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|------------------------------|---|
| <b>Report to</b>             | Full Council  |
| <b>Date of meeting</b>       | 18 <sup>th</sup> May 2021   |
| <b>Lead Member / Officer</b> | Councillor Huw Hilditch-Roberts   |
| <b>Report author</b>         | Nicola Stubbins, Corporate Director                                     |
| <b>Title</b>                 | Review of the role of Head of Service for Education & Children Services |

## **1. What is the report about?**

1.1. The Head of Education and Children Services resigned from her post with effect from the 2<sup>nd</sup> August 2020. Since that date interim arrangements have been in place to allow for a review to be undertaken on the most appropriate arrangement for managing the service going forward. This review was completed in January 2021 where it was agreed in principle to maintaining one service but recruit two Heads of Service one with a specialism in Education and the other in Children Services.

## **2. What is the reason for making this report?**

2.1. All changes to a Senior Officer's remuneration needs to be approved by Full Council. This report provides the information relating to the proposed changes to the Senior Leadership Team structure following a review of the Education and Children Head of Service role and is requesting that approval. This was presented and discussed at the Senior Remuneration Panel on the 22<sup>nd</sup> April 2021.

## **3. What are the Recommendations?**

3.1 In accordance with the recommendation of the Senior Leadership Panel that Full Council approve the remuneration level for the Head of Education and Head of Children Services in accordance with the re-evaluation by Kornferry Hay Group.

## **4. Report details**

### **4.1. Background**

- 4.1.1. A review of the Senior Manager Leadership Team was undertaken in November 2014 which resulted in the merging of the Education and Children Services. The decision was made based primarily on service and financial reasons most specifically the fact that both services are often working with the same children and their families. Although there were other Councils at the time with a combined role (Conwy County Borough Council) they have since reverted back to two Heads of Service.
- 4.1.2. Following the review, the two services were merged under the existing Head of Education and under her leadership the service has grown into a successful service as demonstrated in a successful Estyn review.
- 4.1.3. However, it was recognised that this was a tremendous task and that the service was one of the largest and high risk service delivered by the Council. The Council were extremely fortunate that the existing Head of Service for Education was interested in Children Services and was willing to take on the challenge of a joint service.

### **4.2. Review**

- 4.2.1. When the previous Head of Service resigned, concerns were raised around how likely it would be for the authority to recruit a Joint Head of Service on the current grade. The table attached in Appendix A shows the comparative grades across Wales and local English authorities. As far as the officers have been able to ascertain there are no other joint roles within Wales and of the data received the single roles for Head of Education and Head of Children are paid a comparable or higher rate of pay as this authority pays for a joint role.
- 4.2.2. Another consideration for this role is that it also the Statutory Education Officer which further restricts the available pool with likely candidates being Head Teachers who in some cases, are paid more than the Head of Service.

- 4.2.3. For these reasons it was felt at the time that a straight forward replacement would not be achievable and that it would be appropriate to have a review period so that alternative options could be looked at.
- 4.2.4. The review consisted of looking at the success of the arrangements for the interim period, from the perspective of outside bodies which closely interact with the service; the Lead Officer, the Corporate Director; the interim Heads of Service and staff.
- 4.2.5. In summary, the interim arrangements have worked well. Both interim Heads have jointly managed both parts of the service which has increased the resilience and provided stability to the staff and its service users. Joint Management Team meetings have continued and have been chaired by either or both Heads of Service depending on availability.
- 4.2.6. As the rest of the service has continued to work as one, there has been no adverse impact on service delivery.
- 4.2.7. External feedback has been positive and indeed the response of the service to the pandemic has been extremely complimentary and hailed as an example for other authorities. By having two heads there is more focused input from Denbighshire with external partners at the right level.
- 4.2.8. The issue with the service is not how it works across the two service areas but the scale and magnitude of the Head of Service role. Whereas it is essential that the role is strategic, for it to be successful it is imperative that the head of service maintains a level of operational connectivity. This was raised as part of the original review that resulted in a merged service. However, in practice it cannot be achieved across such a large area.

### **4.3. Conclusion**

- 4.3.1. Having given due consideration to the review and it is determined that the most appropriate structure for the service would be to retain one service for both Education and Children Services but to recruit two Heads of Service. The practicalities of how this could be achieved still need to be worked out as it's

not a concept which has been utilised in Denbighshire previously. However, it is anticipated that both Heads of Service would be appointed to the same job description but one would have an expertise in Education and the other in Children. This is based on the principle that one service is absolutely the right one and this has been demonstrated in Denbighshire since its inception. However, the scale and size of the role makes it highly unlikely that the authority would be able to successfully recruit a Head of Service with the relevant experience and qualifications at the rate of pay on offer. It is possible to offer a market supplement, however this is only a short term solution and will lead to inequalities within SLT and lead to potential equal pay claims.

