

Stockton on Tees Children's Trust Board Integrated Services/Integrated Service Areas

Children and Young People

CONSULTATION REPORT 2

1.0 Phase 1 Update

1.1 This document is the second consultation report on the proposals for the restructuring and reconfiguration of children's services in Stockton-on-Tees. The first consultation report was produced and consulted on during February and March 2007.

1.2 Following the consultation process, the first report was agreed at the Children's Trust Board, North Tees Primary Care Trust Board and Local Authority Cabinet.

1.3 Phase 1 developments have now been progressed. The following senior management posts have now been confirmed as jointly financed by North Tees Primary Care Trust and Stockton-on-Tees Borough Council :

- Jane Humphreys, Assistant Director/Head of Service, Children and Young People's Operational Services;
- Julia Morrison, Assistant Director, Education and Complex Needs/Head of School Effectiveness.

These posts are now responsible for the full range of local authority children and young people's services and the PCT community-based children and young people's services.

1.4 The following senior management post was previously jointly financed, and continues to be so :

- Peter Seller, Assistant Director (Commissioning) / Head of Children and Young People's Strategy.

1.5 Interviews have taken place for 3rd tier managers' posts[®] and the following have been appointed :

Terry Frank	-	Integrated Youth Support Service Manager
Neil Pocklington	-	Integrated Service Area Manager (South – Ingleby, Thornaby, Yarm, Eaglescliffe)
Jill Anderson	-	Integrated Service Area Manager (Stockton - Central)
Marc Mason	-	Integrated Service Area Manager (Stockton - North)
Mark Telford	-	Integrated Service Area Manager (Billingham)

1.6 These posts have been filled with immediate effect, though existing responsibilities are being maintained until integrated services are fully rolled out.

- 1.7 The post of Complex and Additional Needs Manager has been linked to the statutory role of Principal Educational Psychologist at this stage, and the existing post holder has been slotted into the post.

(^① 3rd tier posts in the Local Authority are aligned with 4th tier posts in the PCT, but for the sake of brevity in this report, reference to 3rd tier will also imply 4th tier in the PCT.)

2.0 Restructuring and reconfiguration of Front Line Services – Phase 2

- 2.1 Senior and 3rd tier managers have been developing proposals for middle management and front line delivery of integrated services. These are based on the principles identified in the earlier consultation report and are in line with the structures proposed at that point.
- 2.2 **The proposed structures are identified at Appendix 1.** Where possible, the details have been taken to the level of front line managers, and some key specific posts identified. The details of individual teams will continue to be worked on by the relevant senior and 3rd tier managers in discussion with front line managers. The actual structures and numbers of staff in particular teams, will depend on operational pressures and service needs. These will include the development of integrated, multi-disciplinary teams, including both local authority children's services and Primary Care Trust community based services.
- 2.3 In most cases, managers' responsibilities and job descriptions will remain the same. However, where responsibilities change significantly, job descriptions will be reviewed appropriately.
- 2.4 For specific posts where it is proposed to reduce the overall number, a ring-fence arrangement will exist for identified staff. A process of discussion and/or interview will then take place. It is anticipated that in most cases the same or an equivalent management post will be available. Where possible managers have been slotted into posts where there are equivalent responsibilities.
- 2.5 In exceptional circumstances, where the same or equivalent post is not available and there is no other suitable alternative, early retirement/voluntary redundancy will be considered.

3.0 Administrative Resources

- 3.1 As part of the identification of front line teams, managers will identify appropriate administrative resources from within existing resources, and these will be realigned to fit with operational needs. Where there is significant change to existing job descriptions or terms and conditions, these will be consulted on as appropriate.

4.0 Deletion of Posts

- 4.1 A number of posts have been identified through the proposed reconfiguration process to be deleted from establishment. These posts are either existing vacancies or posts where the existing post-holder has been slotted into a substantively similar new post. These are identified at Appendix 1. Any further posts, subsequently identified as possible deletions, will be subject to consultation in the normal way.

5.0 Accommodation Issues

- 5.1 As part of the proposed developments of integrated services/integrated service areas, services are to be delivered within localities, where possible and appropriate. Services will be co-located where finance and buildings permit.

