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## Manchester City Council Report for Resolution

**Report to:** Personnel Committee - 7 March 2018

**Subject:** Children and Education Services Senior Management Team

**Report of:** Strategic Director Children Services

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### Summary

Following the Personnel Committee report of 7 February 2018 which set out revised senior leadership arrangements across the Council, this report sets out proposals for revised arrangements for the newly integrated Children and Education Services Directorate.

The proposed leadership arrangements will ensure an integrated offer for Children, Young People and their families and ensure robust leadership arrangements are in place to continue to drive improvement and deliver Manchester City Council's key strategic priorities and statutory responsibilities relating to children and young people.

### Recommendations

The Committee is asked to agree the following post changes:

- 1. The disestablishment of the following posts:**
    - Strategic Lead, Children's Social Care, SS3 (£74,175 - £83,830)
    - Head of Strategic Planning, Access & Inclusion, SS3 (£74,175 - £83,830)
    - Quality Assurance Manager, SS2 (£64,574 - £71,295)
    - Head of Fostering & Adoption, SS2 (£64,574 - £71,295)
    - Head of Contact, Referral & Assessment, SS2 (£64,574 - £71,295)
  
  - 2. The establishment of the following posts:**
    - Head of Locality (x3), SS1 (£57,340 - £63,308)
    - Head of Looked After Children, SS1 (£57,340 - £63,308)
    - Strategic Head of School Improvement & Special Education Needs and Disability, SS3 (£74,175 - £83,830)
    - Head of Access & Sufficiency at a grade SS1 (£57,340 - £63,308)
    - The regrade of Senior School Quality Assurance Officer from SS1 (£57,340 - £63,308) to SS2 (£64,574 - £71,295) and increase establishment from 3 to 4
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**Wards affected:** All

**Equalities/Legal Implications**

The changes proposed in this report have been developed in line with existing frameworks and HR policies which have been subject to Equality Impact Assessments. It is recommended that the Chief Executive, in consultation with the Leader of the Council and Executive Member for Finance and Human Resources, undertakes an assessment of the changes to the roles and responsibilities of posts outlined in this report, in accordance with the senior job evaluation scheme and with reference to equal pay. There are no legal implications.

**Financial considerations – Revenue:**

All changes will be financed from the disestablishment of posts set out within this report, the disestablishment of posts below grade 12 and the Early Help underspend. The proposal is costed at neutral.

**Financial considerations – Capital:**

None

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Personnel Committee - 28 June 2017: Director of Education Appointment
- Ofsted - 21 December 2017: Ofsted Inspection Report
- Personnel Committee - 7 February 2018 - Senior Leadership Arrangements

## 1. Introduction

- 1.1 Manchester is a large, diverse and complex local authority region with high demand on social care services and in addition a growing school age population, increased needs and a complex education system/family of schools. Since 2014 significant progress has been made within Children and Education Services in improving the services Manchester's children and young people receive. This has seen Ofsted judge Children's Service no longer to be 'inadequate', school attendance across the school system better than national averages and the percentage of primary schools judged to be good or better increased.
- 1.2 Significant progress has been made however demand continues to increase, there has been an increase in the requests for a statutory Social Work intervention, in year school transfers increase (including children with additional learning needs), the number of our secondary schools judged good or better reduced and an increase in the number of children receiving school exclusions. This is within a context of changing regulatory framework which for Children's Services will have an increased focus on the quality of social work practice and management oversight and the responsibility for ensuring the education system is inclusive, delivers good or outstanding schools and meets the needs of all learners. Consequently it is important Children and Education Services adapt, anticipate and respond to the challenges with purpose and focus.
- 1.3 Manchester's Children and Young People's Plan, Our Manchester Our Children - building a safe, happy, healthy and successful future for our children reflects Manchester's strategic vision and Locality Plan to strengthen partnership working in a strengths based approach in order to improve the lives of citizens and empower decision making. This has a focus on children having the best start in life and a positive and successful educational experience; attending a good or better school. A key component to this is how Manchester City Council work with its family of schools, providing effective challenge and support.
- 1.4 Children and Education Services face a significant number of challenges, opportunities and priorities arising from the needs of children and young people in Manchester and both local and national policies. In developing a truly integrated Directorate, the leadership team have reviewed existing arrangements and determined in order to ensure effective and robust leadership and management capacity within the Directorate capacity needs to be 're-shaped and defined'. The proposals set out in this report place the Council in a strong position to address current and future challenges and achieve our aspirations for our Children and Young People. These proposals build on the revised arrangements agreed by this Committee in February namely the Strategic Director of Children's Services assuming full responsibility for all children's social services and education with the Director of Education reporting to the DCS, with a link to the Deputy Chief Executive for strategic support and corporate policy, including the role of schools in integrated public services, family poverty and work and skills.

