

WIRRAL COUNCIL

EMPLOYMENT AND APPOINTMENTS COMMITTEE

11 AUGUST 2011

SUBJECT:	<i>RESTRUCTURE OF THE CHILDREN AND YOUNG PEOPLE'S DEPARTMENT</i>
WARD/S AFFECTED:	ALL
REPORT OF:	INTERIM DIRECTOR OF CHILDREN'S SERVICES
RESPONSIBLE PORTFOLIO HOLDER:	COUNCILLOR ADRIAN JONES
KEY DECISION?	YES

1.0 EXECUTIVE SUMMARY

1.1 This purpose of this report is to inform Members of the changes within the Department following the Early Voluntary Retirement and Voluntary Severance exercise (EVR/VS), and the proposed restructure of the Department. The changes also take account of the transfer of the Transport Service that was previously provided by the Department for Adult Social Services and the Technical Services Department.

1.2 Members approval is sought to re-grade/establish posts that are above spinal column point 49.

2.0 RECOMMENDATION/S

Members are requested to:

2.1 Approve the re-structuring of the department from four Branch Service Areas to three Branch Service areas.

Current Branch Service Areas	Proposed Branch Service Areas
Resources and Planning	Resources and Planning
Learning and Achievement	Learning and Achievement
Social Care	Social Care
Participation and Inclusion	Responsibilities re-allocated across the three remaining branches as follows: <ul style="list-style-type: none">• Admissions – Resources and Planning• WASP, ESW, SES – Learning and Achievement• Integrated Youth Service – Social Care

- 2.2 Approve the overarching Children's and Young People's Departmental restructure. The current structure is attached at appendix one, and the proposed structure is attached at appendix two.
- 2.3 To approve the following regrade/redesignation/establishment of posts above SCP 49 as set out in the report.
- 2.4 Note the transfer of the various Transport related services across the Council, including Technical Services and the Department for Adult Social Services, and approve the new Integrated Transport Unit structure within the Children's and Young People's Department.

2.4.1 Planning & Resources Branch

The current and proposed structures for the Planning and Resources Branch are attached at appendix three.

- 2.4.1.1 Re-designate and regrade the Head of Planning and Performance from EP06 (£43,900 - £46,423) to Strategic Service Manager – Infrastructure – EPO21 (£56,591 - £59,130).
- 2.4.1.2 Regrade the Head of Financial Services from PO14 (£38,961 - £41,616) to EPO4 (£42,320 - £44,752).
- 2.4.1.3 Regrade the Head of Facilities Management from EPO4 (£42,320 - £44,752) to EPO10 (£47,297 - £49,827)
- 2.4.1.4 New post of HR/OD Business Partner – Schools – EPO6 (£43,900 - £46,423) to be established.
- 2.4.1.5 New post of HR/OD Business Partner – CYPD – EPO6 (£43,900 - £46,423) to be established.

2.4.2 Children's Social Care Branch

The current and proposed structures for the Children's Social Care Branch are attached at appendix four.

- 2.4.2.1 Regrade the Service Manager (Looked After Children) from PO14 (£38,961 - £41,616) to EPO6 (£43,900 - £46,423)
- 2.4.2.2 Regrade the Service Manager (Children with Disabilities) from PO14 (£38,961 - £41,616) to EPO6 (£43,900 - £46,423)
- 2.4.2.3 Regrade the Business and Performance Manager from EPO3 (£41,616 - £43,900) to EPO6 (£43,900 - £46,423)

2.4.3 Learning and Achievement Branch

The current and proposed structures for the Learning and Achievement Branch are attached at appendix five.

2.4.3.1 Re-grade the Children's Centre Team Leader from EPO4 (£42,320 - £44,752) to EPO6 (£43,900 - £46,423)

2.4.3.2 Regrade the Quality Assurance, Early Years and Childcare Manager from EPO4 (£42,320 -£44,752) to EPO6 (£43,900 - £46,423)

3.0 REASON/S FOR RECOMMENDATION/S

3.1 Following the completion of the Council's EVR/Severance exercise the Department has reduced costs by nearly £6,000,000 and reduced the total establishment by 327. To facilitate these reductions the Department has reviewed how its services are provided and produced a revised structure (see appendix 1).

3.2 The Cabinet agreed on 23 June 2011 that the Transport function in the Department of Adult Social Services and the Technical Services Department should be transferred to the Children and Young People's Department to create an Integrated Transport Service. To accommodate this change it has also been necessary to restructure this service (see appendix 2).

