

## CABINET ITEM COVERING SHEET PROFORMA

### **AGENDA ITEM**

### **REPORT TO CABINET**

**12 APRIL 2007**

### **REPORT OF CORPORATE MANAGEMENT TEAM**

## **CABINET DECISION**

### **Children and Young People – Lead Cabinet Member – Councillor Cunningham**

#### **Integrated Services/Integrated Service Areas**

##### 1. Summary

This report proposes a restructuring and reconfiguration of Children's Services across Stockton on Tees. This is linked to the national drive to improve outcomes for all children and young people, arising from the initial green paper, Every Child Matters, through to the Children Act 2004 and the ongoing publication of central government guidance and the developing body of evidence-based research.

This restructuring and reconfiguration will initially involve a range of services across the local authority and North Tees Primary Care Trust, but will also be developed to include the wider partner agencies, including the community and voluntary sectors.

It is proposed that services are developed through a model of integrated services, with services based in localities where possible.

It is anticipated that the developments overall will take some 18 months to implement.

##### 2. Recommendations

1. Cabinet to note the outcome of consultation on the proposals.
2. Cabinet to approve progressing with phase 1 of the developments which will see the appointment of third tier posts.
3. Cabinet to approve the overall proposed developments of Children's Services.

##### 3. Reasons for the Recommendations/Decision(s)

In order to progress the restructuring and reconfiguration of children's services it will be necessary to appoint appropriate third tier managers to post who will be able to lead the later phases of the change programme. The timings are being aligned with restructuring and reconfigurations within North Tees Primary Care Trust.

#### 4. Members Interests

Members (including co-opted members with voting rights) should consider whether they have a personal interest in the item as defined in the Council's code of conduct (paragraph 8) and, if so, declare the existence and nature of that interest in accordance with paragraph 9 of the code.

Where a Member regards him/herself as having a personal interest in the item, he/she must then consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest (paragraph 10 of the code of conduct).

A Member with a prejudicial interest in any matter must withdraw from the room where the meeting is being held, whilst the matter is being considered; not exercise executive functions in relation to the matter and not seek improperly to influence the decision about the matter (paragraph 12 of the Code).

**Further to the above, it should be noted that any Member attending a meeting of Cabinet, Select Committee etc.; whether or not they are a member of the Cabinet or Select Committee concerned, must declare any personal interest which they have in the business being considered at the meeting, and if their interest is prejudicial, they must also leave the meeting room during consideration of the relevant item.**

**AGENDA ITEM**

**REPORT TO CABINET**

**12 APRIL 2007**

**REPORT OF CORPORATE  
MANAGEMENT TEAM**

**CABINET DECISION**

**INTEGRATED SERVICES/INTEGRATED SERVICE AREAS**

**SUMMARY**

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This restructuring and reconfiguration will initially involve a range of services across the local authority and North Tees Primary Care Trust, but will also be developed to include the wider partner agencies, including the community and voluntary sectors.

It is proposed that services are developed through a model of integrated services, with services based in localities where possible.

**RECOMMENDATIONS**

1. Cabinet to note the outcome of consultation on the proposals.
2. Cabinet to approve progressing with phase 1 of the developments which will see the appointment of third tier posts.
3. Cabinet to approve the overall proposed developments of Children's Services.

**DETAIL**

1. Locally, the development of the Children's Trust Board and the publication of the first Children and Young People's Plan, 2006-09 highlighted the need to continue to improve our levels of integration of children's services across the four areas of :

Governance  
Strategy  
Process  
Delivery

2. These proposals particularly concentrate on the delivery of services and the processes that will be needed to support delivery. The outcome of the annual performance assessment of children's services for 2005/6 was positive and

supported the strategic oversight and direction of travel for the Children's Trust Board.

3. The direction of travel is around :

Multi-disciplinary working - bringing together the range of workers involved in delivering children's services into teams, with single line management, who can then deliver a more consistent and cohesive range of services.

Multi-agency working – ensuring that where there are different services working together there is clear planning of service delivery to ensure services are used effectively and efficiently.

Co-location - looking to bring services together in multi-use premises which will support joint working and improve access to service users.

Geographically-based services - front-line services being based in geographical areas which are readily accessible to service users.

Common processes - bringing existing processes around management information, assessment and care management, case file systems, care pathways and the children's index together.

The proposals concentrate on a range of services across the local authority and the Primary Care Trust. These include;

SureStart/Children's Centres

Extended School clusters/Extended Services

Local Authority Children's Services

PCT community based services, including Health Visiting, School Nursing Services and Speech and Language Therapy.

