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# Creation of Service Director for Children’s Social Care and Service Director for Education and Special Educational Needs and Disabilities

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<b>Committee considering report:</b>	Extraordinary Council
<b>Date of Committee:</b>	19 December 2023
<b>Portfolio Member</b>	Councillor Heather Codling
<b>Report Author:</b>	AnnMarie Dodds Executive Director of Children’s Services
<b>Forward Plan Ref:</b>	C4481

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## 1 Purpose of the Report.

- 1.1 It is crucial that the Council has sufficient capacity at senior level to continue the operations of the organisation and can fulfil statutory responsibilities and respond to challenges that face the Council. The changes to our services, expectations of our customers & partners, and the workings of the Council have all changed significantly in recent years. The increasing level of demand and complexity of need, pace of change, accessibility and availability of current and potential services, and latest inspection frameworks place new and increasing demands from children and families on the Council.
- 1.2 The senior management structure of the Council has been subject to a variety of reviews over recent years. This report’s purpose is to set out the proposed senior management structure across the Council, and focussing on children’s services, with greater resilience in Children’s Services (People Directorate) to respond to the challenges facing Social Care, SEND (Special Educational Needs & Disabilities) and Education. As part of the SMR 2019 report, a decision on the Heads of Service posts in Education and Children’s Services was to be made in the future, as the original report had a single joint Service Director for Children and Young People.
- 1.3 The proposed structure will bring Children’s services in line with the wider council senior directorate structures, and appendix B(i) has the latest Council senior management structure appended.

## 2 Recommendations

It is recommended that Council:

- 2.1 Approve the creation of two Service Director (SD) posts in the Children's (People) Directorate; a Service Director Children's Social Care and a Service Director Education and Special Educational Needs and Disabilities (SEND).
- 2.2 Subject to recommendation 2.1, approve the latest senior management structure shown at Appendix B(ii).
- 2.3 Note the deletion of the existing Head of Children and Family Services and Head of Education posts.

### 3 Implications and Impact Assessment

Implication	Commentary
<p><b>Financial:</b></p>	<p>A total of £39,600 additional funding will be required for two SD posts.</p> <p>(1) Immediate recruitment to the Service Director posts at a full year cost of £271,120, assuming an appointment from April 2024 at mid-point.</p> <p>The posts will be partly funded using the existing Head of Service posts. Additional costs will be secured through investment.</p> <p>The annual cost of the Service Director posts will be in the region of £271,120. The post-holders will report to the Executive Director Children's Services (People).</p> <p>The annual cost of the existing Heads of Service posts is £231,520. The shortfall to be secured through investment to cover both posts of £39,600.</p>
<p><b>Human Resource:</b></p>	<p>Effective and clear communication will be required prior to any recruitment processes being commenced. UNISON have been informed of the proposal.</p> <p>The current interim Head of Service post holders are permanent employees of West Berkshire Council and will return to their substantive posts with Children's Services and/or apply for the proposed SD posts should they be approved.</p> <p>It is intended that the interim arrangements will continue until the proposed SDs are permanently in post.</p> <p>The current interim post holders have been informed of the proposals and the indicative timescale should the proposals be approved.</p> <p>It is expected that the posts will be advertised internally and externally from early January 2024. Appropriate assessment centres and final recruitment panels will follow.</p>

<b>Legal:</b>	The Head of Paid Service (the CEO) is required under the Constitution to report to full Council on the manner in which the discharge of the Council's functions is co-ordinated, the number and grade of Officers required for the discharge of functions and the organisation of Officers (Part 2, Article 10.8). This report ensures effective compliance with that duty.			
<b>Risk Management:</b>	There is limited risk in the proposed model.  Risk lies in failing to address the lack of strategic capacity in Children's services by failing to replace interim operational Heads of Service posts with Service Directors.			
<b>Property:</b>	None.			
<b>Policy:</b>	This proposal is impacted by HR policies and procedures in relation to Job Evaluation, Pay and Grading, Organisational Change and Redundancy and Recruitment. The proposals already take account of these policies.			
	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>	<b>Commentary</b>
<b>Equalities Impact:</b>				
<b>A</b> Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			Once posts are created, they will be advertised internally and externally for all staff to be able to apply for as in all other posts. Once any new posts are created, they will be evaluated based on up-to-date information.

<b>B</b> Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			As above.
<b>Environmental Impact:</b>		X		None.
<b>Health Impact:</b>		X		None.
<b>ICT Impact:</b>		X		None.
<b>Digital Services Impact:</b>		X		None.
<b>Council Strategy Priorities:</b>	X			<p>A fairer West Berkshire with Opportunities for all.</p> <p>Thriving communities with a strong local voice.</p> <p>A more efficient Council will enable the new Council Strategy to be delivered in a more cost-effective way.</p>
<b>Core Business:</b>	X			The SD roles will improve the Council's overall strategic direction, management of statutory functions, efficiency and core business for children and families (the customer).
<b>Data Impact:</b>		X		None.

