

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 11 March 2020

Subject: Children’s Services Leadership Arrangements

Report of: The Chief Executive

Purpose of Report

This report sets out a proposal to retain the Deputy Director of Children’s Services and regrade the post of Head of Locality in the Directorate for Children’s and Education.

Recommendations

The Committee is requested to:

1. Recommend to Council that a market rate retention supplement of £10k be made to the Deputy Strategic Director of Children’s Services to ensure the retention of the current post holder in light of local market forces. This has the effect of increasing the salary to £115,940.
 2. To approve the regrade of three Head of Locality posts from SS1 (£60,857 - £65,865) to SS2 (£68,526 - £74,175).
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Wards affected:

All

Financial implications for the revenue and capital budgets:

The financial revenue consequences of the market rate retention supplement for the the Deputy Strategic Director of Children’s Services £10k. The cost of the Service Lead regrade is £11k per post (with on-costs) and totals £33k. The additional £43k budget requirement will be managed from within existing Directorate resources and is part of the measures to build a stable, confident and talented workforce through a refreshed and refined recruitment and retention approach in Children Services.

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Background documents (available for public inspection):

Personnel Committee 7 March 2018: Children and Education Services Senior Management Team

1. Background and Context

- 1.1 Manchester is a large, diverse and complex local authority area with a comparatively high need for social care services. In addition there is a growing school age population, complexity of children and their families needs and a dynamic and complex education system/family of schools. For most children, young people and families the City's growth and expansion often leads to personal and economic growth however for some children daily life living Manchester can be challenging. These challenges include; poverty 36.0% of the local authority's children in low income households and health inequalities; the City has the worst score in the country on the health domain of the IMD, the combined factors of poverty and ill health are associated with high numbers of Education Health and Care plans and increasing numbers of children looked after.
- 1.2 Despite these challenges, 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' and further improvements have reported within self assessments, peer reviews/challenges and more recently Ofsted's focused visit which was published on 21 January 2020.
- 1.3 Children Services has developed and presented to the Executive on 11th March 2020 a 5 year workforce strategy to sustain and continually improve Children Social Care Services. This report has been produced as a consequence and response to local and national recruitment and retention challenges and succession planning. In addition the strategy positions Manchester as an 'employer' of choice within the market; taking an innovative approach to staff development, recruitment and retention that secures a stable, confident and talented workforce. This will be key to Children's Services continuing to make progress and improvements to children's experiences and outcomes. The proposals set out within this report form part of the aforementioned 5 year workforce strategy and will lead into a review of the leadership arrangements within the Children and Education Directorate to ensure there is a stronger alignment with our strategic ambitions, partnership and collaboration with Manchester Local Care Organisation.

2. Deputy Strategic Director of Children's Services

- 2.1 The Deputy Strategic Director post is an SS4 post which reports directly to the Strategic Director of Children's and Education Services and has strategic leadership responsibility for complex and multifaceted statutory services and has lead responsibility for the delivery of the Children and Young People plan, Ofsted Action Plan, Directorate Business Plan and contributes towards the Council's priorities as set out within the Our Corporate Plan.
- 2.2 The post holder has been in post since 2017, is subject to progression reviews as part of the Senior Officer Appraisal/About You process. During this time they have made a significant contribution to the continual improvement of the service and the experiences outcomes for Manchester's children; as

evidenced in Manchester's Children's Services being judged no longer inadequate in 2017 and the positive findings reflected in the most recent ofsted focused visit published in January 2020.

- 2.3 The continual progress/success of the service has made the post holder 'attractive' and now a target for recruitment agencies working for neighbouring authorities; offering significant financial incentives. Whilst expressing a commitment to Manchester City Council, personal circumstances and career aspirations are competing pull/push factors, which are compounded by the role being 'evaluated down' in 2017 (immediately prior to appointment) and post holder being at the top of grade SS4. Thus restricting the financial remuneration and it is for these reasons the Council is minded to make a retention payment to the Deputy Director Children Services to the value of £10k per annum, with a review period at 18 months which is consistent with the standard arrangements for Market Rate Supplement payments. This will allow us to retain the Deputy Director in this statutory and business critical role, continue our progress uninterrupted and succession planning; in a context that similar roles are being advertised across the region.
- 2.4 It should be noted that children's services may be inspected by Ofsted from March 2020 onwards therefore the inability to retain the knowledge, skills and experience of the current post holder presents a risk to the service and may undermine the positive progression the service has made.
- 2.5 The application of the proposed retention payment is underpinned by a benchmarking exercise which shows the average salary for equivalent posts across core cities is £115k and is clearly linked to the Directorate's approach to succession planning.
- 2.6 As the proposed market rate retention supplement applies to a post which exceeds £100k per annum, it will require approval by the Council.

