

City of Westminster

Urgency Committee of the Cabinet	Date	Title of Report
	27 January 2003	Senior Management Structure of the Education Department and the Social & Community Services Department
Classification		Report of
FOR GENERAL RELEASE		Chief Executive, Director of Social & Community Services & Acting Director of Education
Wards Involved	All Wards	
Policy Context	Supporting the development of effective management and service delivery in the City Council.	
Financial Summary	All costs and savings are included within existing business plans.	
Report Author	Julie Jones, Director of Social & Community Services	

1. Summary

- 1.1 The Annual Council meeting on 15 May 2002 was informed of the revised portfolios for Cabinet Members notified by the Leader and established Overview & Scrutiny Committees with terms of reference to reflect these. Officer responsibilities and departmental structures are being reorganised to reflect these changed portfolios.
- 1.2 The recent resignation of the Director of Education has provided a further opportunity to consider senior management portfolios across the City Council and determine the best arrangements for the future delivery of City wide services. A transfer of the Libraries, Archives, Culture, and Arts functions to Environment & Leisure will provide an opportunity to review the senior management arrangements in the new Education Department and the Social & Community Services Department.
- 1.3 The detailed proposals for officer structures that are required to complete the planned changes will be reported to individual Cabinet Members in due course. It is proposed that the new senior management structures take effect immediately, and that any other revised officer structures be reported at a future date.

2. Proposed Decisions

- 2.1 That the proposed changes in departmental responsibilities set out in this report be approved and adopted with immediate effect.
- 2.2 That the transfer of Libraries, Archives, Culture and Arts services to Environment & Leisure be noted.
- 2.3 That the organisation of functions for Education set out in Appendix A be agreed.
- 2.4 That the post of Assistant Director Development in the Education Department be deleted with effect from a date to be agreed by the Acting Director of Education and the Head of Personnel.
- 2.5 That the senior management structure for Social & Community Services set out in Appendix B be deleted and replaced with the structure set out in Appendix C with effect from 1 February 2003, with grades to be determined by the Head of Personnel.
- 2.6 That any revisions to the schedules of functions delegated to the Director of Social & Community Services (currently Deputy Chief Executive) and the Director of Education be dealt with in a separate report to follow.

3. Background Information

- 3.1 The revised portfolios for Cabinet Member and terms of reference for Overview and Scrutiny Committees were reported to the Annual Council meeting. Officer responsibilities and departmental structures are being reorganised to reflect these changed portfolios and take the opportunity to implement the best arrangements for the future delivery of services.
- 3.2 The recent resignation of the Director of Education has provided an opportunity to further consider management portfolios. Since the changes in portfolios in May, service areas in Education and Social & Community Services have worked much more closely together. There are clear advantages to be gained by bringing specific services together and refocusing their activities to meet the Council's strategic priorities and the following changes in departmental structures are recommended.

4. Proposals for Education Services

4.1 School Effectiveness

The School Effectiveness Division will carry responsibility for all matters relating to the raising of educational achievement and the promotion of educational inclusion, in early years settings and schools. Integral to the work of the Division is Schools' Strategy, which comprises admissions, planning of school places, asset management planning and overview of schools' capital programme, schools performance data, schools ICT support, and the project

management of the review of secondary school places and provision. In addition, the educational achievement of vulnerable children is the responsibility of this division. Early years services will be a priority for the division, working in close collaboration with the Children & Families Division in Social & Community Services. The wide range of functions within the School Effectiveness Division will be managed by the Assistant Director (School Effectiveness) who will take on the role of Acting Director of Education and carry out the delegated powers of the Chief Education Officer on an acting basis until the appointment of the new Director of Education. In the medium term a review of Early Years Services and the development of more integrated services to address the needs of vulnerable children will be necessary.