Integrated Youth Support Services

4. Discussions and negotiations continue with partners, including voluntary/community sector services, Police, Probation, Acute Trust services such as Midwifery in a phased way in order to promote the most appropriate levels of integration across services.
5. The proposals therefore represent a point on a journey of continual improvement in services and should not be seen as an end in themselves.

### **Phased development**

6. Phase 1 (July/October, 2007). This will see the appointment of 3<sup>rd</sup> tier (local authority tiers)/4<sup>th</sup> tier (PCT tiers) managers and will bring together the management of children's services across Children, Education and Social Care/Stockton Borough Council and North Tees Primary Care Trust.
7. Phase 2 (October 2007/July,2008). Once managers are in post, developments will take place to bring front-line services together within integrated services (borough-wide) and integrated service areas (locality based).

8. Phase 3 (September, 2008/March, 2009). It is anticipated that at this point, integrated services and integrated service areas will be fully implemented. This will be aligned with the development of integrated budgets and the roll out of integrated systems (ContactPoint, Assessment Framework, Integrated Children's System).

### **Proposed structures**

9. The key developments will see all statutory children's services across the Children, Education and Social Care/Stockton Borough Council and North Tees Primary Care Trust sit under the Children's Trust Management Team. Joint accountability and governance arrangements are presently being developed for reporting to the local authority Cabinet and PCT Board.
10. The existing heads of service (head of children and young people's operational services and head of school effectiveness) will be responsible for the management of Integrated Services and Integrated Service Areas.
11. Links will be developed with key partner organisations, both statutory and community/voluntary sector, with schools and with GPs.
12. The present configuration of services for children and young people are primarily based around service functions. Delivery of services has been around these functions, with the establishment of eligibility criteria being set for each service to identify who could access each individual service. There have been a number of exceptions to this, e.g. Youth Offending Service, SureStart where multi-disciplinary teams or multi-agency structures have been established. Significant changes have continued to take place over the last few years in the way that services are delivered, Education and Social Care have been brought together, Connexions is about to join the local authority family and there is greater alignment of health and local authority services and increased partnership working with voluntary and community organizations.
13. The proposed structures which have been subject to wide consultation are attached at appendix 1.

### **Human Resources Implications.**

14. The proposed reconfiguration / restructuring at Phase 1 of third tier posts outlined within the consultation document has workforce implications in the Children Education and Social Care service grouping of the Council, and partners at the North Tees Primary Care Trust, which is itself currently undergoing substantial restructuring.
15. The primary recommendations affect a small number of individuals in both organisations in existing third and fourth tier posts(NTPCT).
16. Both organisations have protocols to deal with the management of change. In the Council's case, Planning for the Future exercises since 2002 established a process to deal with organisational change and minimise uncertainty for employees. The PCT uses its own Change Management Policy.
17. The following broad principles combining the approach of both organisations will be used for this restructuring through its various phases:

### **Stage 1**

- 'Slotting in' where appropriate – where the substantive post in the present structure is broadly the same in terms of job purpose, duties and scope and key competencies. This only applies where there is one person to be considered for one post.

### **Stage 2**

- Where the above does not apply in the first instance, and there is more than one eligible candidate, posts will be available for limited competition within an agreed ring-fenced pool within the affected area. The pool of staff identified will be based on role, job content and position in the hierarchy, as well as function and area of work.

### **Stage 3**

- Where posts are not filled by this process, vacancies will proceed to wider competition, including internal / external advertisement.
- Where employees are displaced, there will be 'no slotting in' to the next tier below this if this would result in a displacement of the current postholder.
- The Early Retirement / Voluntary Redundancy scheme to apply and applications invited where applicable.

18. The following new third tier roles are proposed :

- Integrated Service Area Managers x 4
- Integrated Youth Support Service Manager
- Manager of Specialist Services for Children with Complex Needs

19. Specific grades for these posts are not being put forward at the present time due to concurrent work to review salary levels in the Council and partner organisations. Preliminary work suggests that due to the breadth and scope of these posts the above posts should be remunerated on a spot salary between the Principal Officer and Head of Service ranges.

20. Present occupants of the following existing posts are to be part of a ring-fenced group to make application for posts in the new structure under prior consideration at Stage 2:

- Principal Manager (Children and Families)
- Surestart Manager
- Connexions Locality Manager
- Manager, Youth Services

- PCT Head of Community Nursing (children's services aspect- 0.5wte)
- PCT Locality Managers x 2 (children's services aspects- 1.0 wte)

Appointment will be offered on Local Authority terms and conditions although PCT staff would be given the option of secondment.

