

Children & Families Senior Leadership Proposals

Date: 27th September 2022

Report of: Deputy Chief Officer HR

Report to: Director of Children & Families

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

Following the recent appointment to the interim Director of Children & Families, this report sets out proposals for new arrangements for senior leadership in Children & Families with a timeline for implementation and a recognition that there might be further consequential changes.

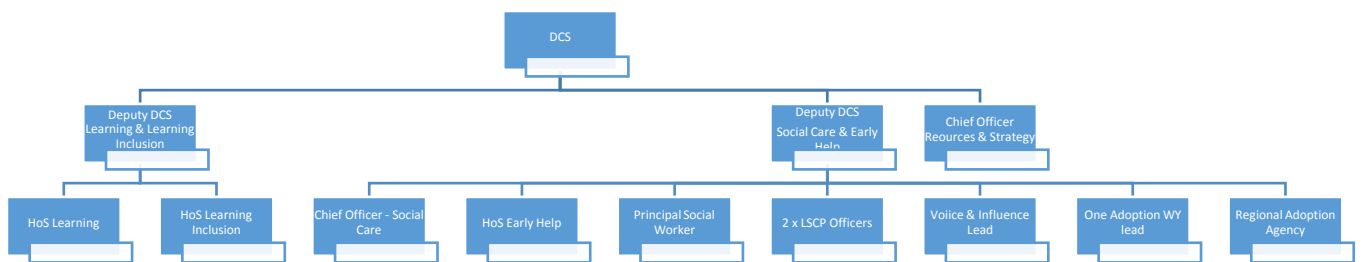
Recommendations

The Director of Children & Families is recommended to approve the proposals set out in the report including:

- a) The redesignation of the Head of Service Learning and Head of Service Learning Inclusion to Chief Officer Learning and Chief Officer Learning Inclusion.
- b) Approve additional short term, part time consultancy support to provide additional senior capacity across Learning & Learning Inclusion to prepare for the impending SEND inspection.
- c) Confirming the Chief Officer Social Work in role on a permanent basis with effect from the date this report is approved.
- d) Creation of a 12 month temporary Chief Officer Family Help, Dir 70%.
- e) A temporary, 12 month honorarium to DIR 70% for the Chief Officer Strategy & Resources with effect from the date the report is approved.
- f) The flexible deployment of a Programme Manager, Dir 45% from Adults & Health to Children & Families.

What is this report about?

- 1 The current Director of Children and Families (DCS) will be moving to the Strengthening Families, Protecting Children function in September 2022, to lead the work with Department for Education. Given the ongoing post-pandemic challenges, the priority is service continuity, and following consideration of a range of options, an interim DCS has been appointed via an employment committee for a period of approximately 12 months. The recruitment process for a permanent DCS will start in early 2023.
- 2 The changes at DCS level have provided an ideal opportunity to take stock of the current senior structure, the current context and challenges, and consider the best way to deal with the current pressures and priorities.
- 3 The current structure (in scope for this consideration, assuming other roles remain static) is as follows:



The stocktake has been a valuable exercise to consider a range of options about what is required for the current and future demands given local and national developments, recruitment and retention issues, the strategy, and the financial context.

4 Interim Deputy Director role

Given the scale and scope of the directorate, and the combined internal and external demands of the C&F leadership (e.g. quality of practice, statutory functions, corporate roles, meeting member expectations, key relationships with partners, leadership and management functions and dealing with correspondence, and extent of change to be delivered - be that from financial challenge or upcoming national policy changes - and political context), there is a commitment to backfill the Deputy DCS for Social Care and Early Help. Having secured in principle agreement to this, the Chief Officer HR has developed a scope based on the current role and is progressing to fill the role using recruitment consultants from the Council's existing Executive Search & Selection Framework Contract. In headline terms, this role will be to drive coherence across social care and early help, building on the excellent work to date and the wide range of developments, services and excellent colleagues in this area.

5 Learning & Learning Inclusion

On the Learning & Learning Inclusion structure, the proposal is that the two Head of Service, DIR 70% roles are redesignated as Chief Officer roles, with no additional processes required as the functions, reporting and responsibilities remain the same. Whilst these posts are chief

officer posts, they are not posts that report direct to a director and therefore there is no employment committee required. In doing this existing structural anomalies are addressed and there will also be consistency in nomenclature and status across the senior leadership across the Directorate. Consequentially, further work is envisaged to review the next level in this structure to ensure that there is the right capacity and capability in place.

Given the significant additional demands in this area, combined with the impending changes to national policy and a SEND inspection imminent, it is considered that there is a requirement for an additional short term, part time interim leadership role to lead inspection preparation for SEND. The intention is that this requirement is filled on an external consultancy basis.

6 Social Care and Early Help

On the Social Care and Early Help structure, the proposal is that the Chief Officer Social Work post, currently a temporary appointment following a competitive recruitment process in 2020, is consolidated to be a permanent position with the current postholder confirmed in post. With the effect of the pandemic on children and their families, the increased demand and challenges, there is no doubt that this post is required on a permanent basis to lead the social work functions ranging from the front door, the area teams, CHAD teams, the CLA teams and fostering and residential.

