

<b>Classification:</b>	<b>Decision Type:</b>
Open	Non-Key

<b>Report to:</b>	Cabinet	<b>Date:</b> 16 July 2024
<b>Subject:</b>	Update of Children & Young People Senior Management Restructure	
<b>Report of</b>	Cabinet Member for Corporate Affairs and HR	

## **Summary**

This report provides an update in respect of the restructure of the Children & Young People's Department Senior Management Restructure.

## **Recommendation(s)**

1. To note the update on the Children & Young People's Department Senior Management Restructure, including work to implement the new structure following conclusion of staff consultation.
2. To recommend that Council approve in principle the release of the Strategic Lead (Schools System) and disestablishment of their role following their request for Voluntary Early Retirement with Severance submitted through the consultation process. – This would attract severance costs of £37,409 (which will be met by the Department) and capital costs of £101,325 related to the early release of pension benefits (which will be met centrally by the fund held by the Greater Manchester Pension Fund on behalf of the Council for this purpose). (These costs will vary very slightly dependant on the exact leaving date).
3. To delegate to the Chief Executive, in consultation with the Executive Director of Children and Young People, Director of People & Inclusion and the Cabinet Members for Children's Services and HR and Corporate Affairs, final approval and the specific timing of redundancy linked to the completion of a number of strategic deliverables.
4. To recommend that Council approve the redesignation and revaluation of one of the two Assistant Director (Regeneration Delivery) roles (Chief Officer Band D, £83,865-£90,992) to Director of Regeneration and Project Delivery (Chief Officer Band E, £93,102 - £101,596) to reflect the transfer of responsibility for Schools' Capital Development to this role and also an expanded remit in relation to housing growth and development following the departure of the former Director of Housing.

## **Reasons for recommendation(s)**

Following cabinet approval in January 2024, the Children & Young People's Department has undertaken consultation with employees and trade unions in relation to a revised Senior Management structure.

Following this consultation, final structural changes have now been agreed for implementation by the Executive Director of Children and Young People and the Cabinet Members for Children's Services and HR and Corporate Affairs, in consultation with the Director of People and Inclusion, Monitoring Officer and S151 Officer in line with the agreement of Cabinet in January.

Two aspects of these changes require separate and specific approval by Cabinet and, ultimately, Council in-line with the requirements of the Localism Act and the Council constitution.

The deletion of the post of Strategic Lead (School System) and the subsequent Early Retirement of the post holder will:

- Along with other measures in the restructure, result in an overall cost saving to the Council of circa £41k on an ongoing basis.
- Allow for a delayering of tiers within the Education & Skills Division, bringing the Department fully into line with agreed organisational design principals.
- Allow for a more balanced and coherent Education & Skills management team to support the Director of Education & Skills.
- Allow for an improved alignment of functions both within the Department and wider Council to support the delivery of objectives.

The transfer of responsibility for school's capital development into the current Assistant Director (Regeneration Delivery) role moves this function into the Council's centre of expertise for capital development, alongside other similar functions to ensure work can be overseen and delivered coherently as part of the Council's overarching Capital Programme.

### **Alternative options considered and rejected**

The initial operating model, developed as a basis for consultation, included a structure in which the post of Strategic Lead (School System) was retained. However, feedback received during the consultation period and further consideration of options indicates that service priorities can be delivered in a more effective manner through the deletion of this role and transfer of functions to other areas of the service and wider Council.

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## **Background**

### **1. General**

- 1.1 Cabinet approval was granted in January 2024 to enter into a period of formal consultation regarding the senior management structure of the Children & Young People's Department.
- 1.2 This proposal sought to build on the significant restructuring and realignment work undertaken in October 2022 and September 2023 in support of Early Help and Social Care service improvement and the delivery of our Local Area SEND transformation plan and Project Safety Valve.
- 1.3 The restructure sought to review departmental management structures, seeking improved alignment and integration of complementary portfolios to strengthen the delivery of multi-agency support services delivered to children. It responded to the substantive vacancies within the three senior leadership posts in the Department at the time and sought to align leadership arrangements across two (as opposed to three) divisions.
- 1.4 The changes recognised the transfer of Business Support functions into the Department from the Corporate Core in November 2023 and built on this through the transfer of a number of specialist stand-alone posts and responsibilities from across the Department under the Strategy, Assurance & Reform service area, reducing the risk associated with single points of failure and providing more robust integrated management and support arrangements. Positioning these posts in the cross-cutting Strategy, Assurance & Reform service was proposed to support their operation across the entire Department more effectively than their current location within a specific division.
- 1.5 The changes also set out the proposal to transfer the Children's Commissioning function from the Health & Adult Care Department to the Children & Young People's Department. This recognised the integral nature of effective commissioning in the delivery of high-quality services for children and young people, as well as the central role the function plays in ensuring the delivery of cost efficiencies for the council.