21. Postholders of the following existing posts are proposed as 'slot ins' to equivalent posts on the new structure on the grounds that Stage 1 criteria are met in each case:

- Service Manager – Field Work to the post of Operations Safeguarding Manager
- Chief Adviser - adjustment to duties without change of post title or grade
- Manager - Workforce Development (Schools) to Workforce Development Manager

Grades remain the same.

22. Appendix 3 provides a summary of the proposed staffing changes and slotting-in/ring-fencing information.

## **FINANCIAL AND LEGAL IMPLICATIONS**

### **Financial**

23. The detailed financial implications of the developments are dependent on the outcome of grading decisions for new posts, and on PCT funding. At this stage the additional staffing costs for Phase 1 are projected to be £30,000 per annum (net), but overall the developments will be funded within the available Medium Term Financial Plan envelope.

### **Legal**

24. The new configuration of services will bring line management arrangements under the Children's Trust Management Team and within the Local Authority governance arrangements. The Children's Trust Management Team has both local authority(CESC) and PCT senior management representation. Clinical governance for PCT services will remain the overall responsibility of the PCT as exercised by the PCT Board. Joint governance arrangement protocols will be established for the joint arrangements.

## **RISK ASSESSMENT**

25. This is categorised as low to medium risk. Existing management systems and daily routine activities are sufficient to control and reduce risk.

## **COMMUNITY STRATEGY IMPLICATIONS**

26. These developments are in line with the Children and Young People's Plan, 2006-09. In meeting the Every Child Matters outcomes, the plan identified the

strategic direction for the development of children's services as being towards greater integration of services, improved local accessibility and earlier intervention.

The plan is statutory and sits under the Community Strategy.

## **CONSULTATION INCLUDING WARD/COUNCILLORS**

27. Extensive consultation has taken place through the Children's Trust Board, with staff groups across the local authority and PCT who will be directly affected and through Trade Unions. Children and young people were involved at an early stage in the wider consultation around the principles of integrated services and integrated service areas.

A seminar was held for all elected members on 6<sup>th</sup> March, 2007.

28. Feedback on the consultation process has generally been positive. Comments have been around the specifics of the developments and have particularly focussed on phase 2 developments. Much of the emphasis was on the need to move rapidly on to phase 2 so that the wider group of staff would be clear about changes that might affect them. Phase 2 developments will be subject to further consultation and will address the issues raised during this consultation. Details of the present consultation processes are attached at appendix 2.

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**Post Title; Head of Children and Young People's Strategy**  
**Telephone No. 01642 527043**  
**Email Address: peter.seller@stockton.gov.uk**

### Background Papers

Relevant background papers to these proposals are :

National :

"Every Child Matters" Department for Education and Skills Green paper  
Children Act 2004  
"Every Child Matters in the Health Service" Department of Health letter  
Every Disabled Child Matters National Voluntary Sector Campaign  
Removing Barriers to Achievement Department for Education and Skills, Strategy for SEN  
14-19 Education and Skills white paper  
Youth Matters Green paper and Youth Matters- Next Steps- Department for Education and Skills  
National Service Framework for children, young people and maternity services

Local :

Children and Young People's Plan, 2006-09  
Consultation papers

- Integrated Service Areas part 1
- Integrated Service Areas part 2



– Integrated Service Areas – Next Steps

The detailed report is available on Stockton on Tees Children's Trust Board website at [www.stockton.gov.uk/childrenstrust](http://www.stockton.gov.uk/childrenstrust) and on North Tees Teaching Primary Care Trust intranet.

## **Appendix 1**

### **Stockton on Tees Children's Trust Board**

#### **Integrated Services/Integrated Service Areas**

#### **Consultation Report**

#### **Proposals on the restructuring and reconfiguration of Children's Services**

#### **Executive Summary**

### **1. Introduction**

**1.1** This report proposes a restructuring and reconfiguration of children's services across Stockton on Tees. This is linked to the national drive to improve outcomes for all children and young people, arising from the initial green paper, Every Child Matters, through to the Children Act 2004 and the ongoing publication of central government guidance and the developing body of evidence-based research.

**1.2** Locally, the development of the Children's Trust Board and the publication of the first Children and Young People's Plan, 2006-09 highlighted the need to continue to improve our levels of integration of children's services across the four areas of;

- Governance
- Strategy
- Process
- Delivery

**1.3** These proposals particularly concentrate on the delivery of services and the processes that will be needed to support delivery.

