



Leicester  
City Council

**Cabinet Agenda  
Cabinet**

**7<sup>th</sup> April 2008  
21<sup>st</sup> April 2008**

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**Service Director – Transforming the Learning Environment**

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**Report of the Corporate Director of Children & Young People's Services**

**1. Summary**

- 1.1 This report seeks approval for establishing the new post of Service Director, Transforming the Learning Environment (TLE).

**2. Recommendations**

- 2.1 That the post of Service Director TLE be approved, reporting to the Corporate Director C&YPS.
- 2.2 That the approach to the grade be approved (paragraph 4.7).

**3. Report**

- 3.1 There are a number of significant opportunities available to the Authority in respect of its long-term strategic plan for the learning environment in the City. These opportunities cover the entire spectrum of 0-19 learning environment and range from the investment available in children's centres, the requirement to submit a Primary Capital Strategy in order to confirm investment in primary education through to the next phase of our secondary school BSF programme which requires the submission of a revised Strategic Business case in the form of our Strategy For Change submission.
- 3.2 A new and innovative strategic approach is emerging in Leicester City to rethink how we fundamentally transform learning and skills and link this to regeneration activity to deliver the Council's ambitious 25 year vision. Working with public, private and voluntary sector partners the City Council will bring about the necessary changes to place learning and skills in the heart of its communities.
- 3.3 The substantial challenge facing the city is how to ensure its workforce has the necessary basic skills to access employment and also advanced skills to respond to the challenges that the new knowledge based economy presents. There is an opportunity to deliver a joined up response using school facilities as a focus for continuous community learning and skills development, working in partnership with FE and HE institutions and the business community. Embedded provision for vocational and enterprise education can provide a bridge between schools and the workplace.

- 3.4 In addition to the Building Schools for the Future programme the City is undergoing major changes through physical regeneration activity together with substantial housing growth planned for at least the next 20 years. Physical change on the scale proposed provides an opportunity to physically shape new and existing communities and develop well designed central hubs offering a range of neighbourhood level services. Community facing educational and training facilities could be jointly planned and integrated with other facilities such as health centres, shops and business incubation centres.
- 3.5 The Council's ambition to be 'Britain's Sustainable City' will involve the development of new sustainable community hubs designed to respond to the climate change agenda. Schools within community hubs can provide a focus for the delivering carbon neutral and ultimately carbon zero communities, inspiring future generations and their families to contribute to tackling climate change.
- 3.6 The opportunity now presents itself to join up strategic planning for children and young people, physical and economic regeneration, spatial planning, climate change and the Council's property portfolio. Whilst aiming to harness private sector investment and releasing value in the Council's own assets for investment, substantial additional funds will be required to bring about such a radical change.
- 3.7 Leicester recognises that there are a number of once in a lifetime opportunities currently available to the Authority in respect of its long-term strategic plan for the learning environment in the City. The links between the learning environment and the need to transform the curriculum and educational outcomes for the children and young people of Leicester are clear and need to be fully exploited.
- 3.8 The opportunities available to the Authority cover the entire spectrum of the 0-19 learning environment. They range from the investment available in children's centres, the requirement to submit a Primary Capital Strategy in order to confirm investment in primary education through to the next phase of our BSF programme which requires the submission of a revised Strategic Business case in the form of our Strategy For Change document.
- 3.9 If we are to gain the maximum opportunity from these various strands of investment in our capital assets then we need to ensure that these opportunities are co-ordinated through one overarching strategic vision for the learning environment in the City. This vision needs to encompass our approach to neighbourhood working and also needs to be co-ordinated with the capital strategies of our main partners.

#### **4 The Role**

- 4.1 In order to provide the additional capacity required to deliver on the opportunities outlined above it is now proposed to create the new post of Service Director – Transforming the Learning Environment. The post that is proposed will be part of the Directorate Team in C&YPS and will incorporate the existing role of Project Director for BSF. The post will be supported by a Team consisting of the existing C&YPS Property Team, the core C&YPS BSF

Clientside Team and transferred functions in respect of Admissions Policy and Demographic Analysis/Forecasting.