### **2. Consultation**

- 2.1 An initial period of formal consultation with trade unions and employees was undertaken between 20<sup>th</sup> January 2024 and 29<sup>th</sup> February 2024.
- 2.2 A wide range of comments were received, most of which were broadly supportive of the proposals. A number of constructive challenges were also received which resulted in a number of changes being made to the proposals.
- 2.3 Changes made to the initial proposals include:
  - To not proceed with a transitional phase of disestablishing the Early Help & School Readiness Division and instead move to full integration straight

away with functions placed within the most sensible areas of the two new substantive divisions.

- To locate some service areas within different areas of the organisation where there were considered to be better alignment with existing service structures and portfolios (namely schools capital development).
  - To reduce the number of Heads of Service in Social Care, and implement revised and enlarged portfolios, supported by a tier of Service Managers which support both visibility and practice improvement and provide a more structured career pathway.
- 2.4 A further short period of consultation was subsequently undertaken between 22<sup>nd</sup> April 2024 and 29<sup>th</sup> April 2024 to allow for further comment on the revised structure.

### **3. Impact on Education & Skills Division**

- 3.1 The revised proposals made following consultation impact particularly on the School System functions of the Education & Skills division in that they highlighted:
- An opportunity to delayer the management structures in this area, bringing the Department fully into line with agreed organisational design principles.
  - A need to align the Early Years function transferring from Early Help & School Readiness Division in a logical management structure.
  - A significant reduction in the role of the Department in the control of the wider school system given the increased pace of academisation and known plans for further academisation over the next twelve months.
  - An opportunity to integrate the significant current and planned education capital works more effectively into the Business, Growth & Infrastructure Department, where there is significant expertise in the delivery of such projects.
- 3.2 Taking into consideration the above, an opportunity to deliver savings of circa £68,000 per year has been identified through:
- The deletion of the posts of Strategic Lead (School System) (Chief Officer Band A) and Service Manager (Education Services) (Grade SM1)
  - The establishment of a new post of Head of Service (Education Operations) (Chief Officer Band A) reporting directly to the Director of Education & Skills.
  - The reconfiguration of the post of Senior School Assurance Officer to Head of Service (School Assurance & Early Years) (Soulbury Grade EIP 23-26) reporting directly to the Director of Education & Skills and managing the Early Years service area.

- 3.3 In practical terms, this measure will result in the redundancy of the Strategic Lead (School System) as:
- Responsibility for School Attendance & Safeguarding will transfer from this role to the post of Head of Service (Virtual School & Vulnerable Children & Young People in Education). Capacity for this work to be undertaken by this post has been assured through measures taken as part of the wider restructure in this areas of activity.
  - The School Assurance portfolio (including governor support) will transfer from this role with the line management of the Head of Service (School Assurance & Early Years) now moving directly to the Director of Education & Skills. Managerial capacity to absorb oversight of Early Years is assured through the transfer of School Attendance and Safeguarding as set out above.
  - Responsibility for the major education Capital Works programme to transfer to the BGI Department, supported by an already agreed fixed term Major Projects Manager and the proposed expansion of an Assistant Director role (see below).
  - Leadership of academisation processes are anticipated to diminish over the coming year as the majority of schools will have completed academisation, and established arrangements for conversion are now in operation. – A delayed leave date of the end of this calendar year is proposed for the Strategic Lead (School System). During this period they will conclude work on the Council's strategic approach and an impact analysis of this area as a critical deliverable to ensure this can be managed effectively going forwards.
- 3.4 It is proposed the Service Manager (Education Services) is slotted into the new role of Head of Service (Education Operations) on the basis that:
- Their direct management portfolio remains the same as currently, encompassing responsibility for School Organisation, Pupil Place Planning, School Admissions, School & College Transport and School Crossings. These areas remain statutory functions of the Council and are unlikely to be significantly impacted by the academisation programme going forwards.
  - Managerial responsibility for smaller scale capital works (generally repairs and maintenance) will remain within this portfolio.
- This post will report directly to the Director of Education & Skills and play an enhanced strategic role in engagement and liaison with the school system in Bury following the departure of the Strategic Lead (School System)

#### 4. Operational Considerations & Risk Mitigation

- 4.1 It is recognised that the above changes do represent a reduction of capacity within this area of activity. However, it is considered that this can be managed and mitigated as:
- The implementation of restructuring in September 2023 has significantly strengthened and ensured a sustainable model for the delivery of School Attendance and Assurance.
  - Established systems and processes are in place in relation to academisation, key elements of which are already operationally led by the Service Manager (Education Services) and would continue to be undertaken in the new Head of Service role. Engagement with the school system and DfE has now set out a clear path for future academisation which can now be effectively implemented.
  - A strategy is being finalised in relation to the broader impact on the Council of academisation. In terms of the impact on Council Services of Academisation, the Strategic Lead has led on the development of a strategy that can respond. This strategy will need to be agreed and have secured corporate and political support prior to the Strategic Lead's departure. Whilst Children's Services will continue to have oversight of the strategy, as the school landscape evolves and adapts, the implementation of the key deliverables in respect of redesign and associated staffing reductions will rest with individual services. That oversight, linked as it is to the scale and pace of the conversion process can be provided by the Service Lead. In respect of the impact on Children's Services, that is relatively limited, and plans are being developed to respond. These can be progressed by the Senior School Assurance Officer, under the guidance of the Director of Education & Skills.
  - For Pupil Place Planning, a strategy has been developed and is now subject to discussion with key stakeholders. That strategy provides a clear framework to be followed. The next steps will be to progress school specific responses to the issues identified. This responsibility currently rests with the Service Manager who has experience in bringing forward such measures, and will continue to lead this area of activity as the Head of Service (Education Operations)
  - In respect of Capital Programmes, significant programmes will be managed through BGI Department with the support of an agreed Major Projects Manager to provide necessary technical expertise and capacity. There will continue to be a strong link between the Head of Service and the Capital Programme Manager.
- 4.2 While formal implementation of other elements of the Management Restructure have now taken effect, it is recognised that to ensure service stability and continuity, operational implementation of this aspect of the structure will need to be phased. The current Strategic Lead (Schools System) will be required to complete a number of urgent strategic

