the provision of clear, cohesive and focused services and allows us to meet our statutory requirements whilst achieving our objectives for children and families in Manchester.

2.2 A much clearer, cohesive set of organisational arrangements is necessary to increase scope to deliver a consistent set of standards in areas such as safeguarding, aligning business processes with agreed corporate standards and developing a strategic approach across the city to commissioning of services.

## **3. PROPOSALS**

3.1 The proposals set out below will, in overall terms, establish a much clearer delineation of responsibilities across the three redefined Divisions of:

- Children, Young People and Families;
- Education Services;
- Business Support and Commissioning (formerly Strategy, Performance and Operations).

### **3.2 Children, Young People and Families**

3.2.1 Currently two Assistant Directors, remunerated at £83,991, manage the six District Managers (current salary £57,915) and relevant service areas between them. It is proposed to disestablish the post of Assistant Director, Children and Young People and transfer responsibility of the majority of services within this area to the Assistant Director, Children and Families.

3.2.2 Within the ongoing national and local focus on safeguarding, this proposal brings together the management of those responsible for the local delivery of frontline social care, family support, early years provision and, youth provision, to provide a single point of accountability and consistency of approach across these areas.

3.2.3 It is additionally proposed to establish a new post of Head of District Provision on a salary of £65,000, which will have line management responsibility for the six District Managers and a deputising role for the Assistant Director, Children, Young People and Families.

3.2.4 Through the creation of this post, reporting through to the Assistant Director, Children, Young People and Families, this capacity can be appropriately focused on statutory child protection and safeguarding services within the development of a more effective and aligned continuum of early intervention and prevention activity. The Head of District Provision would manage the existing six District Managers, and

would flex services to respond to neighbourhood priorities and ensure a locally focused approach within a robust quality assurance framework.

3.2.5 The Services that fall within the responsibility of this role are as follows:

- Social work, Family Support, Early Years' Services and the Youth Offer which are provided in six discreet districts in an integrated way to build flexible and versatile services with a neighbourhood focus around the child, carers and setting. Increasingly delivered alongside district based community health provision and in consultation with schools (as community hubs) as part of the Children's Trust Arrangements. Dedicated city-wide social work services to Refugee and Asylum Seeking Children, Homeless Families and services to children at risk of child sexual exploitation are also managed and delivered within these arrangements. These arrangements deliver the statutory child protection and safeguarding services within a broader context of early intervention and prevention.

3.2.6 In light of these additional responsibilities, it is proposed to regrade the post of Assistant Director, Children, Young People and Families from £83,991 to £90,000, which is in line with the salaries paid to the recently created Assistant Chief Executive roles.

### 3.3 Education Services - Early Years Quality Assurance

3.3.1 Children's Services' recently established model for school/ setting improvement is considered to be sound. The recent partnership review undertaken by National Strategies gave an impartial view that Manchester is making excellent progress and stated "Manchester has achieved in 18 months what most Local Authorities take four to five years to achieve". It is proposed that the following services are transferred to the line management responsibility of the Assistant Director, Education Services:-

- Think Family and Early Intervention
- Extended Schools
- Aspects of Strategic Inclusion (Child and Adolescent Mental Health, Children with Disabilities), are to be transferred to the Head of Education Services: Strategic Inclusion under the Assistant Director of Education Services.
- Quality assurance of Early Years which will bring coherence and alignment to the QA process 0-16

3.3.2 Through the Education Services Redesign, the Directorate established a robust quality assurance framework which placed improving outcomes for children and young people at the core of the relationship with schools. These proposals strengthen this, through the development, arising from the Early Years Review of an equivalent Early Years settings quality assurance function within Education Services.

3.3.3 To complement this, the proposals also place the Head of Think Family, a new post currently under recruitment, within Education Services; this emphasises the role

of universal provision within early intervention and prevention and the increasing focus across all services in the local area on the needs and aspirations of families.

3.3.4 In light of these additional responsibilities, it is proposed to regrade the post of Assistant Director, Education Services from £83,991 to £90,000, which is in line with the salaries paid to the recently created Assistant Chief Executive roles.

3.3.5 As elements of the Early Years and Sure Start Service will be delivered from across the three Divisions within the Directorate it is envisaged that a restructure in this area will be required in due course. Any such proposals will be reported to this committee for fuller consideration.

### **3.4 Business Support and Commissioning**

3.4.1 Working alongside partners across services for children in the city, the development of a commissioning approach to all business planning lies at the heart of ensuring a focus on outcomes and good use of resources. The approach as developed is based on the concept that all managers are commissioners, and that at a strategic level, the Children and Young People's Plan must express the clear vision and commissioning intentions for the city.

3.4.2 To support the development of a commissioning approach that places universal provision at the core of all activity, a new post of Head of Strategic Commissioning of Universal Provision is proposed at a salary of £65,000. This post will report to the Deputy Director of Children's Services and be responsible for overseeing the commissioning of early years provision, school places and, in due course, 16-19 provision when this area of work transfers to the city council from the LSC.

3.4.3 This post will ensure that across the city there is, and will be in the future, appropriate and transformational provision to meet needs and drive aspiration, supported by the quality assurance function within Education Services.

3.4.4 The other proposed area of significant development under the Deputy Director of Children's Services is the Business Change and Improvement Service (formerly Strategy and Performance). Therefore, in support of the Council- wide drive for improved outcomes and better value for money, a restructure of the senior management arrangements in the current Strategy and Performance Service is proposed.

