

CABINET ITEM COVERING SHEET PROFORMA

AGENDA ITEM

REPORT TO CABINET

19 FEBRUARY 2015

**REPORT OF CORPORATE
MANAGEMENT TEAM**

CABINET DECISION

Children and Young People Lead Member – Councillor Ann McCoy

**REVIEW OF CHILDREN, EDUCATION AND SOCIAL CARE DELIVERY ARRANGEMENTS
– CHILDREN’S SERVICES**

1. Summary

This report provides Members with proposals for delivery and succession planning arrangements in Children’s Services.

2. Recommendations

(1) It is recommended Cabinet note the Review of Children’s Services.

(2) It is recommended Cabinet approve the deletion of the current three Heads of Service posts:

Head of Children and Young People’s Services
Head of Education, Early Years and Complex Needs
Head of Business Support and Improvement

(3) It is recommended Cabinet approve the reconfiguring of Children’s Services and the creation of three new Heads of Service posts:

Head of Safeguarding and Looked After Children
Head of Early Intervention, Partnership and Planning
Head of Schools and SEN

The Director of CESC in conjunction with the Cabinet Member, Children and Young People to be delegated authority to make the Member Panel appointment arrangements.

(4) It is recommended Cabinet approve the consultation with staff and Trade Unions in relation to the revised structure for Children’s Services and delegate the final amendments to the Corporate Director, in consultation with relevant Cabinet Members.

(5) Cabinet note the savings made in relation to the Education Support Grant and agree the funding identified for the reconfiguration of Children’s Services identified at Para. 39 and Para. 40.

3. Reason for the Recommendation/Decision

To produce improvements in the delivery of services to children, young people and their families and to ensure appropriate succession planning within the service area.

4. Members' Interests

Members (including co-opted Members) should consider whether they have a personal interest in any item, as defined in paragraphs 9 and 11 of the Council's code of conduct and, if so, declare the existence and nature of that interest in accordance with and/or taking account of paragraphs 12 - 17 of the code.

Where a Member regards him/herself as having a personal interest, as described in paragraph 16 of the code, in any business of the Council he/she must then, in accordance with paragraph 18 of the code, 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 and the business:-

- affects the members financial position or the financial position of a person or body described in **paragraph 17** of the code, or
- relates to the determining of any approval, consent, licence, permission or registration in relation to the member or any person or body described in **paragraph 17** of the code.

A Member with a personal interest, as described in **paragraph 18** of the code, may attend the meeting but must not take part in the consideration and voting upon the relevant item of business. However, a member with such an interest may make representations, answer questions or give evidence relating to that business before the business is considered or voted on, provided the public are also allowed to attend the meeting for the same purpose whether under a statutory right or otherwise (**paragraph 19** of the code)

Members may participate in any discussion and vote on a matter in which they have an interest, as described in **paragraph 18** of the code, where that interest relates to functions of the Council detailed in **paragraph 20** of the code.

Disclosable Pecuniary Interests

It is a criminal offence for a member to participate in any discussion or vote on a matter in which he/she has a disclosable pecuniary interest (and where an appropriate dispensation has not been granted) **paragraph 21** of the code.

Members are required to comply with any procedural rule adopted by the Council which requires a member to leave the meeting room whilst the meeting is discussing a matter in which that member has a disclosable pecuniary interest (**paragraph 22** of the code).

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Detail

1. In September 2014, Cabinet agreed there was a need to review the current arrangements for service delivery in Children's Services following the receipt of a report from CMT.
2. Cabinet has previously accepted the need to take forward the work under Shaping the Brighter Future (SBF) to ensure there was capacity and resilience moving forward within the Council. CMT also highlighted some pertinent facts relating to the work being undertaken in the Shaping the Brighter Future Programme which highlighted the need to prioritise a review of Children's Services in order to ensure there was resilience moving forward in the Service over the coming years.
3. Members will be aware that the Council has encountered significant reductions in Government funding in recent years. Between 2010 and 2015 there will have been a reduction of £52m and this includes at least £3m in respect of Early Intervention Grant which had a significant impact on the service. In addition, the reduction in National allocation of Education Services Grant and the conversion of some schools to Academies has seen funding for the service reduce by £1.8m. An element of this has been accounted for in the Council's MTFP and a review of Education, Early Years and Complex Needs identifies the savings of £1,050 required to deal with the ESG reduction.