3.3 Change in the Department is also necessary in response to the publication of the Coalition Government's White Paper "The Importance of Teaching", the general reduction in grant to the Council, the cessation of the National Strategies and the increased delegation of resources and responsibilities to schools.

3.4 The specific reasons for the restructure of The Children and Young People's Department and for each service area are outlined below.

3.5 The Children and Young People's Department

The Department currently has four branches:

Planning and Resources
Children's Social Care
Learning and Achievement
Participation and Inclusion

3.5.1 It is proposed that the services provided by the Participation and Inclusion Branch be transferred into the remaining three branches as follows:

3.5.2 Learning and Achievement - Educational Psychological Service
Education Social Welfare Service
Physical and Medical Needs
WASP and Hospital School

Sensory Needs Service
Social and Communication Needs
Statementing Team and SESS Administration

- 3.5.3 Children's Social Care - Anti-Social Behaviour Team
Youth Service
Youth Offending Service
- 3.5.4 Planning and Resources - School Admissions Place Planning
PEC Administration and Support
Commissioning
- 3.5.5 In addition to the above it is proposed that the Transport Service be incorporated into the Planning and Resources Branch.

3.6 The Planning and Resources Branch

To facilitate the proposals it is proposed to make the following changes in posts that are above spinal column point 49:

3.6.1 Head of Planning and Performance

This post currently manages the Planning and Performance Team and it is proposed that the Team will be expanded to include Admissions and School Place Planning. This is a critical business process for the Council affecting all Wirral residents with families and Wirral Schools. Ensuring that all children, young people and families have access to an effective school admissions process is a priority for the Council. The Team will also include the transport function from the Technical Service Department and the Department of Adult Social Services, this also includes the School Escort Service. It is proposed that this post is re-designated and re-graded to Strategic Service Manager – Infrastructure – EPO21 (£56,591 - £59,130).

3.6.2 Head of Facilities Management

This post is responsible for the Department's Facilities Management function including the monitoring of Capital projects, DfE initiatives, Council PPM schemes and general repairs and maintenance of the Department's premises. It is also responsible for the maintenance of contracts for Facilities Management. Following a review of the service provision this post will undertake the additional responsibility for the sole management of the Department's Capital Programme. It is proposed that this post is re-graded to EPO10 (£47,297 - £49,827).

3.6.3 Head of Financial Services

This post is responsible for the management of the Financial Services Team. Additional duties have been given to the post for financial planning and budget monitoring across the Department. This has arisen from the vacant

Principal Manager – Finance post EPO10. It is proposed that this post be re-graded to EPO4 (£42,320 - £44,752).

3.6.4 HR/OD Business Partner – Schools

This new post is required to strategically support the Schools HR Service Level Agreement. The post will develop future capacity for the organisation to meet local, regional and national requirements through strategies which are developed and delivered in conjunction with partners such as Headteachers and School Governors; this will enable them to lead and manage their people in the delivery of the service.

3.6.5 HR/OD Business Partner – CYPD

This new post is required to provide strategic operational HR/OD support to the Department and the Council. The post will also develop future capacity for the organisation to meet local, regional and national requirements through workforce planning and strategies which are developed and delivered in conjunction with partners.

3.7 The Children's Social Care Branch

To facilitate the proposals it is proposed to make the following changes in posts that are above spinal column point 49:

3.7.1 Service Manager (Looked After Children)

This post will be required to carry out the additional duties of service managing the therapeutic and treatment fostering scheme, Fostering Futures. This entails managing personnel issues, ensuring the Fostering Service supports Fostering Futures, gate keeping and performance management. It will also service manage the Child and Adolescent Mental Health Service (CAMHS) for looked after children and the enhanced Family Group Meetings Service. It is proposed that this post be re-graded to EPO6 (£43,900 - £45,552).

3.7.2 Service Manager (Children with Disabilities)

This post will be required to carry out the CAMHS: Children in Needs Service and the Complex Communication Service (providing specialist support for young people with Aspergers Syndrome and Autism). It is proposed that this post be re-graded to EPO6 (£43,900 - £45,552).

3.7.3 Business and Performance Manager

This post has incrementally acquired additional duties and leads on delivering improved underpinning systems and processes to support service improvement and efficiencies within Children's Social Care e.g co-location project. The post is pivotal in service improvement and inspection preparation. The post has also been assigned additional duties in respect of

the Integrated Children's System, including the project development of the Electronic Social Care Record (ESCR), which aims to move to a paperless based system of client records. It is proposed that this post is re-graded to EPO6 (£43,900 - £45,552).