## **2. New Leadership Proposals:**

2.1 The Strategic Director of Children's Services (DCS) has the statutory responsibility for social care and education. With Children's Services having recently moved out of intervention it is timely to review leadership arrangements to continue the improvements to both targeted and universal services with a focus on outcomes. The following proposals will deliver the leadership to provide professional rigour, safeguarding assurances and increase senior capacity to deliver both targeted and universal services effectively.

### **2.2 Head of Locality x 3, SS1 (£57,340 - £63,308)**

2.2.1 Currently the Social Work structure has one strategic post to provide a single 'line of sight' on operational practice from the Director of Children's Services through to the locality and team managers. This role was pivotal to providing direction in the Directorate's improvement journey leading rapid improvement and connecting front line practice and strategic leadership. However both the Children's Services self-assessment and Ofsted's findings identify a need to develop and strengthen our management arrangements in order to be able to improve and drive the consistency and quality of practice at all levels and to achieve this a new model is required.

2.2.2 Three new Head of Locality posts will report to the Deputy Director Children's Services and be responsible for providing strategic direction and operational oversight of social care on a local level, working with local partners to improve outcomes. The role holders will be responsible for locality social work functions, driving improvement and strengthening partnerships whilst ensuring there is sufficient capacity to continually improve consistency in management grip inc resources (human and financial) and practice development. The role will assist in the organisational capacity to respond to the new demands of the Inspection of Local Authority Children's Services (ILACS) framework which involves a standard inspection and up to two focused visits in between inspections, annual conversation and shared self-evaluation.

### **2.3 Head of Looked after Children, SS1 (£57,340 - £63,308)**

2.3.1 The establishment of the Regional Adoption Agency (RAA) in June 2017 effectively moved our adoption resource into a regional partnership arrangement hosted by Stockport. Therefore internal capacity is now focused on fostering and permanence as well as contract management, with a quality assurance role in terms of the RAA.

2.3.2 The new role of Head of Looked After Children will report to the Deputy Director, Children's Services and will provide leadership and operational oversight of our collective Corporate Parenting responsibilities with responsibility for our Fostering, Permanence, and Children's Residential teams.

2.3.3 In addition the role holder will have responsibility for the children's placement team which ensures looked after children and care leavers are provided with suitable accommodation which includes commissioned residential homes. This service is key to ensuring not only improved outcomes for children and young people through a quality assurance function but also ensuring value for money through effective contract management and commissioning activity.

## **2.4 Strategic Head of School Improvement and Special Educational Needs and Disability (SEND), SS3 (£74,175 - £83,830)**

2.4.1 This role will have overall strategic leadership for quality assurance of outcomes in schools and early years setting and will influence the improvement of quality across Manchester schools. The role holder will also be responsible for strategic leadership of SEND across the local area and for ensuring Manchester is compliant in these duties which are subjected to OFSTED inspection. The role holder will be responsible for strategic planning to ensure the education system delivers good or outstanding schools for resident and also ensuring the education system is inclusive and meets the needs of all learners.

2.4.2 In addition the role holder will be responsible for ensuring the education system is inclusive and meets the needs of all learners. This includes responsibility for statutory duties and education outcomes for Looked after Children, children and young people aged 0 to 25 with SEND, children who are excluded or at risk from exclusion at school. The role also has responsibility for strategic planning within the school system and outcomes from this include ensuring that the system delivers good or outstanding schools for residents.

2.4.3 The role is accountable for engaging the partnership and delivering the entire system for children and young people aged 0 to 25 with special educational needs and disability (SEND) in the Local Area as set out in the SEND Code of Practice. This partnership includes Health and Social Care and also Parents/carers and the voluntary sector.

## **2.5 Head of Access and Sufficiency (£57,340 - £63,308)**

2.5.1 The Head of Access & Sufficiency will have responsibility for school place planning, schools admissions, statutory assessments for children and young people aged 0-25, school travel and school crossing. The role holder will be responsible for ensuring Manchester has enough school places to meet demand and ensuring Manchester meetings its statutory responsibility in terms of access to suitable provision.

2.5.2 The role holder will be responsible for developing a 3 year strategic school places plan for mainstream school places, special school places and alternative provision which specifies how capital funding will be spent to meet demand for places in the right locations of the city and achieves value for money. Responsibility for overseeing any changes to schools in the city including conversion to academy, expansion, redesignation, school closures

and also allocating the budget for school maintenance for Local Authority schools; setting the setting school calendar.