The Approach to the Review

4. CMT has had oversight of the review, and the review has included input across a number of service areas within the Council
5. As part of the Review, the Corporate Director and Human Resources Manager, have met with relevant Heads of Services affected by the Review (3 Heads of Service), all 3rd Tier Managers within Children's Services (13 posts), and a number of 4th Tier Managers from across Children's Services (13 people seen). The Corporate Director had also met previously with the Children's Social Care Team Managers.
6. In total, 29 one to one interviews have taken place – staff were given the opportunity to discuss their current role and areas of responsibility, their own thoughts on the current structure and how it might be improved, and also their own thoughts in relation to Succession Planning and how long they saw themselves working for Stockton Borough Council.
7. Meetings have taken place with the teaching and non-teaching Trade Unions to discuss issues and proposals arising from the previous Cabinet report and need to achieve the required ESG savings. Further service review consultation will take place with both trade unions and employees subject to Cabinet's approval of the proposal and recommendations in this report
8. In undertaking the Review the Director wanted to consider the scope and breadth of the current services, with a view to ensuring that wherever possible there was capacity to improve quality and performance within the service areas and to ensure there is additional capacity to drive the Big Ticket agenda. The Director also wanted to take the opportunity to realign some services.

Key Issues Arising

9. The current operational Heads of Service – Head of Education, Early Years and Complex Needs and Head of Children and Young People Operational Services – have very broad areas of responsibility which does give rise to capacity issues and some service areas could be better realigned. In addition there is a changing role for the local authority in supporting schools and academies, whilst there is a need to focus on improving social work practice to achieve better outcomes for children and young people.
10. The current Head of BUSI supports the operational services in adults and children services with performance and intelligence information and systems and leads on external inspection however responsibility for performance, planning and inspection could be delivered by more focussed operational Heads of Service roles whilst the longer term visioning and service change is better aligned to the transformation agenda. There are also a number of capacity issues arising from the significant workload of FOIs, DSARs, and complaints which may be more efficiently and effectively managed corporately. Other areas of responsibility, such as Independent Review, could be managed by an operational Head of Service.
11. Of the 3rd Tier Managers within CESC, the majority are now over 50 years of age, with five Managers now 55 years or more – there are only three 3rd Tier Managers under 50. Most 4th Tier Managers are also over 45 years of age, with some over 50 years of age.
12. Throughout the Review process, it was evident that staff were very positive about working in Stockton and working for the organisation.
13. One of the key issues highlighted during the interviews however, was that whilst staff were positive about working in Stockton Borough Council, a significant number stated that they did not feel their workload was manageable, this was particularly noticeable in Children's Social Care, and most indicated this was impacting on their work/life balance and health and some indicated that they were considering looking for other posts or were considering retiring within the next few years, unless there were structural solutions.
14. Social Care Team Managers had indicated that the number of staff they were line managing was not tenable and was impacting on their ability to ensure effective supervision and practice of their staff. The known increase in requests by Social Workers for part-time working will impact further.
15. Only a small number of Managers in CESC felt they had capacity to take on additional areas of responsibility.
16. The Review has highlighted that there are some opportunities for succession planning, albeit there are gaps in identifying any staff who may want to move to 2nd Tier Social Care role over the next few years.
17. There will be a need to review some elements of the proposed structure late in 2015 to accommodate any changes required to implement the North of Tees MASH developments.

Proposed New Head of Service Posts

18. It is proposed that all three of the proposed new Heads of Service are responsible for the performance, quality and outcome measures for their area and for preparation for their areas subject to Ofsted Inspections.

Head of Safeguarding and Looked After Post

19. This post will have responsibility for the Social Work Teams and the Council's resources in relation to Children Looked After.
20. The reduction in the breadth of Line Management responsibilities for this Head of Service role compared to the current Head of Children and Young People's Services role, along with a proposed increase in 3rd Tier posts and Team Manager posts should enable the focus to be clearly on improving the quality of social work practice, which has been a feature in Ofsted Inspections over recent years – this should lead to improved outcomes for children and young people and their families.
21. It is proposed that the Children's Commissioning Team be transferred under the management of the DPH.
22. It is proposed that the post-holder will be the lead for Vulnerable, Exploited, Missing and Trafficked (VEMT), the Agency Decision Maker (ADM) and the Social Care Spark of Genius Board member, and will look to develop further opportunities in relation to Fostering and Adoption Services.

