

AGENDA ITEM: 8

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Meeting	General Functions Committee
Date	25 October 2010
Subject	Restructure of the Children's Service Management Team
Report of	Director of Children's Service
Summary	The report sets out the rationale for the restructure of the Children's Service Management Team.

Officer Contributors	Robert McCulloch-Graham, Director for the Children's Service Tony Lampert – HR Business Partner
Status (public or exempt)	Public
Wards affected	All
Enclosures	Appendices 1 & 2 – Current and proposed structures
For decision by	General Functions Committee
Function of	Council
Reason for urgency / exemption from call-in (if appropriate)	Not applicable
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1. RECOMMENDATIONS

- 1.1 That the Committee note the pressures facing the Children's Services directorate.**
- 1.2 That the Committee approve the proposed restructure of the management team for Barnet's Children's Service Directorate of the Council, with effect from 1 January 2011.**
- 1.3 That where an employee is displaced and does not secure a position in the new structure and they are not successfully redeployed that they be released on grounds of redundancy under the Council's .Managing Change procedure**
- 1.4 That the Director of Children's Service be instructed to issue notices of redundancy as appropriate.**

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Delegated Powers Report No. 1105 – 25 June 2010 Restructured the Council's third tier managers. This established the current Children's Service Senior Leadership Team (SLT) structure

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 One of the key corporate priorities is Delivering Better Services for Less Money and in line with the Council's intention to meet resource reduction targets over the next three years the proposed Leadership Team delivers a reduction now with a further review next year.

4. RISK MANAGEMENT ISSUES

- 4.1 The Children's Service Senior Leadership Team has a high percentage of temporary management arrangements. This has the potential to lead to instability and risk business continuity. The proposals in this report aim to bring to an end the risk of instability by creating a structure that is fit for purpose with a clear programme and commitment to fill the vacant positions.

5. EQUALITIES AND DIVERSITY ISSUES

- 5.1 The proposed restructure will enable the services to maintain their priority of closing the gap of achievement between groups of children who do well and those disadvantaged children who do not succeed as well.

The Children's Trust and the Children's Service Directorate will, through this restructure better direct services to offer greater advantage to outweigh the disadvantage some children have and continue to endure.

6. USE OF RESOURCES IMPLICATIONS (Finance, Procurement, Performance & Value for Money, Staffing, IT, Property, Sustainability)

6.1 Staffing

- 6.1.1 The new management structure proposes the deletion of three posts, x1 Assistant Director (Health, Commissioning and SEN) and x2 Principal Inspectors. The responsibilities will be distributed to the remaining Assistant Directors and Deputy Director positions in the structure. Revised role profiles will be prepared to reflect these changes and will be subject to consultation. It is not anticipated that these changes will affect the grade ranges of the remaining posts.
- 6.1.2 The displaced staff will be considered for any vacant posts within the Children's Service's new Senior Leadership Team and elsewhere within the Children's Service and the Council as a whole, in accordance with the Council's current Managing Change procedure.
- 6.1.3 The displaced staff who are neither assimilated nor successfully redeployed will be released on grounds of redundancy under the Council's Severance scheme. The costs cannot be assessed at present until the restructuring has been implemented with staff considered for the available positions. Any redundancies will take effect from 31 December 2010 to ensure that in-year revenue savings are maximised and the new management team are in place to deliver the service priorities
- 6.1.4 Consultation has taken place with staff, trade unions and other stakeholders including our schools. Formal consultation commenced on 19 September 2010 and closed on 20 October 2010 to comply with the 30 day statutory consultation period. Informal consultation commenced earlier than 19 September and will continue up until implementation date.

6.2 Finance

- 6.2.1 Against the current budget provision a full year saving of £200,000 will be achieved from the reduction of 3 management positions. The in-year savings cannot be calculated until the restructuring is finalised.

7. LEGAL ISSUES

- 7.1 Employees with qualifying period of service acquire statutory rights such as unfair dismissal and entitlement to redundancy payments upon the termination of employment. Such employees have the capacity to appeal to Employment Tribunals for the satisfaction of these rights. It is therefore critical that in effecting dismissals employers undertake detailed procedures to comply with legislative and common law requirements and principles.**

8. CONSTITUTIONAL POWERS

- 8.1 Constitution Part 3 – Responsibility for Functions (Please complete)–
Section 2 – Responsibility for Council Functions – General Functions Committee – Staff matters and conditions of service. Restructures which have major implications including changes to contracts of employment and proposals involving major changes in working practices and location of employees must be submitted to General Functions Committee for approval.**

9 BACKGROUND INFORMATION

9.1 Background

- 9.1.1 In light of changing national policy and budgetary constraints following the election of the Coalition Government, further amendments to the current management structure are necessary.

In line with Council intentions to meet 20% resource reduction over the next three years, the Service needs to accept that a reduction in provision will be inevitable. This paper proposes therefore to reduce the size of the overall management team by three positions for 2010/2011 and to carry out a further review in 2011 for implementation in 2012.

