

By: Roger Gough Cabinet Member for Children, Young People and Education
Matt Dunkley, Corporate Director Children, Young People and Education

To: County Council

Date: 17 May 2018

Subject: Proposed changes to Top Tier posts in the Children, Young People and Education Directorate

Classification: **Unrestricted**

Summary: This paper sets out proposals to redistribute current activities in Specialist Children's Services and Early Help and Preventative Services divisions and realign the responsibilities of the two Director roles accordingly.

1. BACKGROUND

- 1.1 In January 2017, the County Council agreed a paper from the Leader of the Council and Head of Paid Service to introduce a new top tier structure for the Authority. This saw the creation of two new Directorates headed by two new Corporate Director roles. These are the Adult Social Care and Health Directorate, headed by a Corporate Director who holds the statutory Director of Adult Social Services responsibility and the Children, Young People and Education Directorate headed by a Corporate Director who holds the statutory responsibility of Director of Children Services (DCS).
- 1.2 The change responded to the clear feedback from the transformation discussions happening at that time in relation to developing the vision for 0-25 services. It was evident that this would be best achieved if the key Divisions within Kent County Council providing services to families, parents and young people aged between 0 and 25 were brought together under the same Corporate Director structure.
- 1.3 These Divisions are Specialist Children's Services (SCS), at that time part of the Social Care Health and Wellbeing Directorate, and Early Help and Preventative Services (EHPS), at that time in the Education and Young People's Services Directorate. With the need to ensure that all services to children and young people were delivered from the same Directorate universally accepted as the starting point for discussion, options for how this could be best achieved were considered and the new Directorate structure was put in place.

- 1.4 The revised structure became operational when Matt Dunkley, CBE, took up the post of Corporate Director Children Young People and Education in November 2017. He has driven forward the programme to integrate children's services, aiming to make best use of our resources to meet the ambitions set out in KCC's Strategic Outcomes. The Children and Young People's Services Integration Programme (CYPSIP) includes the alignment of working practices across SCS and EHPS.
- 1.5 The Cabinet Member and Corporate Director have reviewed the most appropriate structure to deliver the vision for fully integrated Children's services and as a result are proposing the structure outlined in this paper, which was endorsed by a meeting of the Personnel Committee on 20 April 2018.
- 1.6 The proposals impact on two current Director posts in the top tier structure, both of which are currently being covered on an interim basis. These are the only posts in the top tier structure which are impacted and the full revised structure showing all top tier posts is shown at Appendix 1.
- 1.6.1 The substantive Director of Early Help and Preventative Services left KCC in September 2016 and the role has been covered through an acting up arrangement. This has been extended until 31st August 2018 as approved by Personnel Committee on 23rd January 2018.
- 1.6.2 The substantive Director of Specialist Children's Services left KCC employment in September 2017 and this role is also being covered through an acting up arrangement until 31st August 2018, as approved by Personnel Committee on 23rd January 2018.

2. DIRECTOR ROLES

- 2.1. There are a total of 2280 staff employed across SCS and EHPS with a wide range of services including:
- Initial Duty and Assessment
 - Child Protection and Family Support
 - Children in Care
 - Adolescent Teams
 - Adoption and Fostering
 - Asylum
 - Safeguarding
 - Family Group Conferencing Services
 - Virtual Schools Kent
 - Youth Justice
 - Youth Work
 - Children's Centres
 - Early Intervention
 - Inclusion and Attendance
 - Commissioned services

2.2 These services sit alongside the other education responsibilities discharged by the Director Education Planning and Access and those which will move into the newly formed trading company, The Education People, due to start trading in September 2018. All these significant and diverse services report to the Corporate Director who currently has only four senior direct reports helping to deliver the whole Children, Young People and Education agenda.