4.2 Learning Services

This reconfigured division will be responsible for 14 - 19 Strategy (including the Connexions Service), Youth Service, Adult Education, Community Partnerships and Pupil and Student Support. The Head of Learning Services will manage these functions and report to the Acting Director of Education. Implementing the Youth Service Post-Inspection Action Plan will be a key priority to ensure that significant improvements in service performance are continued in the next year. The services within the division make a major contribution to the City Council's work with vulnerable young people and disadvantaged adult learners. In a separate report the current post of Assistant Director (Lifelong Learning) would transfer to Environment & Leisure along with Libraries, Archives, Arts and Culture functions and posts.

4.3 Support Services

The Policy & Performance Team are to transfer to Common & Shared Support Services as part of a separate review. A full review of the range of services which support the Education function from within the Department will be required when the new Director takes up the post. As part of the transitional arrangements it is proposed that the Acting Director of Education ensures that clear lines of accountability are maintained to ensure no reduction in focus or performance. The post of Assistant Director Development can now be deleted from the structure. The post is currently vacant, the postholder having been seconded to the CSi project in June 2002.

5. Proposals for Social & Community Services

5.1 Community Care & Older People

- The scale and range of services covered by the current Deputy Director is broad and includes significant corporate leads which will require more senior management attention in the future. Taken together with the loss of 2 Assistant Director posts in the last year, the senior management portfolios need to be adjusted to spread the workload and deliver the agenda for change with our NHS partners.

- The post of Deputy Director (Social & Community Services) will in future have responsibility for all mental health, substance misuse, asylum seekers, and learning disabilities services, including the corporate lead for the Mental Health NSF, will chair the Drug & Alcohol Action Team and take the lead for Social & Community Services in CSi development. The postholder will be the nominated deputy to the statutory Director of Social Services.
- The post of Assistant Director (Community Care & Health) will be renamed Assistant Director (Older People, Disability & Health) and will be responsible for all services for older people and disability. The postholder will be a member of the Senior Management Board and report to the Director of Social & Community Services. S/he will have the corporate lead for the National Service Framework (NSF) for Older People and the Disability Discrimination Act. The postholder will represent the Council on the Primary Care Trust Professional Executive Committee.

5.2 Children's Services

- The changes proposed to the current structure of the Education Department will assist the work now required to consider a more integrated approach to services for vulnerable children. It is the opportunity to explore models for the future; possibly including piloting the Children's Trust approach currently being considered by government. There are already local proposals to develop a more integrated service for children with disabilities and this will be implemented over the next period. Arrangements for child protection and for early years services will also be reviewed during the next year.

6. **Common & Shared Support Services**

6.1 Strategy & Planning (to be Strategy & Performance)

The post of Assistant Director (Strategy & Planning) currently covers a wide range of functions with an emphasis on social services and housing. The proposed deletion of the Assistant Director (Contracts) post has required some review of arrangements and these will be detailed in a separate report to follow. Changes to the Education Department provide the opportunity to transfer some education policy functions to Common & Shared Support Services to ensure a more integrated approach to the council's responsibilities for children. The proposed change of designation to 'Strategy & Performance' more accurately reflects the focus of the work of this division going forward.

6.2 Finance & IT (to be Finance & Business Services)

The proposed deletion of the post of Assistant Director (Contracts) has also required a review of arrangements which will be detailed in a separate report to follow. It is proposed to rename the post of Assistant Director (Finance & IT) as Assistant Director (Finance & Business Services) to improve corporate

consistency and reflect the wider range of functions which include contracts, transport and property responsibilities.

7. Grants to the Voluntary Sector

- 7.1 The corporate lead chief officer for Grants to the Voluntary Sector in the proposed structure is the Deputy Chief Executive/Director of Social & Community Services. In order to maintain operational stability for this cycle the grants team will remain integrated as Arts & Grants to be located in the Environment & Leisure Department. The grants function will be subject to review to determine where the function should be located in the future.

8. Financial Implications

- 8.1 Any costs associated from the revised management structure will be contained within existing departmental budgets. Possible management efficiencies and savings resulting from the merger of functions will be reported at the detailed structure stage.
- 8.2 Operational budgets associated with the services transferring are, for the most part, already separately identified within Performance Plans. Where budgets are shared, for example common support or policy, costs will be apportioned accordingly.