## **2.6 Senior School Quality Assurance Officer (SSQA), SS2 £64,574 - £71,295**

- 2.6.1 The Senior School Quality Assurance Officer has been re-evaluated to take account of the increased level leadership around strategic priorities as well as new management responsibilities within the wider structure. The role is accountable to Ofsted for all school improvement outcomes across the city OFSTED inspections and responds to specific issues around brokering support from Teaching Schools for under-performing schools, responding to changes to national policy coordinating Strategic School Improvement Fund bids, responding to GM and regional demands/networks, leading on the school attendance, reducing school exclusions and the implementation of local priorities linked to schools such as Curriculum for Life, as well as leadership of early years outcomes.
- 2.6.2 It is proposed to establish an additional SSQA to provide additional capacity around school improvement as the number of schools has increased within the City, it is worth noting, whilst much of education funding is now passported to schools, Local Authorities remain responsible to the educational outcomes for children and overall school performance in a local authority area. Each SSQA will also take on a thematic lead within Education linked to schools and improving pupil outcomes. This will ensure that there is a holistic overview of all activity in the Service linked to schools and their performance to prevent a fragmented approach across a complex and diverse family of schools. The additional post will increase flexibility and responsiveness within the Service and enable the deployment of senior staff to lead and respond to new initiatives and developments at a local, regional and national level.

## **3. Conclusion**

Personnel Committee are recommended to approve the proposed senior management arrangements within an integrated Directorate for Children's and Education services as set out in this report. These changes will establish the management and leadership capacity to ensure Children's and Education Services continually improve and drive a self-improving education system to deliver a good or better outcomes for Manchester's children and young people.

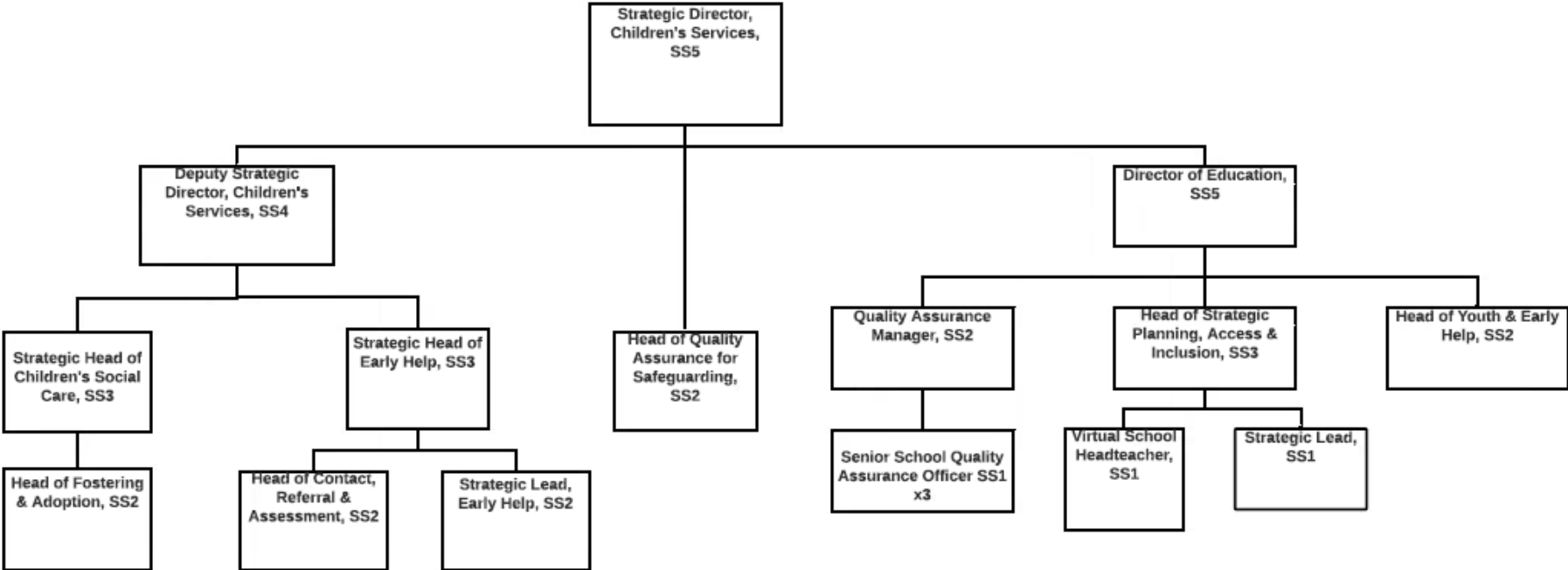
## **4. Comments from Director of HROD**

- 4.1 I have been involved with the development of the proposals and agree with the recommendations set out which have been developed Proposals have been developed in line with the Council's employment policies and framework.

## **5. Comments from the Trade Unions**

To follow

**Appendix 1 – Current Structure Chart**



Appendix 2 – Future Structure Chart