- 9.1.2 The changes proposed are intended to minimise the impact that a reduction in resources may have on our front line services. The management positions involved in these changes have contributed significantly to the improvement of opportunity on offer to our children. We have empirical evidence of the improvements our staff teams have made over these years. The economic position however and the change in policy priorities demand that we change our current model of senior management.
- 9.1.3 Our relationship with Health and the PCT in particular has been changing over the last few years, and we had expected an increased role for Children's Service and Health colleagues in both strategy development and provision. National policy and local practice has meant that this work is largely being undertaken by Adult Social Care and the PCT, and by the corporate management group of the council as a whole. Commissioning is also being led more centrally within the council. This will have a direct impact and management of our commissioning arrangements within Children's Services.

9.2. Proposed restructure

- 9.2.1 It is therefore proposed that the current position of Assistant Director for Children's Health, SEN, and Commissioning be removed from the SLT and that the duties held within this post are shared across the remaining Assistant Directors and the Deputy Director positions and with Adult Social Care.
- 9.2.2 In our reduced role with schools and the transfer of National Strategies funding to schools the Service cannot maintain its level of strategic management within the school teams. The intended resource of an Assistant Director for Schools with two reporting Principal Inspectors will need to be reduced to the Assistant Director, with project support as required. The two positions of Principal Inspectors would therefore cease.
- 9.2.3 As explained earlier, this area of school improvement and the Council's responsibility is particularly affected by the new government policy which is still developing and further changes may be required as this evolves. For consistency however the Service is intending to maintain this new arrangement for a

minimum of one academic year. National policy will determine whether this position will become a permanent position.

9.2.4 These new changes will affect the current post holders within the management team and individual discussions have been held with them. A formal consultation period is now underway.

9.2.5 It is right that the Service starts with our senior management team so that it can move as quickly as possible towards the full restructuring of Children's Services as a whole.

9.3 Rationale for the new structure

9.3.1 The functions and responsibilities for each of the Senior Management Team positions are outlined below. Whilst each of the Assistant Directors and the Deputy Director will have duties which cover the whole of the service, the council and across partners, specific functions have been grouped to provide coherence in management terms.

9.4 Assistant Director for Policy, Performance and Planning.

9.4.1 This position will oversee all the data and technical support, performance and financial monitoring and planning, strategy and communications support across the Directorate. The role leads on the strategy of our large capital programme and pupil place planning.

Functions

- Data management
- Strategy and planning team
- Performance management
- Human Resources Client side
- Workforce development
- Communications
- Budget Management
- Capital Programme
- BSF programme
- Catering
- Commissioning, client role.

This position has been appointed to under an earlier structure

9.5 Assistant Director Schools and Learning

9.5.1 The Secretary of State has confirmed the Authority's strategic role for education from 0 to 20+. Barnet has 120 schools and a host of post 16 education providers. The development of future school improvement, support and challenge functions is crucial, and this post can only operate where schools hold the highest degree of confidence in its operation. The post will lead on the School Improvement

Partner role and broker improvement work across our family of schools. In addition this AD will form the focus of all Children's Service interaction with schools.

Functions

- Traded Services with schools
- Schools improvement support and challenge.
- Early Years settings support and challenge.
- Quality for Education other than in Schools.
- Short Stay Schools
- Schools Forum
- Post 16 education
- 14 to 19 education
- Apprenticeships
- Admissions
- School Attendance

This position will be advertised internally and the position filled as a minimum until September 2011, subject to the General Functions Committee's agreement to the revised structure

9.6 Assistant Director Children's Social Care

- 9.6.1 The Service will continue to experience unprecedented demand in these services, it is right that the Service has focussed a reduced number of responsibilities within this role, This will ensure to guarantee the full focus of the Assistant Director to ensure the Service provides quality services which minimise the risk that some of the Borough's children and young people can face on a daily basis.

Functions

- Children in Need
- Referral and Assessment
- Leaving Care
- Children in Care
- Adoption and Fostering
- (Acute) Family Intervention
- Corporate Parenting
- Virtual School
- Social care for disabled Children

This position will be advertised nationally this month as a permanent appointment, subject to the General Functions Committee's agreement to the revised structure

9.7 Deputy Director for Children's Services, Partnerships and Safeguarding

- 9.7.1 The Service has been supported by an Interim Deputy for the last four months, and has already witnessed a transformation in the operation and structure of the preventative functions. Early identification and assessment is the

core role for our service. The teams and functions managed by this role share a community facing function. The Deputy will also operate across the whole of the directorate fully covering the Director's role when required. The Deputy will also be responsible for aspects of each of the Assistant Directors' Ads role mainly around the operation of our multi-agency and partnership work.