**1.4** The direction of travel is around;

- Multi-disciplinary working - bringing together the range of workers involved in children's services into teams, with single line management, who can then deliver a more consistent and cohesive range of services.
- Multi-agency working – ensuring that where there are different services working together that there is clear planning of service delivery that ensures services are used effectively and efficiently.
- Co-location - looking to bring services together in multi-use premises which will support joint working and improve access to service users.
- Geographically-based services - front-line services being based in geographical areas which are readily accessible to service users.
- Common processes - bringing existing processes around management information, assessment and care management, case file systems, care pathways and the children's index together.

**1.5** The proposals concentrate on a range of services across the local authority and the Primary Care Trust. These include;

- SureStart/Children's Centres
- Extended Schools
- Local Authority children's services
- PCT community based services, including Health Visiting, School Nursing Services and Speech and Language Therapy.

**1.6** Discussions and negotiations continue with partners, including voluntary/ community sector services, Police, Probation, Acute Trust services such as Midwifery in a phased way in order to promote the most appropriate levels of integration across services.

**1.7** The proposals therefore represent a starting point on a journey of continual improvement in services and should not be seen as an end in themselves.

**1.8** Relevant background papers to these proposals are;

National;

“Every Child Matters” Department for Education and Skills Green paper  
Children Act 2004

“Every Child Matters in the Health Service” Department of Health letter  
Every Disabled Child Matters National Voluntary Sector Campaign  
Removing Barriers to Achievement Department for Education and Skills,  
Strategy for SEN

14-19 Education and Skills white paper

Youth Matters Green paper and Youth Matters- Next Steps- Department for  
Education and Skills

National Service Framework for children, young people and maternity  
services

Local;

Children and Young People's Plan, 2006-09

Consultation papers

- Integrated Service Areas part 1
- Integrated Service Areas par 2
- Integrated Service Areas – Next Steps

**1.9** The detailed report is available on Stockton on Tees Children's Trust Board website at [www.stockton.gov.uk/childrenstrust](http://www.stockton.gov.uk/childrenstrust) and on North Tees Teaching Primary Care Trust intranet.

**1.10** Consultation is taking place between 7<sup>th</sup> February and 7<sup>th</sup> March, 2007. Comments should be sent to;

Peter Seller, Head of Children and Young People's Strategy at  
[peter.seller@stockton.gov.uk](mailto:peter.seller@stockton.gov.uk)

## **2. Phased development**

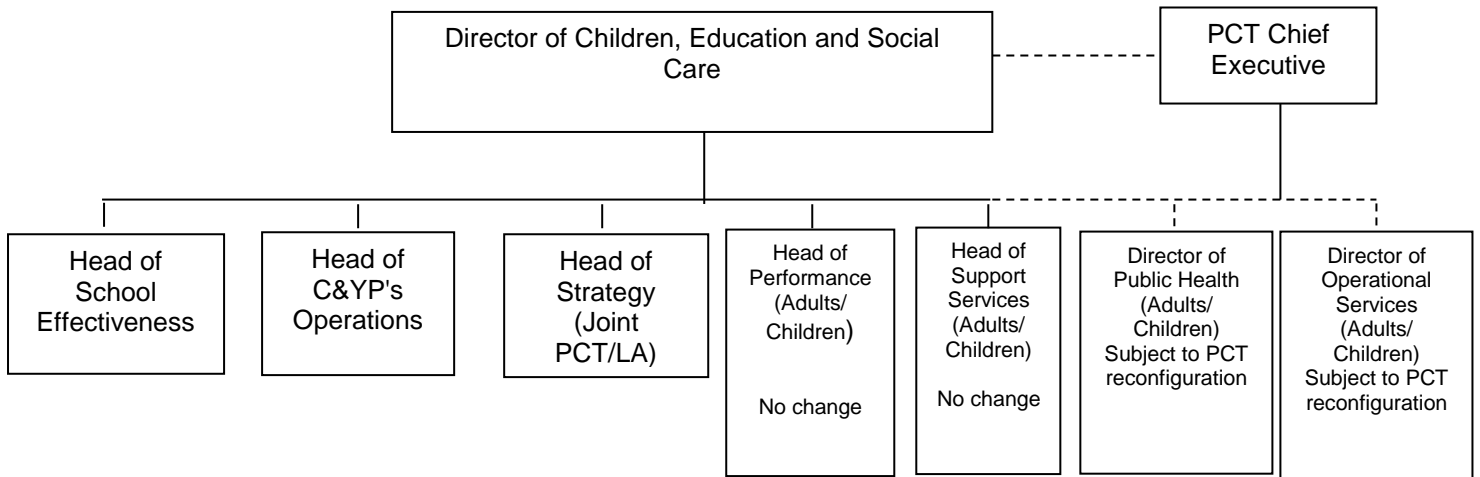
- 2.1** Phase 1 (July/October, 2007). This will see the appointment of 3<sup>rd</sup> tier (local authority tiers)/4<sup>th</sup> tier (PCT tiers) managers and will bring together the management of children's services across Children, Education and Social Care/Stockton Borough Council and North Tees Teaching Primary Care Trust.
- 2.2** Phase 2 (October 2007/July,2008). Once managers are in post, developments will take place to bring front-line services together within integrated services (borough-wide) and integrated service areas (locality based).
- 2.3** Phase 3 (September, 2008/March, 2009). It is anticipated that at this point, integrated services and integrated service areas will be fully implemented. This will be aligned with the development of integrated budgets and the roll out of integrated systems (Information Sharing Index, Common Assessment Framework, Integrated Children's System).