3.8 The Learning and Achievement Branch

To facilitate the proposals it is proposed to make the following changes in posts that are above spinal column point 49:

3.8.1 Children's Centre Team Leader

This post is responsible for the co-ordination, monitoring and support of Children's Centres, ensuring their ongoing developments through the delivery of strategic plans and line management of the team of Children's Centre Managers. Analysing the data for Children's Centres and their impact is essential to improve service delivery for children and families and one additional responsibility this post is taking on is line management of the Early Years and Sure Start Data Officer. This post is also taking on responsibility for the LA's duty to deliver a Family Information Service; this includes its management, implementation and ensuring there is an effective marketing and publicity strategy for Early Years service. The FIS is essential to improve access to information for families, carers and children including through community based provision. Within the responsibilities and duties of the FIS there is also the requirement to annually develop and publish the Childcare Sufficiency Assessment (CSA) and use the assessment to target resources on areas of need. This post is also picking the additional responsibilities for managing the 2-year-old funding project to increase the free offer by 20% and build capacity within early years and childcare settings to support two-year olds effectively. It is proposed that this post is re-graded to EPO6 (£43,900 - £45,552).

3.8.2 Quality Assurance, Early Years and Childcare Manager

This post is responsible for the development and implementation of quality assured early year education/childcare, including the Early Years Foundation Stage and the wide range and number of early education/childcare providers (especially a wide range of PVI settings). This post is responsible for identifying and meeting the workforce development needs of providers and supporting the development of provider networks. As part of this role, this post has had oversight of the team of Foundation Consultants and also the Training and Recruitment Co-ordinator. In addition, this post will also additionally lead the team on the development and maintenance of integrated pre- and post-OFSTED registration and inspection support arrangements for early education and childcare settings. The post is also picking up responsibility for ensuring that Local Authority retained functions are met through a single improvement model for all pre-school and day care providers, school clubs and childminders – thereby increasing the proportion of good/outstanding provision in Wirral. The post will additionally oversee the management of the childminder network and the co-ordination of the Nursery Managers Meetings. Given the amount of private provision, the delivery of provider support and network development, oversight of childminders, home

carers, pre-schools, day nurseries and out-of-school providers all of which are now subsumed into this post, is essential for the maintenance of effective network service agreements. The post is also taking on responsibility for chairing the “Better Communication group” which has a particular focus on early language and literacy development and this is a key priority in the Children and Young People’s Plan, the KS2 Scrutiny Report on Literacy undertaken by the Overview and Scrutiny Committee, the Anti-social Behaviour commission and the Child Poverty Strategy. It is proposed that this post is re-graded to EPO6 (£43,900 - £45,532).

4.0 BACKGROUND AND KEY ISSUES

Information on the rationale regarding the proposals is contained within relevant appendices as below:

Appendix 1 – Current Structure of Children and young People’s Department

Appendix 2 – Proposed Restructure of Children and Young People’s Department

Appendix 3 – Current and Proposed Structure of Planning and Resources

Appendix 4 – Current and Proposed Structure of Children’s Social Care

Appendix 5 – Current and Proposed Structure of Learning and Achievement

5.0 RELEVANT RISKS

5.1 Failure to fully implement the recommendations may result in the Department not having a structure that is suitable for the demands placed upon it.

6.0 OTHER OPTIONS CONSIDERED

6.1 Not applicable.

7.0 CONSULTATION

7.1 Consultation with recognised trade unions has taken place.

8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

8.1 There are no specific implications arising from this report.

9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

9.1 The financial implications are as follows:

The net savings following the EVR/VS exercise for all employees at spinal column point 49 and above are £499,019. The cost of regarding posts within the Department are £46,370. The cost of new posts within the Department are £85,488. This brings the net savings at a senior level to £367,161.

10.0 LEGAL IMPLICATIONS

10.1 There are no specific implications arising from this report.

11.0 EQUALITIES IMPLICATIONS

11.1 There are no specific implications arising from this report.

11.2 Equality Impact Assessment (EIA)

- (a) Is an EIA required? Yes
(b) If 'yes', has one been completed? Yes (24.5.11)

12.0 CARBON REDUCTION IMPLICATIONS

12.1 There are no implications arising from this report.

13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

13.1 There are no implications arising from this report.

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APPENDICES

Appendix 1 – Structure of Department and Rationale

Appendix 2 – Structure of Planning & Resources and Rationale

Appendix 3 – Structure of Social Care and Rationale

Appendix 4 – Structure of Learning & Achievement and Rationale

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	23 June 2011