5.2 As managers identify staffing resources for each integrated service area, detailed costings will be developed for the various proposals and viability considered. Bringing different services together involves significant infrastructure changes including the accessibility of different IT systems. In the short-term, it may only be possible to establish limited co-location and this will have to be developed over a longer period of time as opportunities arise and finance is available

5.3. Integrated Service Areas; a number of possibilities are being considered and alignment with adult service developments is being progressed. Present proposals include :

- | | | |
|---|---|---|
| Billingham | - | Consideration of council offices in Billingham (adults and children's services) |
| Stockton-North | - | Frederick Nattrass School and Ragworth Neighbourhood Centre |
| Stockton-Central | - | Alma Street and Bayheath |
| South (Ingleby, Thornaby, Yarm, Eaglescliffe) | - | Work is continuing to identify appropriate premises |

5.4 Complex and Additional Needs Service; a range of services which already form part of the Complex and Additional Needs Service are based at Wrensfeld and it is proposed that consideration is given to the bulk of staff being based there.

5.5. Integrated Youth Support Service; the centrally based services will continue to operate out of Bishopton Lane, Bayheath and Skinner Street.

5.6 Overall, although there are a range of options in terms of buildings, cost considerations will have a significant impact on which premises can be identified and which may be feasible. Building Schools for the Future Programme, Primary School Capital Investment programme and primary care developments may provide longer term options, and will need to be considered in due course.

5.7 In each area there are likely to be a range of buildings through which services are delivered. These will include Central Offices, Children's Centres, Young People's, Schools, Health Centres and GP Surgeries, Voluntary and Community Based Services. The test of integration will be whether a consistent and joined up service is delivered through all.

6.0 Process Mapping

6.1 A crucial part of the development of integrated services/integrated service areas is the identification of appropriate processes, or "care pathways" for accessing services and progressing through service delivery. Existing processes are being reviewed in light of this and in line with the national developments of ContactPoint and the Common Assessment Framework.

6.2 The bringing together of the existing Panel processes for identification, allocation and signposting of resources was highlighted in the previous consultation document. Proposals for the development of children and young people's panels and the links to the Common Assessment Framework will be the subject of a separate report.

6.3 Work is taking place on the mapping of processes, including the role of ContactPoint. A range of individuals and/or teams are involved in this process and further consultation is to take place.

7.0 Involvement/Consultation Process

- 7.1 As part of the initial consultation process, there was a wide range of involvement through specific consultation meetings, with all relevant staff groups. Presentations also took place at the Children's Trust Board, elected member seminar, North Tees Primary Care Trust Board and a number of Partnership Groups and individual organisation meetings. Comments from consultations were included in the Cabinet Report on 26 March 2007.
- 7.2 Specific consultation on this report will take place until 31st January, 2007 with key partners and communities, through a series of meetings to ensure awareness, ownership and understanding.
- 7.3 Details of the consultation process are attached at Appendix 2

8.0 Governance

- 8.1 The development of Integrated Services/Integrated Service Areas brings with it new challenges in terms of governance arrangements. With the identification of jointly funded arrangements at senior and 3rd tier management level, single line management arrangements are being rolled out. Accountability for delivery rests with Local Authority Council and Cabinet and North Tees PCT Board. Arrangements for individual line management and clinical supervision for all disciplines are being identified and clarified as developments on existing local arrangements, and in line with national standards/guidance. Consultation and discussion with staff is ongoing.

9.0 Next Steps (Phase 3)

- 9.1 Following consultation, it is proposed that front line integration will take place between January and July 2008. This will be aligned to the roll-out of CAF and the ongoing development of ContactPoint.
- 9.2 Managers, once in post and identified to their service areas will develop the configurations of front line services in line with the principles of integration detailed in the first consultation document. Integrated Service Area Managers will establish key area based relationships with schools, local GPs, voluntary & community sectors and Renaissance Area Partnerships in ensuring good and consistent delivery of services.
- 9.3 Borough-wide Managers will need to establish clear links with area based services to ensure seamless delivery.
- 9.4. It is proposed that 3rd tier managers should be fully responsible for their new duties as from 1st April, 2008.

10.0 Financial consequences.

- 10.1 As part of the project team, a finance sub-group is working on budgets, to ensure that the overall integrated services/integrated service area development is affordable and to develop operational budgets for the reconfigured services. Budgets across the local authority and NTPCT will be aligned and work is taking place to consider pooled budget arrangements (eg complex and additional needs) . Pooling arrangements are complex and it is not anticipated that they will be in place on 1st April, 2008.
- 10.2 A detailed financial report will be developed on the back of the structural proposals and will influence final structures and staffing levels.