9. Performance Plan Implications

- 9.1 Any performance plan implications arising from this report will be addressed in the business planning process.

10. Legal Implications

- 10.1 There are no legal implications arising from this report.

11. CSi Implications

- 11.1 There are no CSi implications arising from this report. The detailed structures to follow will take account of the services which have or are due to transfer to the CSi.

12. Staffing Implications and Consultation

- 12.1 Staff and Union have been consulted on the proposed management changes outcome and have no comments to make. Any future proposals will be subject to ongoing consultation.
- 12.2 It is not anticipated there will be any redundancies as a result of the proposals in this report.

13. Ward Members Comments

- 13.1 The services referred to in this report affect all wards, and no individual ward members have been consulted.

14. Reasons for Decisions

- 14.1 The opportunity has been taken on the resignation of the Director of Education to review the efficacy of the senior management structures in the Education and Social & Community Services Departments. It is proposed that the Libraries, Archives, Culture and Arts functions of the Education Department will transfer to the Environment & Leisure Department. In light of this and the closer working relationships between the Education and Social & Community Services service areas, new senior management structures in both departments are proposed. More detailed changes in officer structures will be reported to individual Cabinet Members for approval.

IF YOU HAVE ANY QUERIES ABOUT THIS REPORT OR WISH TO INSPECT
ANY OF THE BACKGROUND PAPERS PLEASE CONTACT JULIE JONES
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Background Papers

There are no background papers to this report.

Decision:

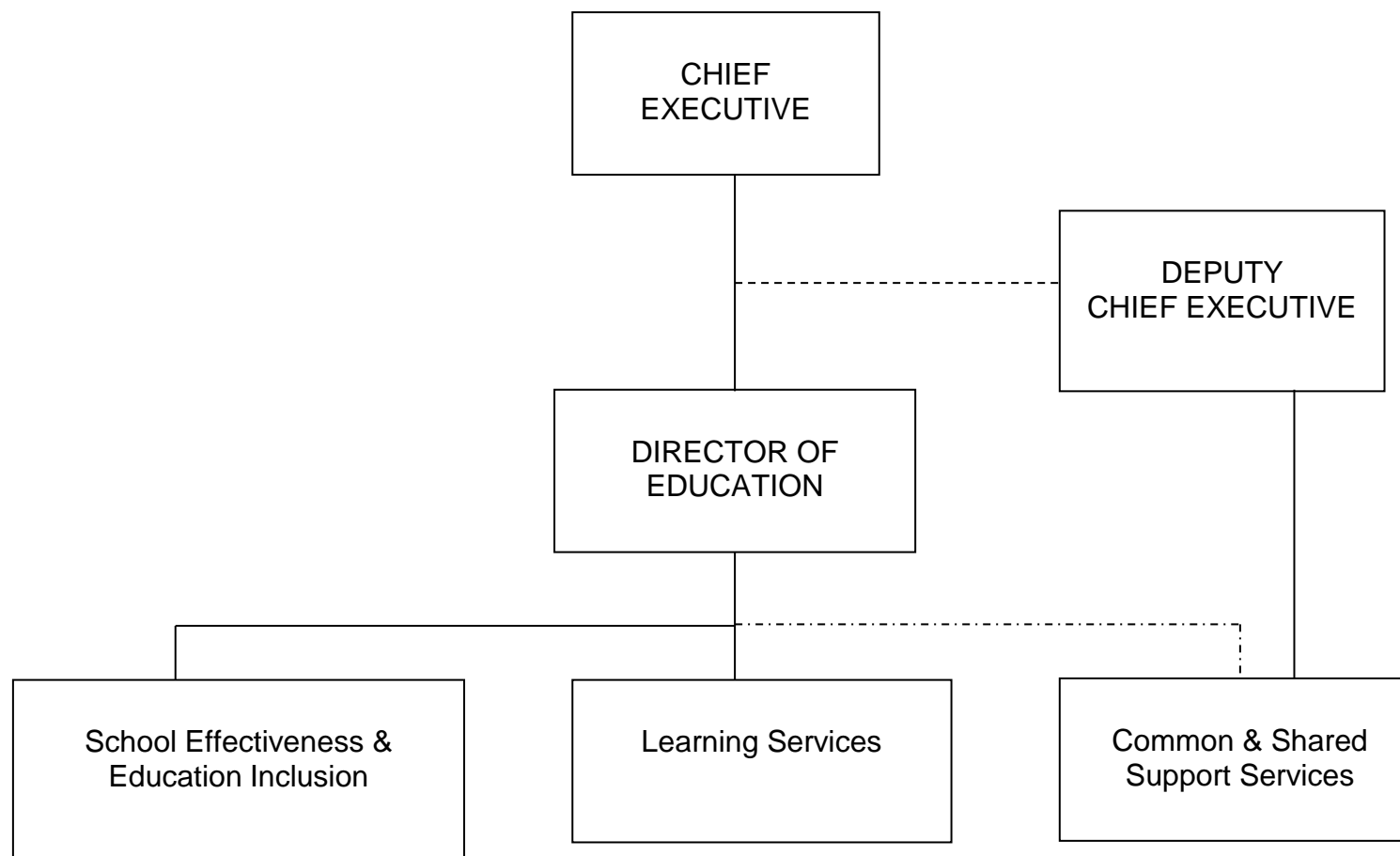
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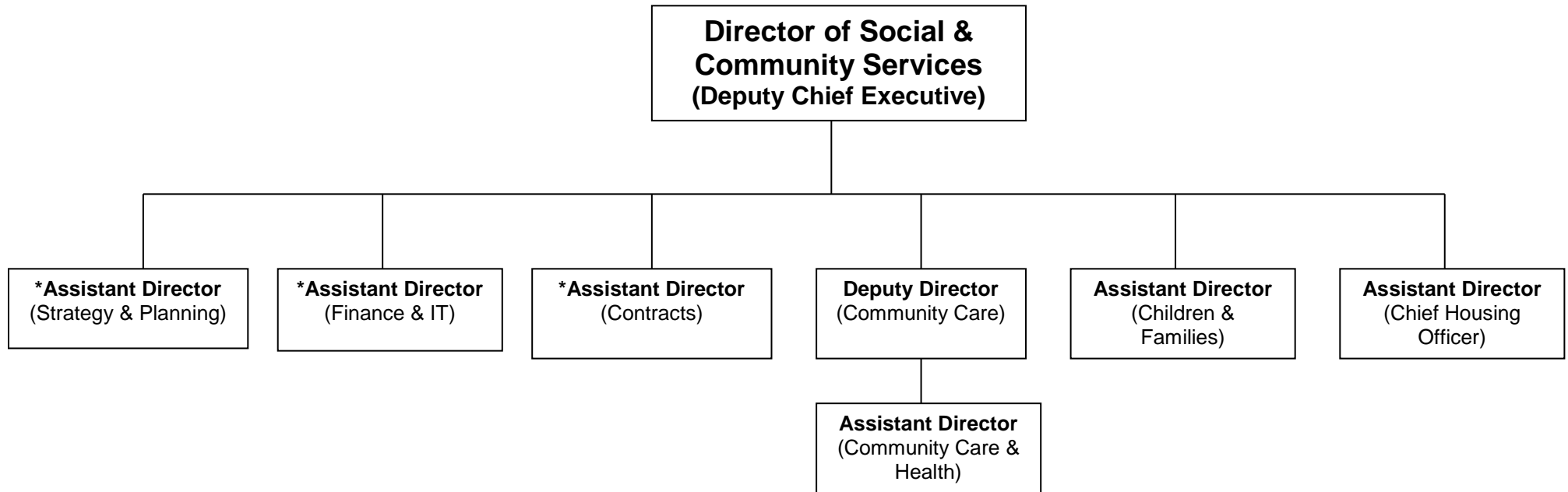
Designation:

Date:

Time:

PROPOSED STRUCTURE: EDUCATION DEPARTMENT



Current SMB Structure

* Responsible for Common and Shared Support functions for Social & Community Services/Education

PROPOSED STRUCTURE