Head of Early Intervention, Partnership and Planning

23. It is proposed that this post-holder deputises for the current Director.
24. The post-holder will have the opportunity to demonstrate their skills in having responsibility for a wide range of services across a number of disciplines.
25. This proposed post would bring together Early Intervention services under one Head of Service – this will give the post-holder the opportunity to look at these services in more detail and make future recommendations regarding the commissioning and delivery of Early Help Intervention Service with a view to reducing the number of children and families requiring social care intervention.
26. The post-holder will also have the opportunity to demonstrate how effective they are in multi-agency and partnership working as this role will require a significant amount of work both within the Council and with external partners.
27. It is proposed that the post-holder will be the lead for Early Intervention, the Children and Young People's Partnership, the Multi-Agency Looked After Partnership (MALAP).

Head of Schools and SEN

28. This post will have responsibility for Education Improvement and SEN Reforms, and the reduction in the breadth of line management responsibilities for the Head of Service role will allow more focussed working in relation to Education Improvement and SEN Reforms.

29. Services funded from the ESG have been reviewed in the context of these funding reductions and proposals have been identified to deliver the required savings. These include revised staffing structures, a review of administrative requirements and reduced running costs. Opportunities to generate external sources of income have also been identified. In total, savings proposals have been identified which would address the required savings.
30. The statutory, policy and operating environment and role of the local authority in relation to education, schools and settings has changed significantly in recent years. Changes such as the accelerated Academy movement, increasing autonomy for schools in relation to finance and decision making, focus upon schools in building capacity to deliver school to school support, the emphasis on the commissioning mandate of the local authority in terms of securing places in good and outstanding schools for children and young people, have been influential in the shaping of the Service for the future.
31. It is proposed that there are three Service areas under the new Head of Service post being:
- **Education Improvement**, which will have a strong focus upon bringing challenge to schools and settings with some capacity to support and work with those schools leading on the Campus Stockton Teaching School Alliance
 - **An Intervention Team** which is pupil facing and skilled in working directly with children and young people to ensure that interventions are timely and appropriate, supporting the implementation of the Early Help Strategy and Plan. The alignment of these staff into one team will ensure that we make the most of the pupil facing resource.
 - **0-25 SEN**, to manage all statutory processes relating to SEN including the oversee of the implementation of the SEN Reforms and the transition to Education, Health and Care Plans and the new statutory requirements. The team will include the capacity to work with schools, oversee the local offer, placements and performance and Short Breaks.

The proposals will achieve the identified ESG saving.

32. It is proposed that all 3 new Head of Service posts are restricted to applicants from within the scope of the review in the first instance. A Members appointment process will be required and in view of the timetable detailed below it is important that these arrangements are made in late April 2015 to enable the appointed Heads of Service to participate in the appointment arrangements to their structure. It is appreciated that this will be a particular busy time for members. It is proposed that the appointment arrangements be delegated to the Director in consultation with the Cabinet Member Children and Young People.
33. In respect of the current functions of the Business Support and Improvement Service it is proposed that:
1. Each new proposed Head of Service post will take an operational lead on external inspection, planning and performance in their areas;