Appendix 1

1.0 Restructuring Proposals

1.1 The following diagrams identify proposed staffing structures under the three Assistant Directors/Heads of Service posts :

- Jane Humphreys, Assistant Director/Head of Service - Children and Young People's Operational Service;
- Julia Morrison, Assistant Director/Head of Service - Schools and Complex Needs;
- Peter Seller, Assistant Director (Commissioning) / Head of Service - Children and Young People's Strategy.

1.2 There are some implications in the proposed restructuring for the services under Tony Beckwith - Head of Support Services, and Simon Willson - Head of Performance. These are identified below.(2.5/2.6)

1.3 The structures provide details down to front line managers and to some specific posts. Front line teams have not been detailed out at this stage as the make-up of these will be determined by the relevant managers and in line with service needs.

2.0 Human Resources Issues

2.1 Slotting in arrangements

2.1.1 The following staff members will be slotted into new posts on the basis that their existing post is substantially similar to their new post and is being deleted. Also that there are no other staff being displaced by this process who could be identified as having substantially similar posts.

Existing Post	New Post
Youth Activities Manager, PATC manager, YOS Managers.	Youth Support Team Manager x 7
PAST Team Co-ordinator	First Contact Co-ordinator
LDT Manager	Early Years and Foundation Stage Co-ordinator
Operational Manager(Surestart/Children's Centres	Modernisation Manager
Strategic Manager(Surestart/Children's Centres)	Modernisation Manager
Service Strategy Manager	Performance Support Manager

2.2. New posts and ring-fencing arrangements- Children and Young People's Operational Services

2.2.1 *Children's Centre Managers* – at present there are 5 managers and it is proposed that under the new structure, this will move to 4. The existing 5 managers will be ring-fenced and interviewed for the 4 posts. These are existing posts and not subject to new job descriptions. The geographical bases for the managers will be decided on following appointments and in line with operational demands.

2.2.2. The remaining manager will be considered for one of the Targeted Service Manager posts or any vacant post of a similar grade and job description.

- 2.2.3 *Practice Manager (Specialist Services)* – at present there are 5 managers and it is proposed that under the new structure, this will move to 4. The existing 5 managers will be ring-fenced and interviewed for the 4 posts. These are existing posts and not subject to new job descriptions. The geographical bases for the managers will be decided on following appointments and in line with operational demands.
- 2.2.4 The remaining manager will be considered for one of the Practice Manager(Targeted Services) posts or any vacant post of a similar grade and job description.
- 2.2.5 *Practice Manager (Targeted Services)* – these are new posts and job descriptions/person specifications are being developed. If any of these posts are unfilled at the end of phase 2 restructuring, they will either be advertised or held vacant to meet budgetary requirements.
- 2.2.6 All other posts within operational services will remain on existing job descriptions with only minor variations where necessary. Any significant changes not identified at this stage will be subject to the normal review process.
- 2.2.7 The geographical basis for each of the managers will be decided on following appointments and in line with operational demands

2.3 New posts and ring-fencing arrangements- Children, Schools and Complex Needs

- 2.3.1 *Learning Support Manager* – this is a new post and first consideration will be given to any displaced officers with the necessary skills, knowledge and experience. Otherwise it will go to external advert.
- 2.3.2 *School Effectiveness Co-ordinator* – this is a new post and first consideration will be given to any displaced Officers with the necessary skills, knowledge and experience. Otherwise it will go to external advert.
- 2.3.3 *Commissioning/Brokerage Co-ordinator* – this is a new post and first consideration will be given to any displaced Officers with the necessary skills, knowledge and experience. Otherwise it will go to external advert.
- 2.3.4 *Operations and Safeguarding Co-ordinator* – this is a new post, which will be offered on a secondment basis in the first instance.
- 2.3.5 Job Descriptions/Person Specifications for these four posts are being developed.
- 2.3.6 *Early Years and Foundation Stage Co-ordinator* – this post is substantially similar to a post currently situated within Surestart. The existing post holder will transfer to this post.
- 2.3.7 All other posts within Children, Schools and Complex Needs Service will remain on existing job descriptions with only minor variations where necessary. Any significant changes not identified at this stage will be subject to the normal review process.

2.4 New posts and ring-fencing arrangements-Commissioning and Children & Young People's Strategy

2.4.1 Other than posts identified in 2.1. above, all posts within Commissioning and Children and Young People's Strategy will remain on existing job descriptions with only minor variations where necessary. Any significant changes not identified at this stage will be subject to the normal review process.