4.3.2. The last 10 months have proved that it is possible to have two Heads of Service leading one service. This has been done well in what have been extremely difficult circumstances. Both Interim Head state that the support from each other has proved invaluable and it clearly offers a level of resilience in one of the Council's highest risk areas.

4.3.3. It is a new concept and one that has not been tried in Denbighshire previously. However, the benefits of a joint service far outweigh the risks associated with this concept.

#### **4.4. Evaluation**

4.4.1. The job profile for the Post of Head of Children and Education Services has now been split into the Head of Children Services and Head of Education Services and been evaluated by KornFerry Hay Group. Hay is the job evaluation scheme that the Council have adopted to evaluate the post of all senior officers. A copy of the portfolio provided for the evaluation is attached in Appendix B.

4.4.2. This information was reviewed by KornFerry Hay Group who evaluated the two posts as follows:

| Updated gradings 2020 and 2021                         |          |     |   |     |                 |   |      |     |                |    |   |       |         |    |
|--|----------|-----|---|-----|-----------------|---|------|-----|----------------|----|---|-------|---------|----|
|  | Know-How |     |   |     | Problem-Solving |   |      |     | Accountability |    |   | Total | Profile |    |
| Head of Education & Children's Services (KF eval 2020) | F        | II+ | 3 | 460 | F               | 4 | (50) | 230 | F-             | 3  | P | 350   | 1040    | A3 |
| Head of Education (KF eval 2021)                       | F        | II  | 3 | 400 | E+              | 4 | (50) | 200 | E+             | 3- | P | 264   | 864     | A2 |
| Head of Children's Services (KF eval 2021)             | F        | II  | 3 | 400 | E+              | 4 | (50) | 200 | E+             | 3  | P | 304   | 904     | A3 |

A copy of their report is attached in Appendix C.

4.4.3 The points range for SLT2 is 801 – 1100 and therefore both posts fall within the range of Head of Service SLT 2 as shown below:

|                        |          | Hay Evaluation Score      |
|------------------------|----------|---------------------------|
| SLT4 (Chief Executive) | £136,312 | <b>1401 and above</b>     |
|                        | £134,268 |                           |
|                        | £132,254 |                           |
| SLT3 (Directors)       | £110,670 | <b>1101-1400</b>          |
|                        | £109,010 |                           |
|                        | £107,374 |                           |
| SLT2 (Head of Service) | £90,750  | <b>801 - 1100</b>         |
|                        | £89,387  |                           |
|                        | £88,045  |                           |
| SLT1 (Head of Service) | £74,414  | <b>Score of up to 800</b> |
|                        | £73,298  |                           |
|                        | £72,199  |                           |

## 5. How does the decision contribute to the Corporate Priorities?

5.1. Having the right Leadership Structure for the Education and Children Service as well as the wider Council is essential to ensure the delivery of the Corporate Priorities as well as the day to day operational services. To support it is important that there is a fair and transparent approach to Senior Leadership pay which will contribute

towards retaining and recruiting high calibre of leaders as well as a well-motivated workforce who in turn will contribute towards achieving the corporate priorities.

## **6. What will it cost and how will it affect other services?**

6.1. The current cost of the Head of Education and Children Services is £88,045 -£90,750 (plus on-costs). By splitting the role and both roles being evaluated on an SLT2 this will double to costs to £176,090.00 - £181,500.00 (plus on-costs). However, this will be offset by changes in the next layer of structure which means that the costs will be in the region of £60,000.

## **7. What are the main conclusions of the Well-being Impact Assessment?**

7.1. A Well-being Impact Assessment has not been completed as the change is covered by the Well-Being Impact Assessment for Senior Officer Pay

## **8. What consultations have been carried out with Scrutiny and others?**

8.1. The initial review was discussed with the Lead member and presented to Cabinet Briefing in January. It was also presented to Senior Leadership Panel on 22<sup>nd</sup> April 2021.

## **9. Chief Finance Officer Statement**

9.1. The financial implications of this report, broadly set out in Section 6, will be considered in detail. The exact timing of any net pressure of the changes will obviously be impacted on the results of recruitment exercises and will be factored into the budget process for 2022/23. Any net pressure in year would need to be covered from existing financial contingency.

## **10. What risks are there and is there anything we can do to reduce them?**

10.1. The risks have been identified above and include:

10.1.1 This type of arrangement is unusual and therefore there is a risk of the unknown.

10.1.2 It will be dependent on the two heads of service working well together and agreeing on the priorities to deliver a joint service above.

## **11 Power to make the decision**

11.1 Paragraph 6 of Part 2 of Schedule 3 to the Local Government (Standing Orders) (Wales) Regulations 2006 as amended, requires that the decision to determine the level of remuneration, or any change to the level of remuneration, of a Chief officer must be made by Full Council.