3. Head of Locality

- 3.1 In addition to the Deputy Director post, the Head of Locality post is and will continue to be subject to the Senior Officer Appraisal approach; to date the existing post holders have made positive contributions to the Directorate's progress. The posts were established following Personnel Committee approval on 7 March 2018. The context to the establishment of the role was in response to both the Children's Services self-assessment, strategic intent and Ofsted's findings (2017) around the requirement to develop and strengthen local partnerships and management arrangements on a local level and in order to be able to improve and drive the consistency and quality of social work practice.
- 3.2 As set outlined above, the Head of Locality posts were established to build and strengthen local partnerships, provide sufficient operational management/leadership capacity to drive the quality of social work practice, performance and compliance. However, in accordance with and driven by the Directorate Plan and ambition, the posts have evolved over time and the

breadth and span of responsibility has increased to support the significant progress and strategic direction of the Directorate.

3.3 The original remit of the Head of Locality posts was to:-

- Improve the quality of social work practice
- Improve management grip and oversight via comprehensive performance and practice systems
- Ensure services are delivered safely and effectively within relevant legislation
- Deliver on a range of policy commitments including safely reduce the number of children who are looked after/requiring a statutory service.

3.4 The Head of Locality posts were initially focused on driving operational performance within children's social care. However, as the Directorate drives towards a position of integration with partners and locality ways of working, the roles are evolving to become a 'local' strategic leader working across the system to influence, shape and design services whilst sustaining and improving the quality of social care provision.

3.5 A summary of the posts increased responsibilities and duties is as follows:-

- Lead a strategic local plan for children's safeguarding arrangements with senior leaders across the partnership
- Leadership of the children's services multi-agency safeguarding arrangements at a local level
- Leadership of the Leaving Care Service which transferred from Barnardos via a commissioned arrangement to Manchester City Council in October 2018.
- Design, development and implement policy frameworks to strategically improve service provision and practice across the system.
- To contribute to the leadership of the Greater Manchester Social Work Academy which is a partnership between Greater Manchester Local Authorities and Universities.
- Leadership of the Children's Emergency Duty Service

3.6 The increased portfolio of accountabilities and responsibilities will be reflected in the Senior Officer Appraisal arrangements and ensure the post holders continue to make a positive contribution in the delivery of the council and Directorate priorities; as set out within the Our Manchester Strategy, Children and Young People Plan and Our Corporate Plan. This will include working with our partners and stakeholders on a strategic and local level so that Manchester's children and young people are safe, happy and successful; attending a 'good or better' school.

3.7 The post holders will also be expected to contribute to other corporate priorities, including supporting Manchester's Children and Young People to be healthy, well and safe (Healthy, cared for people), enabling clean, safe and vibrant neighbourhoods through promoting the welfare of young people (Neighbourhoods) and reducing demand through reform and enabling our

workforce to be the best they can be (Well-managed Council), and also plays a leading role in ensuring our young people are equipped with the skills they need to benefit from the growth of the city (Growth that benefits everyone).

4. Conclusion

- 4.1 The recommendations set out within this report provides Children's and Education Services with leadership arrangements needed to deliver the Directorate's strategic priorities set out within the Children and Young People Plan and the Council's priorities as set out within the Our Corporate Plan.

5. Comments from Trade Unions

- 5.1 These are to follow.

6. Comments from the Director of HROD

- 6.1 These are significant leadership posts in a critical area of the Council. The roles have developed over the last year in line with the directorate requirements.
- 6.2 The posts have been subject to evaluation through the Council's Job Evaluation process, resulting in the proposed regrade as outlined.