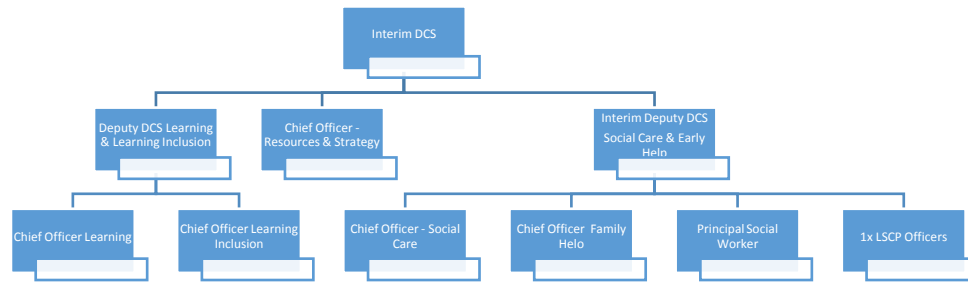
Alongside this, in light of learning from the pandemic, our continued approach on prevention and early intervention, and anticipating the implementation of the Josh MacAlister Review, it is proposed to create an additional, temporary Chief Officer Family Help, DIR 70% - a copy of the job description is at appendix 1 to this report. This will be an internal interim position for a period of 12 months, reviewable once the permanent DCS is appointed and when more is known about the impact of the MacAlister review. There is also the opportunity for some other additional shifts in reporting responsibilities (including implementing the review of the LSCP business support unit) in order to spread the accountabilities out.

7 Resources and Strategy

In taking stock of the current arrangements and demands, this also means additional responsibilities for the Chief Officer Resources and Strategy. The role is currently graded DIR 65%, other comparable roles across the council are DIR70%. There is a significant set of additional responsibilities on the current postholder given what is required to be delivered as part of the Financial Challenge, and they are also crucial as part of service continuity during this period of interim arrangements. The specific deliverables as part of the Financial Challenge are in the following areas, with more detail available in relevant papers: Little Owls, NHS, Transport, Residential care, Contract management and commissioning, and Social worker pay and retention. It is proposed to recognise this with temporary increase in the grading for the next 12 months to DIR70% to be paid via an honorarium. The current postholder will receive this honoraria and will be accountable for this programme of change, with the role reviewable towards the end of this period of interim arrangements.

There is also the additional capacity of a programme manager being added into this structure with the flexible deployment of a Programme Manager from Adults & Health to Children & Families, who will be focused on delivering the transition plan for the directorate including the financial challenge. Appendix 2 to this report is a copy of the Programme Manager job description.

8 The changes outlined above would result in a revised senior leadership team structure as follows:



What impact will this proposal have?

- 9 The proposals in this report will provide leadership stability for the Children & Families Directorate and additional capacity to address the current and future challenges.
- 10 Consideration has been given to the workforce implications of these proposals and no negative impacts have been identified. Please see appendix 3 for the equality, diversity and inclusion screening document.
- 11 Recruitment will be in line with the Council's recruitment and selection policy

How does this proposal impact the three pillars of the Best City Ambition?

- Health and Wellbeing Inclusive Growth Zero Carbon

12 These proposals will provide both leadership stability and capacity to support the delivery of our priorities and obsessions set out in both The Best City Ambition and Leeds Children and Young People's plan.

What consultation and engagement has taken place?

Wards affected: N / A

Have ward members been consulted? Yes No

- 13 The proposals set out in this report have been discussed with the Executive Members for Children & Families who are supportive of the direction of travel.
- 14 Discussions have also taken place with colleagues directly affected by these proposals and no issues have been raised.
- 15 Formal consultation with Trade Union colleagues has also taken place - insert TU feedback.

What are the resource implications?

16 There is a total cost of £117k for the proposals in this report. Additional costs will be incurred once a consultant has been engaged to provide additional capacity supporting SEND. As the proposals in the report will enable transformation to address budget pressures, the cost will be funded through capital receipts.

What are the legal implications?

17 No specific legal implications have been identified in implementing these proposals. However, it is worth noting that these proposals provide additional leadership capacity and context to

ensure continued delivery against our statutory responsibilities relating to children and young people in Leeds.

Options, timescales and measuring success

What other options were considered?

Following the stock take of the current leadership arrangements a number of different structural options were considered. However, the proposals being put forward are considered to be the most appropriate to ensure service continuity and respond to the ongoing challenges facing both the Council and Children & Families.

How will success be measured?

18 Success will be measured through performance against Directorate key performance indicators and delivery of the ambitions and obsessions set out in the Children & Young People's Plan.

What is the timetable and who will be responsible for implementation?

19 The intention is to implement the proposals set out in this report following consultation with Trade Union colleagues during the end of August / beginning of September. Implementation will be managed by the Director of Children & Families with support from HR colleagues.

Appendices

Appendix 1	Chief Officer Family Help JD
Appendix 2	Programme Manager JD
Appendix 3	EIA Screening Document