## **3. Proposed structures**

- 3.1** The premise on which proposed structures have been developed is based on the following;
  - Multi-disciplinary teams developed where appropriate
  - Multi-agency integration with services being closely aligned and managed under common management
  - Co-location of services
  - Linked processes in terms of IT systems, assessment and care management
  - Geographically/locality based services which are accessible by communities.
- 3.2** The key developments will see all statutory children's services across the Children, Education and Social Care/Stockton Borough Council and North Tees Teaching Primary Care Trust sit under the Children's Trust Management Team. Joint accountability and governance arrangements are presently being developed and reporting arrangements to the local authority Cabinet and PCT Board clarified.
- 3.3** The existing heads of service (head of children and young people's operational services and head of school effectiveness) will be responsible for the management of Integrated Services and Integrated Service Areas.
- 3.4** Links will be developed with key partner organisations, both statutory and community/voluntary sector.
- 3.5** The present configuration of services for children and young people are primarily based around service functions. Delivery of services has been around these functions, with the establishment of eligibility criteria being set for each service to identify who could access each individual service. There have been a number of exceptions to this, e.g. Youth Offending Service, SureStart where multi-disciplinary teams or multi-agency structures have

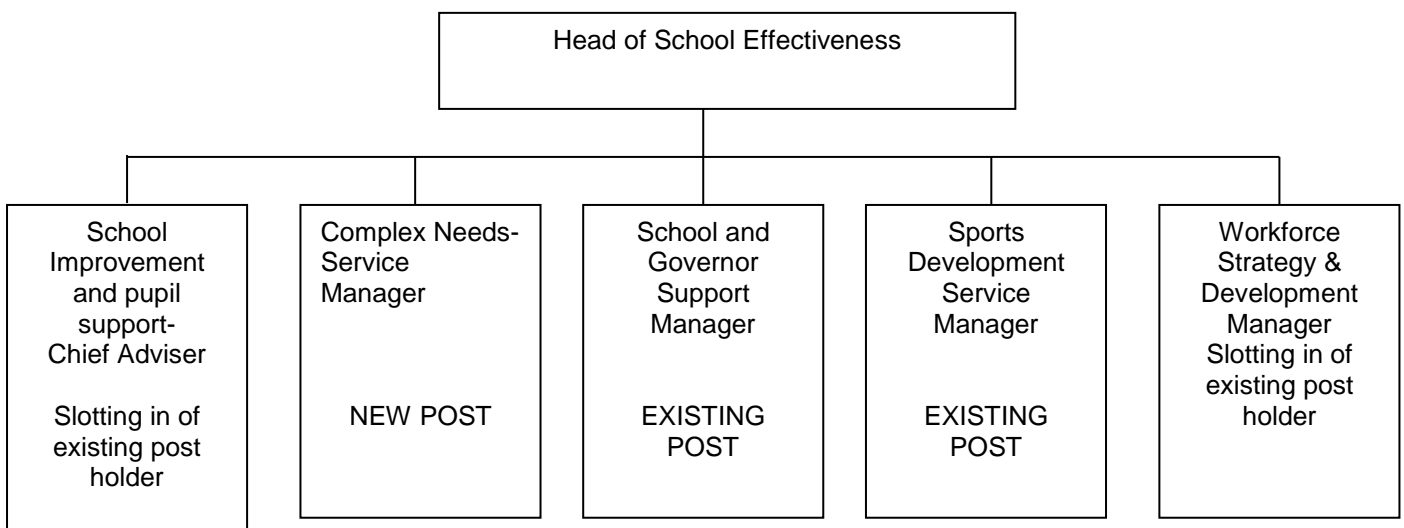
been established. Significant changes have continued to take place over the last few years in the way that services are delivered, Education and Social Care have been brought together, Connexions is about to join the local authority family and there is greater alignment of health and local authority services and increased working with voluntary and community organizations.