2.4.2 The posts of Youth Empowerment Officer and Citizen and Democracy Officer will transfer to Children and Young People's Strategy, under the post of Strategy Manager(partnerships)

2.5 Support Services

2.5.1 It is proposed that two significant areas of the present Surestart/Children's Centres structures transfer to Support Services :

- Buildings management
- Children's Information Service

and the ICS Development Officer to move to Support Services

2.5.2 All other posts within Support Services will remain on existing job descriptions with only minor variations where necessary. Any significant changes not identified at this stage will be subject to the normal review process

2.6 Performance Services

2.6.1 Other than posts identified in 2.1. above, all posts within Performance Services will remain on existing job descriptions with only minor variations where necessary. Any significant changes not identified at this stage will be subject to the normal review process

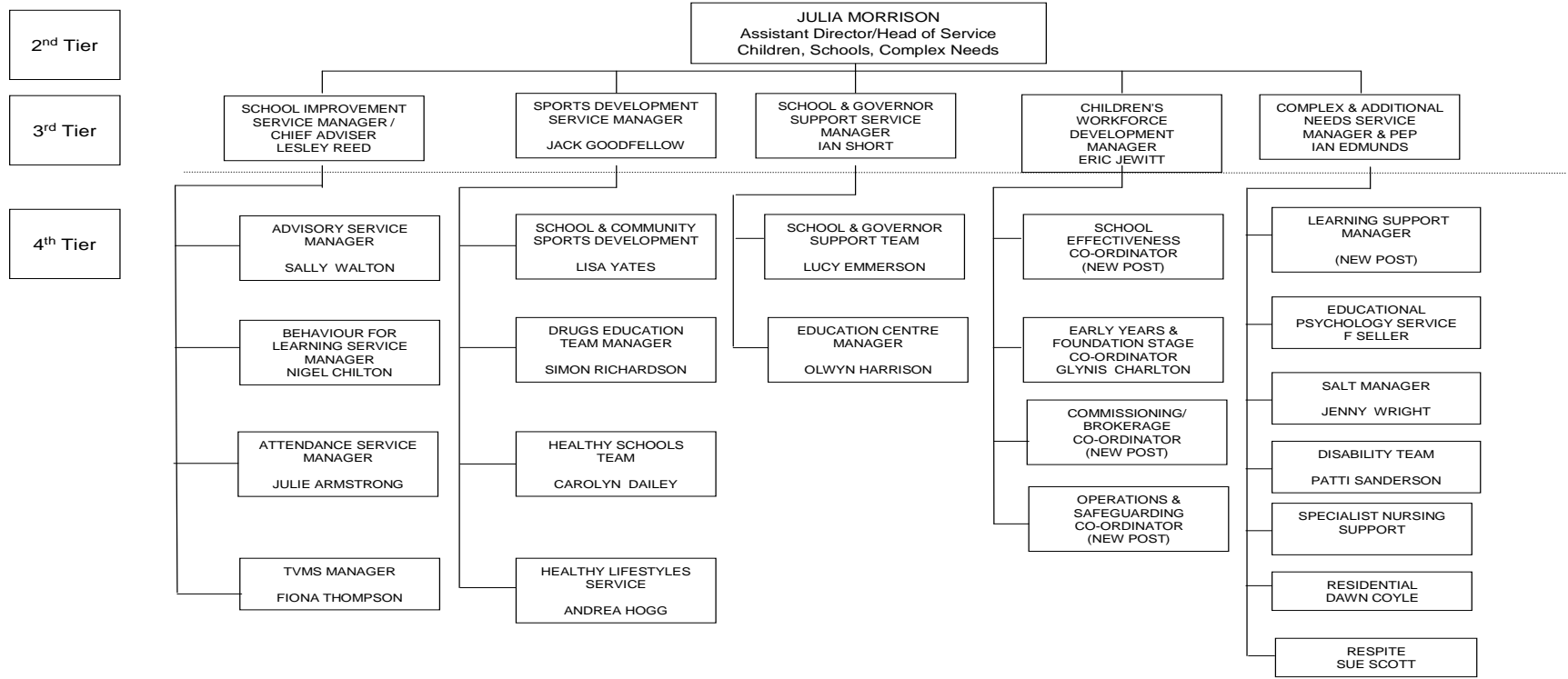
3.0 Finance

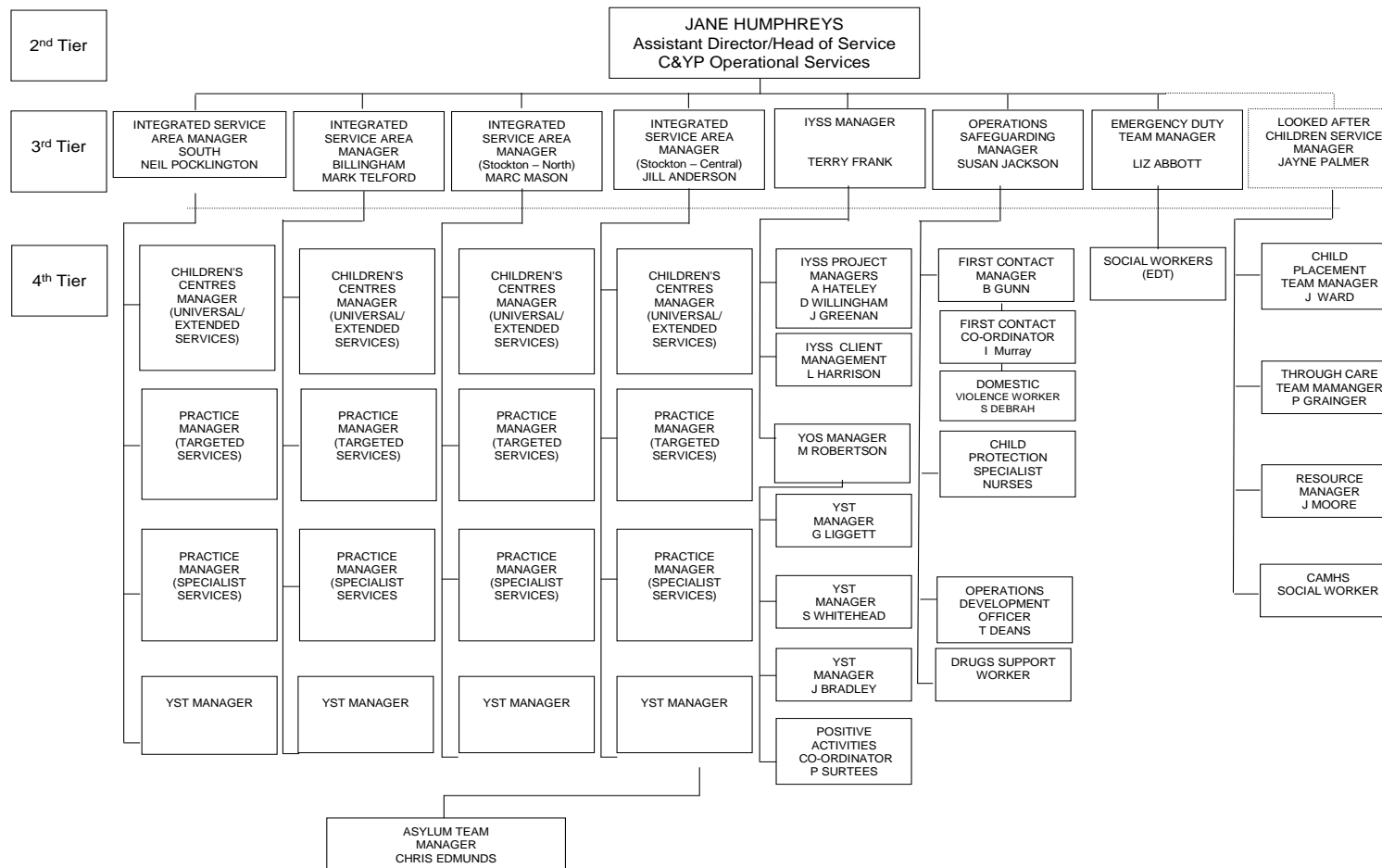
3.1 It is proposed that Surestart/Children's Centres Finance functions will transfer to the Finance Section under David New.