Functions

- Safeguarding across Children's Services and Children's Trust Agencies
- Local Safe Guarding Board administration

- Children's Centres
- Family Support Generic
- Early Years Teams
- Multi Agency Groups and the Common Assessment Framework

- Integrated Youth Support Service and Play
- Sports Development
- Youth Offending Service
- Healthy Schools

- Education Psychology
- CAMHS
- Special Needs
- Disabled Children

Responsibilities

Local Safeguarding Children's Board, 14 to 19 Partnerships (Chair)
Overall leadership of the Multi Agency Groups

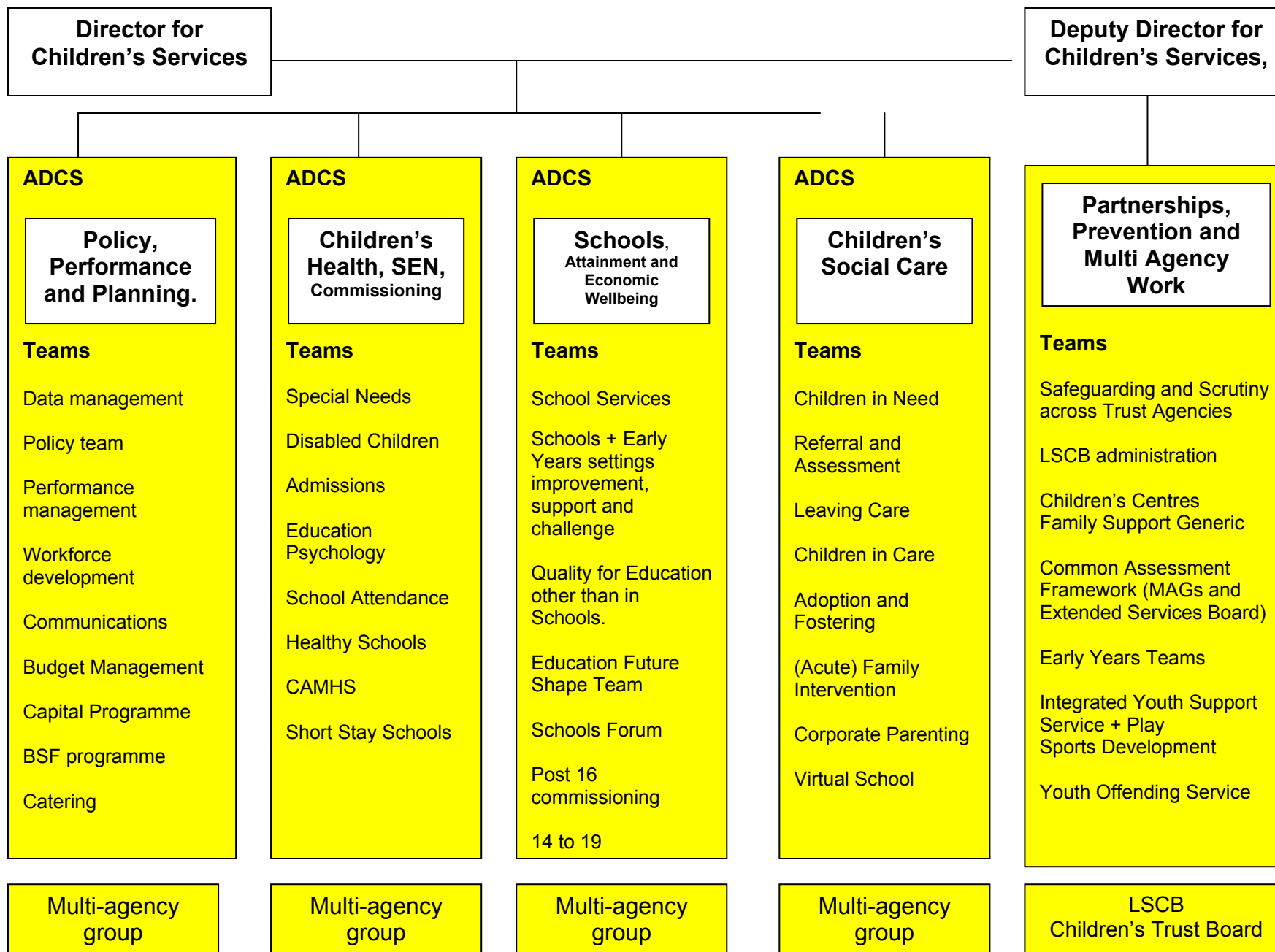
This position has been appointed to within the current structure.

9.8 Director for Children's Services

- 9.8.1 All of the senior management team will report to the Director's position. The Director will carry responsibility for the overall strategic direction and operation of Children's Services. The Director's position also holds the external interface with the rest of the Council including Council Members as well as all major external partners, London Boroughs and Central Government.
- 9.8.2 The resulting proposed structure is outlined in the appendices showing the impact of these new arrangements.

10. LIST OF BACKGROUND PAPERS

Appendix 1 - Current Children's Service Management Structure



Multi Agency Groups are locally based and are administering the common assessment framework

Appendix 2- Proposed Children's Service Management Structure