3. PROPOSED CHANGES TO ROLES

3.1 The proposal is that two new Director level posts replace two existing Director posts reporting to the Corporate Director Children, Young People and Education. The details of the responsibilities of each are outlined later in this paper and in the job descriptions at Appendix 2 and the proposed structure for the Children, Young People and Education management team is shown at Appendix 3. No formal consultation has been required with members of staff, as the two existing Director level posts which are replaced in this proposal are both currently being covered by internal interim appointments.

3.2 In reaching this proposal a number of factors were considered:

- The paramount importance, both in terms of meeting the needs of vulnerable young people and families in Kent and managing within constrained financial resources, of offering better integrated services, not just within KCC but also across key partners, including health.
- The need to retain senior level social care expertise whilst also recognising the ongoing importance of preventative services.
- The size and complexity of Kent and the need to ensure there is sufficient leadership resource to support the Corporate Director to deliver his statutory responsibilities and the strategic objectives for his Directorate.
- The need to recognise the operating frameworks of key partners in terms of geographical alignment as far as this is practical and achievable from the Authority's perspective.

3.3 These considerations led to the proposal to retain two Director roles to deliver the full range of SCS and EHPS services. The size of the county and the diversity of services on offer make it unsafe to vest all the responsibility in a single post holder and would unnecessarily constrain the strategic input into the Directorate Management team. A single post would result in a DMT of three top tier postholders, once The Education People becomes a commissioned traded service, who would be responsible for delivering the whole strategic agenda for 0 –25 services.

3.4 Retaining the two existing Director roles with their current range of responsibilities was considered. However, this would make integration of activities across the two divisions unnecessarily challenging. It is therefore proposed that the division of responsibilities should be by a geographical split with lead responsibilities for some countywide services, where this is the best use of resources.

- 3.5 It is therefore proposed that each of the roles will manage the operational delivery of both SCS and EHPS services for roughly half of the county. In addition, the strategy and development leadership for early help services across the County will be included in one role and the other will lead on children's social work.
- 3.6 In proposing this distribution of responsibilities, it is recognised that, whilst operational line management will be clear in each of the two geographic areas, each Director will also have a policy /professional lead (for Early Help and Social Work) as well as a number of County-wide teams aligned with those professional leads. It is vital that these roles exercise the professional leadership in their specialist areas across the whole county to give clear and consistent direction for strategic, planning and development activity, and these responsibilities are important in the grading of the posts.
- 3.7 It is recognised that there could be some inherent tensions between the operational/geographical management responsibilities and the county -wide professional lead /management responsibilities in these posts. However it is believed that all the factors for successfully mitigating this have been identified– a clear, shared purpose; a collegiate approach between the two Directors overseen by the Corporate Director to ensure individuals in the service are clear how the structure works and the chance to circumvent it is limited; joint Divisional Management team meetings to ensure there is regular scope for discussion of both operational and professional issues; the development of open, authentic and effective communication across the two Divisions; and consistent leadership behaviours in line with the Authority's leadership capabilities.
- 3.8 Ahead of further work on the integration of services, under the Children and Young People's Services Integration Programme (CYPSIP), modelling of structural reporting lines for Countywide services is underway to determine the best split of responsibilities across the two Director posts but will be finalised following appointment of postholders.

4. RECRUITMENT

- 4.1. As the current interim arrangements are due to cease on 31st August 2018, substantive postholders will be recruited to commence in September.
- 4.2 Executive Search has commenced to enable us to attract suitable candidates for a panel of the Personnel Committee to interview on 15 June 2018.

5. FUNDING

- 5.1 It is not anticipated there will be any budgetary implications for the amended roles as the realigned responsibilities will not impact on the current grade of KR17.

6. RECOMMENDATION

The County Council is asked to agree:

- the deletion of the posts of Director Specialist Children's Services and Director of Early Help and Preventative Services
- the introduction of two new Director posts, Director Integrated Children's Services (Early Help and Preventative Services Lead) and Director Integrated Children's Services (Social Work Lead)

Background papers:

County Council: "County Council Directorate and Strategic Commissioning Structure" 26 January 2017.

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