deliverables, principal related to conclusion and agreement of the Council's academisation pupil place planning strategies as set out above, prior to their redundancy being triggered. It is envisaged that they will leave the Council between 31 October 2024 and 31 December 2024 but the recommendation is that the exact timing of their release is delegate to the Chief Executive, in consultation with the Executive Director of Children and Young People, Director of People & Inclusion and the Cabinet Members for Children's Services and HR and Corporate Affairs.

## **5. Costings**

- 5.1 The severance payment due to the Strategic Lead (School System) is £37,409. This one-off payment can be met from within existing departmental resources.
- 5.2 A capital cost of £101,325 is also payable, funded through Council allowances with Greater Manchester Pension Fund. (This cost is based on a 31 October 2024 release date and will reduce, marginally, if the redundancy is later).
- 5.3 The savings released through the implementation of the restructure represent a net saving of £41k. A significant saving of £83k is made against the Dedicated Schools Grant, which is offset by an additional cost of £42k to the General Fund (identified within existing departmental resources). Deletion of the post of Strategic Lead (School System) is required to ensure the restructure overall delivers savings for the Council.

## **6. Implications for the Business, Growth & Infrastructure Department**

- 6.1 As set out above, the implementation of the new structure for Children and Young People will see the transfer of responsibility for the development and delivery of major school capital programmes to the BGI Department. The programme has a current value of circa. £12m and, given this scale, it is critical that sufficient oversight and support is given to this programme. This work will be operationally managed by a new Major Projects Manager who reports directly to the Assistant Director (Regeneration Delivery) to replicate the model used for other major development works with the Assistant Director providing strategic leadership and oversight and coordination as part of the overall capital programme.
- 6.1. Alongside the above, the Assistant Director (Regeneration Delivery) has recently taken on a broader role in relation to housing growth and development, as part of the dispersal of the responsibilities of the former Director of Housing as agreed by Cabinet in November 2023.
- 6.2 In recognition of the above changes the job description for the Assistant Director (Regeneration Delivery) has been revised and re-evaluated. Following this, the proposal is that this role is redesignated as Director of Regeneration Delivery and re-graded from Chief Officer Band D (£83,865-£90,992) to Director of Regeneration and Project Delivery (Chief Officer Band E, £93,102 - £101,596). The additional cost of £14,135 (inclusive of on-costs) will be funded from capital.

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**Links with the Corporate Priorities:**

The proposals will support the delivery of a stable and sustainable management structure for the Department, positioned to deliver the Departmental Improvement Plan and support the wider development of the local education system.

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**Equality Impact and Considerations:**

All matters in relation to this decision are considered in accordance with the context of the Procedural Agreement Relating to Departmental Restructuring and Fundamental Changes to the Employment Contract (Appendix A of Local Condition of Service) and Employee Consultation Toolkit.

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**Environmental Impact and Considerations:**

There is no Environmental impact associated with this decision.

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**Assessment and Mitigation of Risk:**

Risk / opportunity	Mitigation
Insufficient management capacity to deliver key Education & Skills objectives	Significant planning activity to ensure responsibilities of Strategic Lead (School System) can be transferred and absorbed into other areas of the establishment when it is necessary they continue.  A delayed leave date of the end of the 2024 calendar year for the Strategic Lead (School System) to ensure strategic deliverables are completed and ensure a smooth handover

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**Legal Implications:**

Members are asked to commend two matters to council, in accordance with the Council's constitution and the Localism Act, all pay matters over £100k require Council approval.

**Financial Implications:**

The overall effect of the restructure will generate a net saving of £41k. This savings splits into £83k savings to the dedicated schools grant and a cost of £41k to the general fund. However, the £42k cost to the general fund will be met from re-arranging the budget to utilise an ongoing grant which the service receives but has not been factored into the budget.

The severance one-off payment due to the Strategic Lead (School System) of £37,409 will be met from within existing departmental resources (specifically from posts unfilled for the first quarter of the year).

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**Background papers:**

*Children's Services Directorate – [Senior Management Restructure \(Cabinet Paper 10<sup>th</sup> January 2024\)](#)*

**Please include a glossary of terms, abbreviations and acronyms used in this report.**

Term	Meaning