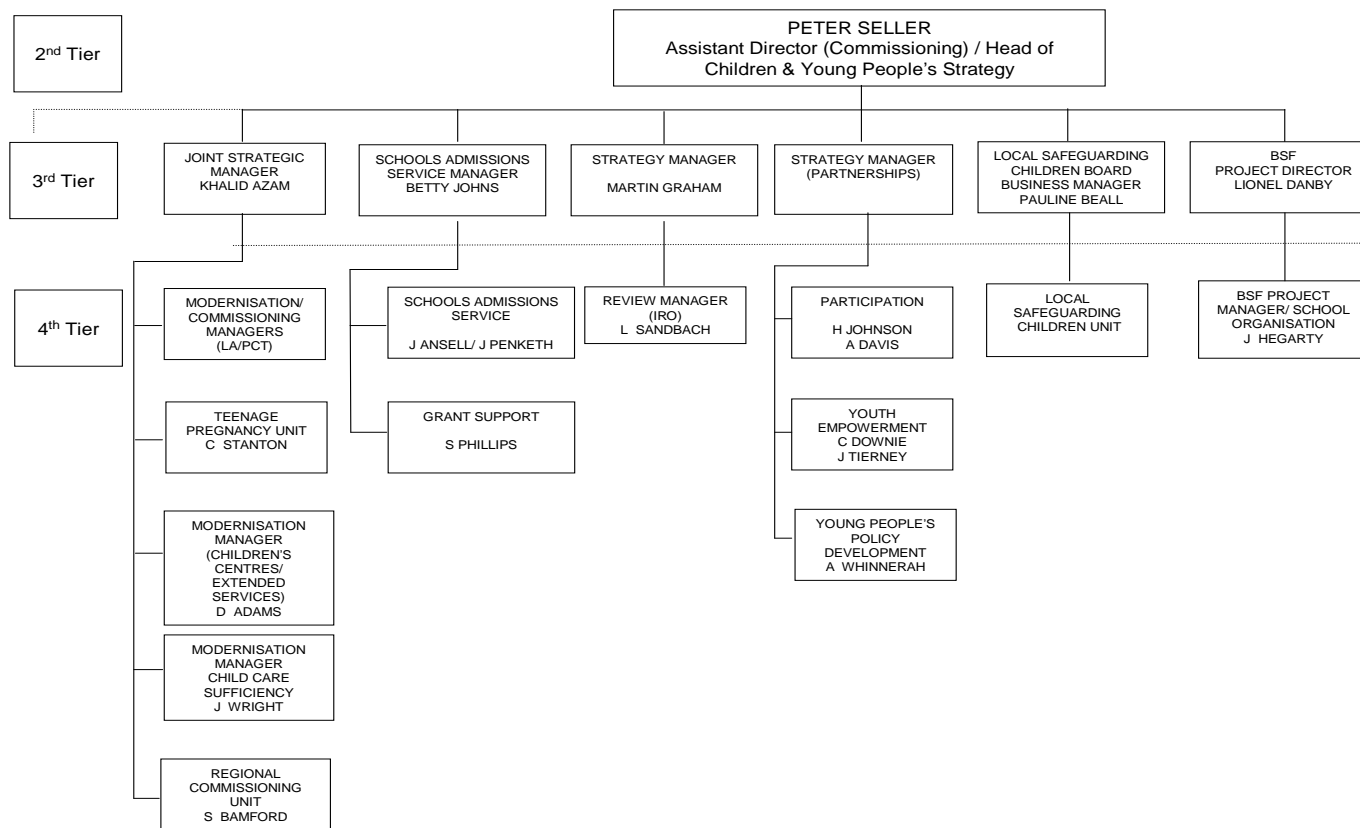
4.0 Deleted posts

4.1 The following posts are to be deleted from establishment

- Child Protection Officer(education)- existing post-holder has retired.
- Children's Centre Manager x 1- existing post –holders ring-fenced to 4 remaining Children's Centre Manager posts.
- Practice Manager x1- existing post-holders ring-fenced to 4 remaining posts.
- Surestart Business Manager- existing post-holder will move to new post of Performance Support Officer, where the duties will be substantially similar.
- Head of Community Nursing 0.5 (PCT) (Children)-identified through phase 1
- Locality Manager(PCT) (Children)- identified through phase 1
- Assistant Buildings Manager
- Buildings Resource Worker







APPENDIX 2

1.0 CONSULTATION PROCESS

- 1.1 Consultation Document : Published 30th November 2007
End of Consultation process 31st January, 2008 2007
- 1.2 Staff Consultation Events 12.00-1.00 15 January, 2008
4.00-5.00 21 January, 2008
4.00-5.00 22 January, 2008
- 1.3 Report to Children's Trust Board 12 December 2007
- 1.4 Report to NTPCT Board January 2008
- 1.5 Consultation/Awareness Raising:
ECM Partnership Groups January/March 2008
Area Partnerships January/March 2008
CYP Partnership January/March 2008

1.6. Responses to the consultation process should be sent to;

peter.seller@stockton.gov.uk

by 31st January, 2008.

APPENDIX 3

New Post Job Descriptions and Person Specifications(attached)

- Learning Support Manager
- School Effectiveness Co-ordinator
- Commissioning/Brokerage Co-ordinator
- Operations and Safeguarding Co-ordinator
- Practice Manager- Targeted Services
- Youth Support Team Manager