<b>Consultation and Engagement:</b>	Internal communication has taken place and UNISON have been informed of this report and communication.
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## 4 Executive Summary

- 4.1 The proposal is to create two Service Director (SD) posts (replacing interim Heads of Service) in the Children's (People) Directorate; a Service Director Children's Social Care and Service Director Education and SEND.
- 4.2 The creation of the SD posts will provide greater strategic capacity and direction across children's services. Managing the changing and increasingly complex demands faced across both social care and SEND whilst also providing system leadership across the changing landscape of education across West Berkshire.

## 5 Supporting Information

### Proposal

- 5.1 At present strategic leadership in children's services is delivered by the Executive Director (ED) of Children's services. Heads of Service roles reporting to the ED predominantly undertake operational management of children's services. As Such strategic capacity is limited. This interim arrangement has been in place for a significantly longer period than originally expected. The Creation of 2 x Service Director (SD) posts will replace the existing interim arrangements. The heads of service posts will be deleted.
- 5.2 The interim post holders will return to their substantive posts upon the appointment of the 2 x SDs. Both post holders may apply for the new SD posts. The new posts will be advertised both internally and externally.
- 5.3 The senior structure with 1 Executive Director and 2 x SDs is consistent with the senior structure across similar sized local authorities. It reflects the risks managed by the individual SDs holding significant practice, financial and reputational risk across social care and SEND. Both areas of business are high cost to the council and carry pressure through individual inspection regimes. Recent financial and operational challenges across social care and SEND have demonstrated the need for greater strategic leadership capacity replacing existing predominantly, reactive, operational management.
- 5.4 In line with the paper produced for the creation of the 2 x EDs the CEO requested the ED Children to review the interim positions beneath them and bring recommendations forward for consideration for permanent appointments.
- 5.5 In October 2022, the Executive Director of People commissioned an independent review on the structure and delivery of the Education Service, the review considered national and local context. The review provided a focus on the senior leadership options at the Head of Service/Service Director level across Education Services and Children

and Families. The report concluded that two Service Directors should be recruited to, one for Children and Families and one for Education Services. (Appendix C).

- 5.6 Once in post it is expected that the 2 x SDs will support the ED in conducting a full strategic review of the structure of Children’s service including the completion of a zero-based budgeting exercise. This will ensure that resources across the children’s services department are appropriately placed. It will also ensure a fit for purpose and agile children’s service department that can meet the needs of modern and adaptive children’s services.
- 5.7 As part of the strategic review of children’s services consideration will need to be given to the effective strategic management of the Delivering Better Value Programme and the design and delivery of Early Help functions across both social care and SEND.

Appendix A shows the current ‘As Is’ and ‘To Be’ proposed structures.

**HR Process**

- 5.8 Appointments to the roles of the permanent Service Directors will be based on current recruitment and redundancy policies and will be advertised internally and externally as with all previous posts through a member appointment panel. Job descriptions will be provided, and the grades evaluated.

**Financial Implications.**

- 5.9 The costs of the new posts versus, relevant established posts have been summarised below.

	<b>Existing funding</b>	<b>Future additional funding requirement 2023-24</b>	<b>Future additional Funding requirement 2024-25</b>
2 Service Directors	2 Head of Service SCP 62 to 67	£39,600	2 Service Directors SCP 68 to 72 plus, inflation new funding
<b>Total</b>	<b>£231,520</b>	<b>£39,600</b>	<b>£271,120</b>

**6 Conclusion**

- 6.1 These proposals bolster the resilience and management capacity for Children’s Services and will speed up the pace of change across areas of highest risk including SEND; Delivering Better Value and Children’s Social Care, and ensure we are as effective and efficient as possible.

## 7 Appendices

- 7.1 Appendix A – ‘As is’ and ‘To Be’ structures in Children’s Services
- 7.2 Appendix B(i) – Current Senior Management Structure (to follow)
- 7.3 Appendix B(ii) – Proposed Senior Management Structure
- 7.4 Appendix C - Education Review West Berkshire Council Report October 2022

### Background papers

Senior Management Review 2019

<https://decisionmaking.westberks.gov.uk/documents/s73555/8d.%20Senior%20Management%20Arrangements%20Initial%20Proposals%20E2.pdf>

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#### Subject to Call-In:

Yes:  No:

- The item is due to be referred to Council for final approval.
  - Delays in implementation could have serious financial implications for the Council.
  - Delays in implementation could compromise the Council’s position.
  - Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months.
  - Item is Urgent Key Decision
  - Report is to note only
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