3.4.5 This will be followed by more detailed work to realign capacity within the service; four new posts are proposed to replace existing roles within the Directorate. These are as follows:

- Head of Business Change and Improvement on a salary of £70,000;
- Head of Commissioning Support and Service Improvement on a salary of £55,000;
- Head of Programme Management on a salary of £55,000;
- ICT Strategic Manager on a salary of £55,000.

3.4.6 A new post of Head of Business Change and Improvement is proposed, to provide senior leadership within the Directorate and aligned within the strategic direction for improvement set by the Deputy Chief Executive (Performance). Alongside work across the wider Council, this post will have a key role in providing leadership for improvement across all services for children in the city, working to the statutory Children's Trust Board and its partners to ensure that the council fulfils effectively its role of lead agency within the Trust.

3.4.7 Reporting to this post, three further senior posts are proposed:

i. Head of Commissioning and Service Improvement, to lead the development of the commissioning approach to business planning both within the Directorate and across the Children's Trust, as outlined above, and to link directly to the corporate policy and performance, research and intelligence and organisational development functions.

ii. Head of Programme Management, to lead a Programme Office providing flexible and bespoke support to change programmes in the area of services for children both within the Directorate and across the Children's Trust, ensuring a more coordinated approach to the management of change. This will assist in delivering the new corporate approach to Business Planning. This role would support the wider recognised agenda to develop a key end to end process for children across partner agencies and would be key to intrinsically influencing and supporting the change programme to achieve full participation and integration with our partners in change.

iii. ICT Strategic Manager, to lead the development of the effective and innovative use of ICT across all services for children in the city, connecting children, young people and their families to provision and information. It is proposed to establish this post on a temporary basis for two years in order to reflect the period of time it will take to achieve the objective of realising the longer term ICT vision for children and young people. This will however, be subject to review pending developments of the ICT service under the Director of Transformation.

3.4.8 It is intended to disestablish the post of Head of Strategy and Performance and ringfence the postholder to the new post of Head of Business Change and Improvement on the basis that there is some overlap in the current responsibilities, against those required in the new role. This ringfence interview would be against clear competency criteria and would be supported by the relevant Corporate Officers.

3.4.9 Similarly, it is also intended to ringfence the post of Head of Commissioning and Service Improvement to the current of Head of Programme Management against clear competency criteria.

3.4.10 For these arrangements to be successful, it is necessary that the Council appoints the best available candidates. In the event that existing employees are not appointed under ringfence arrangements, the resultant vacant posts and all other new roles will be subject to external recruitment process.

3.4.11 It is also intended to disestablish the vacant post of Head of Leadership - £55,000. The current duties assigned to this position will be more fully considered within the Corporate Organisational Development's Service Improvement Project. Any proposals for revisions to existing structures will be progressed under the Scheme of Delegation of Staff Proposals and new or changed posts in this area will be considered under the Council's Job Evaluation Scheme.

3.4.12 The Deputy Chief Executive (Performance) is currently looking at the whole of the Corporate Performance Division to scope out the focus, breadth and depth of the services and to consider the linkages between other services. The outcome of this may produce some synergies, an improved service or some efficiencies. We will endeavour to work with corporate colleagues to ensure that the detailed structures underneath these senior posts complement the corresponding corporate functions and ensure that there is no duplication of activity between corporate and Directorate level activities.

3.4.13 It is not proposed to amend the existing salary of the Deputy Director of Children's Services at £114,570.

3.5 Structural diagrams for all existing and proposed posts above Grade 10 + 20% are attached.

#### **4. CONCLUSION**

4.1 The benefits of this realignment will provide a clear focused set of services for Children and Families across Manchester, delivered from a robust framework with the safeguarding and wellbeing of Children at its core. In addition it will complement important ongoing corporate initiatives to reduce duplication of tasks and increase our performance management and data analysis framework.

4.2 Overall, these proposals strengthen the capacity within the senior leadership of Children's Services through the further integration of areas of activity across the directorate and stronger alignment with corporate and city-wide activity. Whilst the post of Assistant Director, Children and Young People will not be replaced directly, the proposals in this report will strengthen the next tier of management to provide a stronger overall leadership team.

4.3 Creating a much stronger framework for delivery will increase the confidence of our stakeholders and customers, whilst a clearer distinction between function areas will ultimately benefit the Children and Families whose wellbeing relies upon the support available through the local authority.

#### **5. COMMENTS OF HEAD OF CORPORATE PERSONNEL**

5.1 I have worked with the Director of Children's Services in the development of these proposals and agree that they represent a suitable and appropriate redistribution of responsibilities to meet new and emerging challenges facing the Directorate.

5.2 The salaries proposed for new and redefined posts are considered to be reasonable in relation to existing senior salaries across the Council and will be competitive in external recruitment markets.

5.3 In particular, I will work with the Deputy Director, Children's services and relevant Corporate officers to ensure that the arrangements proposed for business support functions complement the relevant Corporate roles. These arrangements will need to be kept under close review to ensure that there is no overlapping or duplication of responsibilities and that clear lines of accountability are retained.

5.4 Myself and other senior personnel staff will support the Director in progressing the implementation of these arrangements in line with established Council policies.

## **6. IMPLICATIONS FOR KEY COUNCIL POLICIES**

6.1 The proposals set out in this report will support all key Council priorities.

### **ATTACHED AS APPENDICES**

1. Children's Services Directorate – Current Senior Management Structure;
2. Children's Services Directorate – Proposed Senior Management Structure;
3. Proposed Business Support and Commissioning Structure;
4. Proposed Education Services Structure;
5. Proposed Children, Young People and Families Structure.