**3.6** Existing senior management arrangements under the Children’s Trust Board are identified as below.



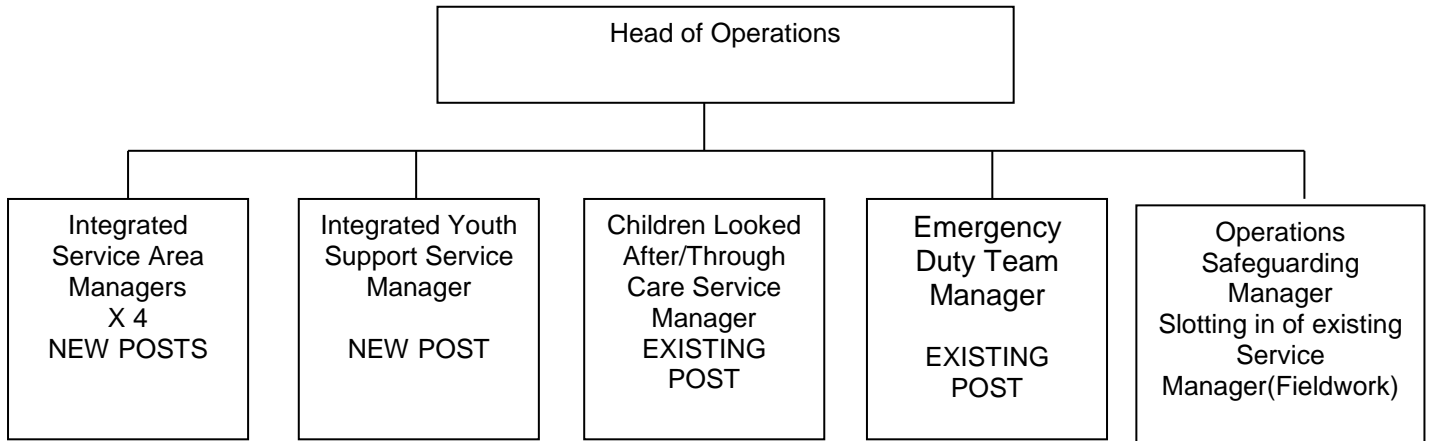
**3.7** School Effectiveness

3.7.1. Head of School Effectiveness post will remain, with changes to service groupings as detailed below;



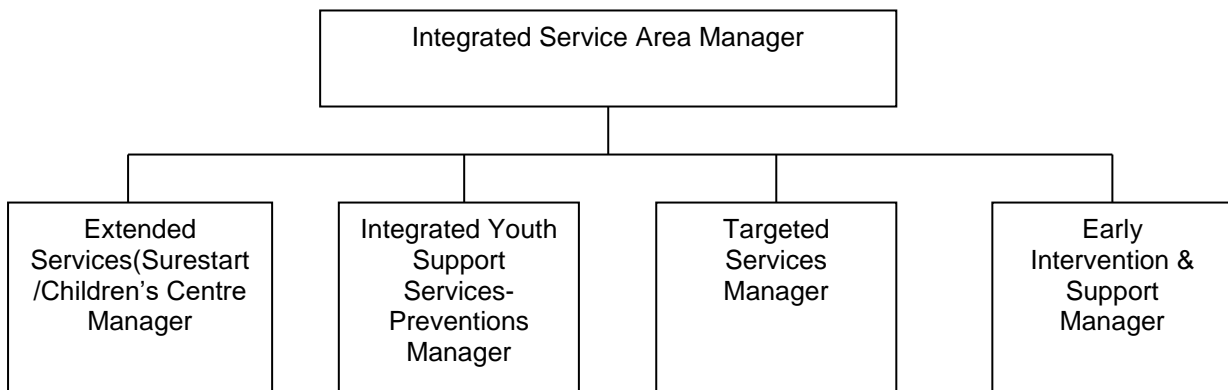
### 3.8 Operational Services

#### 3.8.1 Head of Operations post will remain, with changes to service groupings as detailed below;



### 3.9 Integrated Service Areas

#### 3.9.1 Work has been taking place to develop the structures for Integrated Service Areas. The proposed structure is;



3.9.2 More detailed descriptions of the functions and proposed make up of the teams can be found on the detailed consultation document. Although 5 areas are identified, it is proposed that given the sizes and relative demands from the Western Area and Eastern Area Partnership Areas, that these areas come under one manager. For the Central Area Partnership Area, this is being split with the boundary identified as in appendix 12.2. in the detailed consultation document. The configuration of services however, cannot be set as static within these boundaries as consideration needs to be given to, for example, the nature of school and general practitioner populations which are across geographical boundaries. The proposed configurations will be;