- 4.2 The overall purpose of the post will be to take lead responsibility for the Departments Strategy for Change (SfC) and its programme to improve the learning environment 0-19. This will include the existing role of Project Director Building Schools for the Future.
- 4.3 Key responsibilities of the new postholder will include :-
- i. Through improvements to the Learning Environment, to support the development and implementation of an effective, high quality Children's Service that delivers improved educational standards, the principles of Every Child Matters aims to secure improved life chances for the children and young people of Leicester City Council
  - ii. Directing the BSF and other major capital programmes
  - iii. Ensuring that the SfC is fully linked to the delivery of the Departments vision for education 0-19, the Transforming Leicester's Learning Action Plan, the Council's Corporate 25 year strategy and Neighbourhood Action Plans as well as the major service/facility improvement initiatives of other Council Departments and key external partners
  - iv. Ensuring that all major programmes and strategies recognise the diversity of the local population, demographic changes, regeneration initiatives and new communities and that all these factors are reflected in the development of these programmes and strategies
- 4.4 The Corporate Director of Children and Young People's Services has recognised for some time now that additional capacity is required at a Strategic Leadership level if these various strategies are to be brought together successfully. For that reason the Corporate Director previously seconded one of the existing Directorate Team to the role of Interim Project Director for BSF, but with additional responsibility for the other capital strategies of the Department.
- 4.5 It is now proposed to make this temporary post permanent, in order to secure this additional capacity. The post that is proposed will be part of the Directorate Team in C&YPS and will incorporate the existing role of Project Director for BSF. The post will be supported by a Team consisting of the existing C&YPS Property Team, the core C&YPS BSF Clientside Team and transferred functions in respect of Admissions Policy and Demographic Analysis/Forecasting.
- 4.6 The new post is designated at Service Director level, although it does subsume the existing role of Project Director BSF. The market for BSF Project Directors is beginning to stabilise and the current market evidence would indicate that the standard salary level of SD - UCOC grade, £62,415 to £72,009, is at the lower end of the market. There is however an extended salary range for Service Director posts – UCOT grade that runs from £74,889 to 86,409, points 6 to 10, which may be more comparable with the current market for similar posts. The market for people to fulfil the Project Director

BSF role is highly competitive as later wave Authorities are now seeking to appoint candidates with experience of the BSF programme. This salary may be sufficient to attract suitable candidates, although it is the lower end of the market, compared with other authorities both regionally and nationally, which an initial investigation indicates pay circa £85k. Some authorities now appear to be appointing above Service Director level by including market increments and this is creating pressure in the market. This market information would require proper testing should any case be made to appoint above the current standard Service Director pay scales.

4.7 The salary options would therefore appear to be:

(1) Test the market at standard Service Director (UCOC grade) pay scales, if it is felt that there is a reasonable prospect of securing appropriate candidates; or

(2) Consider using the extended Service Director (UCOT grade) pay scales following proper market research and approval of the Employees Committee.

## **5. FINANCIAL IMPLICATIONS**

5.1 It is proposed to create a Service Director Post TLE. The cost of this post would be dependent on the salary option chosen, but would fall between £87,500 (mid-point of standard Service Director UCOC grade, inclusive of oncost @ 30%) and £110,500 (based on extended Service Director UCOT grade salary circa £85k, inclusive of 30% oncost). An appointment at a payscale other than the mid point of the grade, or with other market supplements would obviously alter the costing. This appointment would precede the restructuring of the existing Property and BSF teams in C&YPS.

5.2 The post of Project Director BSF is identified in the plans for the future BSF Clientside team, and if the proposals in this report are agreed then the Service Director post would be responsible for the wider TLE portfolio. The Service Director, the BSF team and associated specialist external support would be funded from the revenue budget of £450k for BSF infrastructure costs, together with the capitalisation of development costs approved by Cabinet in October 2007 and any one-off funding such as the capital programme provision for Strategy for Change. It should be noted that these funding streams are under considerable pressure and the position will need to be kept under review as the resource requirements to deliver the future phases of BSF and the wider TLE agenda become clearer.

**Colin Sharpe**  
**Head of Finance and Efficiency (C&YPS)**

## **6. LEGAL IMPLICATIONS**

6.1 It is within Cabinet's remit to keep the Council's organisational structure under review and can establish the proposed post of Service Director TLE.

6.2 Determination of conditions and recruitment to this post fall within the remit of the Employees Committee.

**7. Other Implications**

<b>Other Implications</b>	<b>Yes/No</b>	<b>Paragraph references within report</b>
Equal Opportunities	No	Not applicable
Policy	No	Not applicable
Sustainable and Environmental	No	Not applicable
Crime and Disorder	No	Not applicable
Human Rights Act	No	Not applicable
Elderly People / People on Low Income	No	Not applicable

**8. Details of Consultation**

N/A

**9. AUTHOR OF REPORT**

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<b>Key Decision</b>	No
<b>Reason</b>	N/A
<b>Appeared in Forward Plan</b>	N/A
<b>Executive or Council Decision</b>	Executive (Cabinet)

### Market Information from initial informal investigation of the market

<b>Authority</b>	<b>Post Title</b>	<b>Salary Range</b>	<b>Notes</b>
Bolton	Assistant Director	Up to £71k	3 yr fixed with potential to become permanent
Nottinghamshire	Project Director	Up to £85k	Hay Band H + 25%
Hertfordshire	Project Director	£80 to £90k	
London	Project Director	Up to £95k	
Suffolk	Programme Director	Up to £100k	Fixed Term Contract