2. Work is undertaken to consider whether FOIs, DSARs, Complaints and Governance functions can be more efficiently and effectively delivered centrally. These teams will temporarily transfer under the Head of Service PIE who will further review in approximately 3 months. It is recognised that due to capacity issues in this area, additional resources may be needed;
 3. Temporary additional capacity has been identified from existing Head of Service resource to assist in the transformation and Big Ticket agendas in Adult and Children Services. It is proposed that the Head of Transactional Services, supported by the Head of Programme and Change Management (as needed), will for 12 months initially and on a part time basis undertake additional longer term visioning, planning and support for Children Services including the line management of the current Business Support and Information/Intelligence teams which support Adult and Children Services. During this period he will review the systems, information and intelligence needed to support the service delivery of the operational services and the transformation agenda;
 4. The Independent Review and Parent Partnership responsibilities which currently sit in the Business Support and Improvement Service will be transferred under the management of the proposed new Head of Service for Early Intervention, Partnership and Planning post and the Children's Rights and Participation Officer post will be transferred under the management of the proposed new Head of Safeguarding and Looked After Children.
34. It is anticipated that some temporary additional resource will be required, in addition to the permanent structure outlined above, to carry out the reviews of Children's Centres, School Place Planning and School transport as outlined in the Council MTFP saving proposals in June 2013. This work will be resourced on a fixed term basis and has not been included within the permanent responsibilities of the 3 new Head of Service posts.
35. It is also anticipated that further work will be required to review the administration and clerical arrangements to support the proposed new service.

Timetable

36. Subject to Cabinet and Council approval it is proposed that staff consultation will commence on 2nd March 2015. Should the proposals be agreed this will enable recruitment to the new structure to take place in late April/early May 2015. It is anticipated that implementation will be phased over the course of a few months with full implementation in September 2015.

FINANCIAL IMPLICATIONS

37. Previous reports to Cabinet on the MTFP have highlighted that the DfE will reduce the value of the Education Services Grant (ESG) by approximately 25% in 2015/16. This reduction will compound the loss of grant already experienced due to academy conversions. The associated funding shortfall is projected to be £0.934m in 2015/16. Savings of £0.116m, relating to Phase 2 of the service review (June 2013) of Early Years and Complex Needs, also require to be identified and delivered. Therefore, total reductions in expenditure amounting to £1.050m will be required from 2015/16.
38. Services funded from the ESG have been reviewed and proposals have been identified to deliver the savings required as a result of the annual funding reduction of £1.05m. These include revised staffing structures, a review of administrative

requirements and reduced running costs. Opportunities to generate external sources of income have also been identified. The position will require to be monitored periodically, as the level of funding received via the ESG is likely to continue to reduce.

39. The revised staffing structure presented in this report requires additional annual funding of £300,000 from 2015/16 and £350,000 thereafter. This will lead to a net increase in the number of posts including 0.5 Head of Service, an additional two 3rd Tier Manager posts, and an additional five 4th Tier posts within the children social care service and a net increase of approximately 2 FTE across all services. This funding has been provisionally identified in the Budget/MTFP Report which will be considered elsewhere on this Agenda.
40. The temporary resources required to deliver service review and transformation are expected to amount to £175,000 and will be funded from the Transformation Reserve.

LEGAL IMPLICATIONS

41. There are no legal implications.

RISK ASSESSMENT

42. The proposals in this report have been considered to be categorised as low, and as such existing management systems and daily routine activities are sufficient to control and reduce risk.

SUSTAINABLE COMMUNITY STRATEGY IMPLICATIONS

43. All the Sustainable Community Strategy themes have been considered in the preparation of this report. In particular the safeguarding of children is a key component of the children and young people theme in the Sustainable Community Strategy. Improving outcomes for children by effective service delivery will also impact on their potential quality of life in adulthood and the effective safeguarding of children and young people will also have a significant impact on the community safety agenda.

EQUALITIES IMPACT ASSESSMENT

44. The requirements of Section 149 of the Equality Act 2010 have been considered in this review and in line with other Service Reviews which relate to changes in staffing structures and/or the service grouping or organisation providing services rather than the services themselves it is determined that a separate EIA is not required. The proposals in this review do not represent a change in policy or a change in the scope/scale of service delivery that will directly impact on the users of the service. As with other Service Reviews the HR Service continues to assess the equality impact of reductions in staffing on the organisation on an on-going basis.

CORPORATE PARENTING

45. Full account has been taken of the Council's Corporate Parenting responsibilities in the formation of the proposals in this report. It is considered that the proposals will strengthen the teams responsible for delivering the front line Corporate Parenting responsibilities.

CONSULTATION, INCLUDING WARD COUNCILLORS

46. Consultation has taken place with employees and Trade Unions as outlined in the report and this will be continued subject to approval of the proposals by Cabinet. Consultation has taken place with the Cabinet Member for Children and Young People.

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