North; Northern Area Partnership Area  
Central- North; Central Area Partnership Area  
Central- South; Central Area Partnership Area  
South; Western Area Partnership and Eastern Area Partnership Areas

### **3.10 Children and Young People's Strategy**

**3.10.1** Head of Strategy to remain. The additional responsibilities will be the management of Strategic Manager(Surestart). This post will initially maintain the strategic oversight of existing Surestart/Children's Centre services and support their move to integration within integrated service areas.

**3.11** Head of Performance and Head of Support Services; to remain unchanged and have a link to adult services

**3.12** Director of Public Health; subject to PCT reconfigurations.

**3.13** Director of Clinical Services (PCT); subject to PCT reconfigurations. As part of these proposals, the children and young people's operational functions would transfer to Head of Operations post and Head of School Effectiveness post.

### **4. HR process**

**4.1** The proposed reconfiguration / restructuring at Phase 1 of third tier posts outlined within the consultation document has workforce implications in the Children, Education and Social Care service grouping of the Council, and partners at the North Tees Teaching Primary Care Trust, which is itself currently undergoing substantial restructuring.

**4.2** The primary recommendations affect a small number of individuals in both organisations in existing third and fourth tier posts, and these changes are the subject of this consultation. Comment and views are also sought for proposed alignments of functions and teams set out in the consultation document, though further staff and Trade Union consultation will also be carried out as part of the phased approach as detailed proposals are confirmed.

### **5. Co-location process**

**5.1** Identification of opportunities for bringing staff together in Integrated Services and Integrated Service Areas is being progressed and will be further developed through phase 2 when 3<sup>rd</sup> tier managers are in place.

### **6. Pathway mapping**

**6.1** Access to services is crucial to the effective and efficient delivery of services. Common points of access are to be developed supported by integrated systems. This will be linked to the Common Assessment Framework, development of resource panels and clarification of eligibility criteria. The Lead Professional will be a key development in supporting children and young people, parents and carers through the system

## **7. Information Sharing Process**

- 7.1** The development of integrated services/integrated service areas will see the need for the further development of information sharing processes. This will need to be based on clear information sharing protocols, the development of protocols for integrated case file management and the linking together of electronic record keeping systems across the different agencies. These developments will be linked to the introduction of the Information Sharing Index, the Common Assessment Framework (CAF) and the Integrated Children's System, all of which are presently being developed. The integrated services/integrated service areas project team will be developing these processes as phase 2 is rolled out.

## **8. Training/Induction Process**

- 8.1** An induction process will be established for all newly appointed post holders, which will address the role and function of the new job, establishing links with key partners and developing an understanding of the integrated agenda. Staff development sessions will be arranged as necessary for new teams as they are introduced. This will concentrate on collaborative leadership, team development, promoting the integrated agenda and understanding roles and functions.

## **9. Consultation Process**

- 9.1** This document is produced for the formal consultation process on the development of integrated services/integrated service areas. It is being shared with staff across the Primary Care Trust and the Local Authority's Children, Education and Social Care Services who have an involvement in Children's Services, with Trade Unions, with partner agencies and community/voluntary sectors. The timescales are identified below :

Consultation on document starts	7 February
Discussions with 3rd Tier Managers	16 February
Consultation document ends	7 March
Confirmation of report by CTMT	14 March
Discussion at CMT	19 March
Agreement at Children's Trust Board	21 March
Agreement at PCT Board	to be determined
Cabinet pre-agenda	2 April
Cabinet	12 April

- 9.2** The document will be made available on Stockton Borough Council's Website and the Primary Care Trust Website. An Executive summary will be sent to Trade Union representatives, all partner agencies and the voluntary/community sectors with a link to the website address. Hard copies(paper/cd) will be made available on request. Further information can be obtained from Peter Seller, Head of Children and Young People's Strategy at [peter.seller@stockton.gov.uk](mailto:peter.seller@stockton.gov.uk) or 01642 527043



**9.3** A range of open meetings will be held for all staff to attend :

3.00 p.m. - 4.30 p.m.	21 February - Education Development Centre
3.00 p.m. - 4.30 a.m.	28 February - Central Library
9.00 a.m. - 10.30 a.m.	2 March - Education Development Centre

An elected members seminar is being arranged (date to be confirmed).

