

Agenda item:

Title of meeting: Employment Committee

Date of meeting: 15th September 2015

Subject: Children's Services Senior Management Structure

Report From: Chief Executive

Report by: Jon Bell, Head of HR Legal & Procurement

1. Purpose of report

The purpose of this report is to advise members of proposed modifications to the senior management structure for Children's Services, in order to clarify reporting lines and accountabilities.

2. Recommendations

Members are recommended to:

- (i) Revise the senior management structure, as agreed by this committee on 19th February 2015, to the effect of deleting the post of Director of Children's Social Care.
- (ii) Note the creation of posts of Deputy Director of Children's Services - Social Care and Deputy Director of Children's Services - Education, reporting to the Director of Children's Services

3. Background

- 3.1. Members agreed a new senior management structure at the meeting of Employment Committee on 19th February 2015. The agreed structure is shown at appendix 1, and was implemented with effect from 1st April 2015.
- 3.2. In accordance with members' wishes to have a "flat" structure, the posts of Director of Children's Services & Education (DCS) and Director of Children's Social Care were shown as being on the same structural tier, but with a reporting relationship between the two (with the statutory Director of Children's Services role being the more senior).
- 3.3. The structure contained no separate director-level post with responsibility for education as this responsibility would rest with the DCS role, in accordance with statutory guidance. An interim Head of Education was in post at the time but the contract has now ended.

4. Proposal

- 4.1. The interim DCS has reviewed the Children's Services structure, having regard to statutory guidance, the expectations of OFSTED, and also to the prospects of successfully recruiting to the DCS role. The view of the interim DCS is that the structure should provide greater clarity around the respective roles of the DCS and the officers responsible for both safeguarding and education. In particular, the structure should make it clear that the DCS is solely accountable to the Chief Executive for Children's Services, and that senior managers for both safeguarding and education should report directly to the DCS.
- 4.2. Statutory guidance for the role of DCS states: *Local Authorities must ensure that there is a single officer responsible for education and children's social care. The DCS should have an integrated children's services brief ensuring that the safety and the educational, social and emotional needs of children and young people are central to the local vision.* Whilst the original structure agreed by members did have regard to this guidance, it is felt that the accountabilities of the DCS role would be strengthened and clarified by replacing the current "flat" relationship with a more hierarchical structure.
- 4.3. The structure is likely to be a relevant factor for the recruitment of a permanent DCS to the council. Given the statutory nature of the role, potential candidates are unlikely to find the role attractive if they feel that lines of accountability are unclear.
- 4.4. The proposed structure for children's services is included at Appendix 2. This shows the Director of Children's Services, with two Deputy Directors reporting directly to him or her. In accordance with members' wishes to maintain a flat senior management structure, the Deputy Directors would be "3rd tier managers" as opposed to chief officers. As such, the creation of, and recruitment to, these posts are matters that are delegated to the Director of Children's Services in consultation with the Chief Executive and relevant cabinet member.
- 4.5. The existing Director of Children's Social Care has recently resigned from the council, and so will not be affected by this change. Recruitment to the two new Deputy Director posts will commence following the permanent appointment of a Director of Children's Services, for which recruitment is currently underway.

5. **Reasons for recommendations**

In order for the council to discharge its statutory functions in respect of Children's Services, it must have a management structure that provides for clear lines of accountability.

6. **Equality impact assessment (EIA)**

A preliminary EIA has been completed and this concluded that there was no requirement for a full EIA at this stage.

7. City Solicitor comments

All legal comments are contained within the body of the report.

8. Director of Finance and Information Services' comments

The SMT review approved in February 2015 reduced the previous management structure for children's services from three to two posts thereby creating an additional saving of one post at over and above the budget savings originally approved for that review. This saving of £114,500 was not taken from the service budget at the time pending the outcome of the Interim Director of Children's Services review of the service.

The structure now proposed in this report establishes three roles for the management of Children's Services at an additional full year cost of £114,500, to be met from the saving identified above and is therefore budget neutral in the full year.

In the current year, 2015/16, there are additional costs associated with the interim cover arrangements and will be further costs arising from the recruitment to these posts. This is estimated to be circa £50,000 and will need to be met from existing budget provision.

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Signed by: Chief Executive

Appendices:

Appendix 1: Existing Senior Management Structure

Appendix 2: Proposed Children's Services Management Structure

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

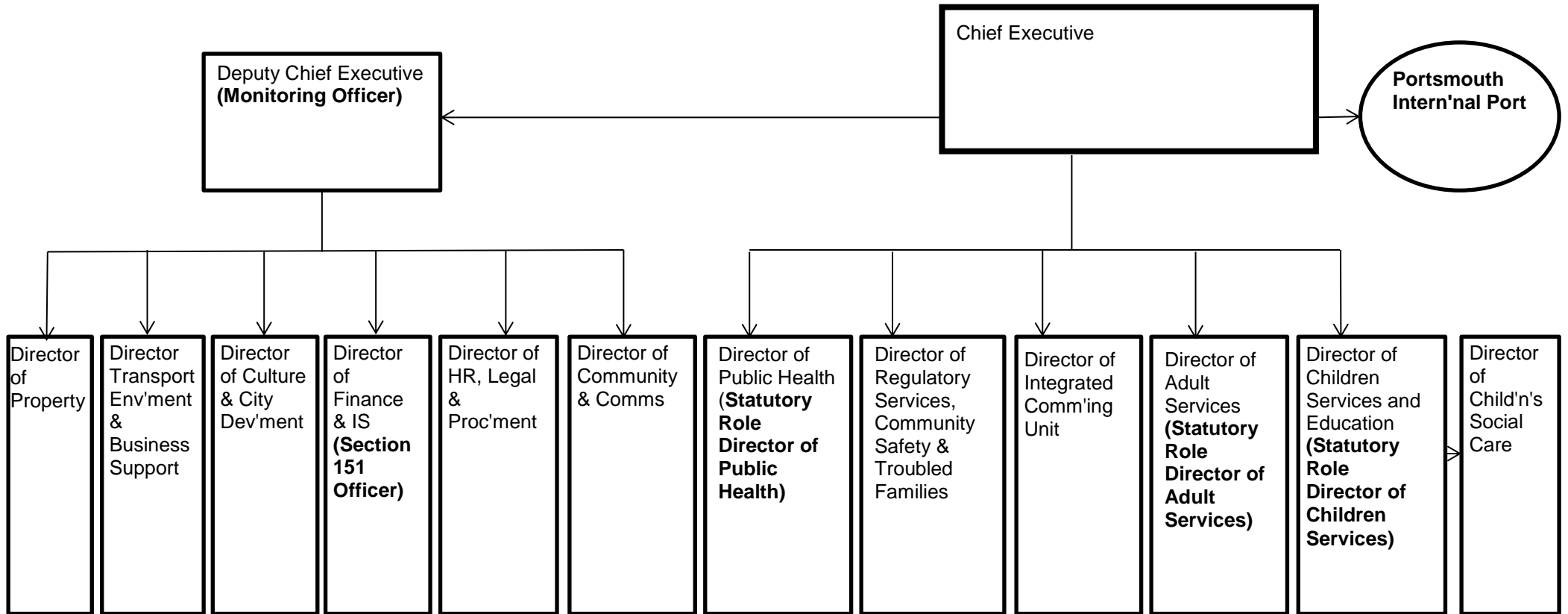
Title of document	Location
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The recommendation(s) set out above were approved/ approved as amended/ deferred/
rejected by on

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Signed by: Name and Title

Portsmouth City Council Management Structure March 2015



Appendix 2