**9.4** The involvement of parents/carers, children and young people will be through existing partnership groups, Renaissance Area Partnerships, Head Teachers meetings, Youth Assembly and School Councils and the PIC Network.

## **10. Financial Implications**

**10.1** The restructuring and reconfiguration process is planned to be done within existing budgets. Full details will be developed following clarification of new post gradings and PCT funding decisions.

## **11. Governance arrangements/professional leadership/clinical supervision**

**11.1** The present proposals for the development of integrated services/integrated service areas involve the bringing together of local authority and primary care trust children's services. Overall governance for the delivery of services rests with the PCT Board and the local authority Council, with appropriate delegated responsibilities being delivered through the chief executive of the PCT and the Director of Children, Education and Social Care in the local authority.

**11.2** The Heads of Service will be directly responsible for the management of the multi-disciplinary teams and integrated services appertaining to their roles. Where staff are seconded into a multi-disciplinary team, employment responsibilities re terms and conditions will remain the responsibility of the employing organisation. Professional support and development will also be the responsibility of the employing organisation.

## Appendix 2.

### Consultation process-details

1. Documents were circulated to all relevant staff across the Children, Education and Social Care Group(Local Authority) and within North Tees PCT and placed on the Children's Trust website and North Tees PCT intranet. Partner agencies were informed of the consultation process, executive summary provided and directed to the relevant websites for fuller information. Consultations took place through Head Teacher meetings. An elected member seminar was held on 6<sup>th</sup> March, 2007. Consultation events took place for all staff affected(3 separate meetings). Information was sent to all Trade Union representatives across the local authority and PCT.
2. Written responses were received from;
  - UNISON
  - Learning Development Team(Surestart)
  - Director of Clinical Services(NTPCT)
  - Director of Operations- Teesside Probation Service
  - Family Information Service(Surestart)
  - J. Beall- Children's Trust Board member
  - North Tees PCT Child Protection Services
  - Extended Schools Coordinators
3. The issues raised through the consultations can be summarised as follows;
  - 3.1. **Timing**; concerns that a major reorganisation is taking place, when there are a number of other major changes or developments taking place, e.g. Connexions disaggregation, PCT reconfiguration, job evaluation, impending Joint Area Review and Corporate Performance Assessment.
  - 3.2. **Effect on specific jobs or services**; there were a number of concerns over the impact on a range of jobs/services. This was primarily around the proposals under phase 2 of the reorganisation and whether specific services could or would stay together as part of the move into integrated services. Some individuals were concerned about their own terms and conditions when jobs change. There were concerns that senior posts were being sorted out first and that it was not clear what would happen to posts lower down the organisation.
  - 3.3. **Identification of other services**; it was commented that there was a need to identify where services such as acute health services and probation fitted.
  - 3.4. **Integrated Service Area boundaries**; there were comments on the need to clarify the boundaries between the integrated service areas particularly in Central Stockton.
  - 3.5. **Clinical governance**; issues around clinical governance for health staff were raised a number of times. Clarification was sought on line management arrangements and how supervision/appraisal systems will fit together.

**APPENDIX 3**

<b>Stockton on Tees Children's Trust Board                      Children's Services Integrated Service / Areas Restructure                      Ring fence Proposals</b>					
<b>Current proposed at risk posts</b>		<i>Action</i>	<b>Proposed new posts</b>		
<b>Job Title</b>	<b>No.</b>		<b>Job Title</b>	<b>No.</b>	<b>Grade</b>
Principal Manager – Children and Families	1	New posts – initially ringfenced to at risk employees using preferencing exercise and selection interview process	Integrated Service Area Manager	4	Spot salary
Surestart Manager	1		Integrated Youth Support Service Manager	1	Spot salary
Manager – Youth Service	1		Manager of Specialist Services for Children with Complex Needs	1	Spot salary
Connexions Manager* (*SBC after 1.4.2007)	1				
<u>PCT employed posts:</u> Head of Community Nursing  Locality Team Leaders	0.5  1(2 people)	Secondments from PCT to be considered if appointed through ring-fence process			
Service Manager – Field Work	1	Slot in	Operations Safeguarding Manager	1	PO15 (pts 47-50)
Chief Adviser	1	Slot in	Chief Adviser	1	Soulbury Advisers
Manager - Workforce Development (Schools)	1	Slot in	<b>Workforce Development Manager</b>	1	Soulbury Advisers