

## Organisational Review of Children and Families

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### Consultation Paper

21 February 2008

The Director of Children and Families has reviewed the department's management structures in order to improve the efficiency and effectiveness of the service. This consultation paper outlines the Director's proposals which will be subject to wide consultation with staff and key stakeholders until 25 March 2008.

### Background

Children and Families was established in 2005 when Education and Social Work were brought together into a single service. There was a subsequent reorganisation in April 2007. There are a number of significant strengths in our current arrangements which will need to be maintained in any new structure:

- there is widespread support for the integration of education and children's social care into one service which addresses children's needs in a holistic way;
- early years services, education services and community learning and development have all received positive external inspection feedback over recent years;
- staff report that significant improvements have been made in children's social work over recent years and there are strengths in aspects of field work, residential and other services;
- the service has developed strong partnership arrangements with other agencies, including the voluntary sector and there is huge potential for the further development of integrated joint agency services for children and families;
- good progress has been made in developing neighbourhood teams and in local coordination, for example, the establishment of tasking and coordination groups with Services for Communities and the Police.

However, there are also a number of issues which need to be addressed:

- the current management structure is expensive with more managers than in other similar sized authorities;
- there is a lack of clear accountability for key city-wide strategic functions within the authority and a number of managers have overlapping or similar responsibilities. This results in key managers not feeling empowered to make decisions and a confusion about roles and responsibilities;
- key leaders, such as head teachers, report that they feel over-managed and distant from the Director and strategic decision-making;

- the recent Child Protection Inspection report identified significant weaknesses in child protection arrangements including lack of consistency of practice across the city and difficulties accessing services and provision;
- the service faces significant financial pressure requiring £18m savings to be found in 2008/9. There is a £2.5m shortfall in funding to meet current staffing levels.

## **Proposed Changes**

### Key Messages/Principles

A new management structure for Children and Families is proposed. This will address the issues identified, improve service delivery and reduce management costs.

The new structure will help to:

- clarify roles, responsibilities and accountabilities;
- improve strategic leadership and capacity;
- strengthen devolved management and empower staff at all levels;
- reduce bureaucracy and micro management;
- strengthen support to schools at the heart of their communities;
- strengthen support to vulnerable children and families, including a particular focus on strengthening children's social work services;
- provide a balance of central direction and local delivery;
- coordinate and strengthen our neighbourhood arrangements;
- create more integrated services on the ground for children, families and schools building on the team around the child model;
- ensure that the service operates on a sustainable financial basis.

It should be emphasised from the outset that, where posts have to be reduced, this is no reflection on the individuals who are currently employed in these posts and our aim will be to redeploy staff.

## **Aims**

The Director is working with partners to develop a new Children and Young People's Plan for Edinburgh, which sets out the key outcomes to be achieved for children and young people in Edinburgh over the next three years and the strategies for achieving these.

Key objectives include:

- ensuring that all children have the best start in life;
- ensuring that all children are successful learners, confident individuals, effective contributors and responsible citizens;

- strengthening support for children at risk;
- ensuring that all children live healthy and active lifestyles;
- ensuring that children are protected from harm or fear of harm;
- reducing inequalities.

Achieving these objectives will require a focus on:

- strengthening support to schools so that they are able to meet the needs of all their pupils;
- strengthening support for families to enable them to meet the needs of their children, thereby reducing the number of children who need to be looked after or are in need of protection.

The new structure will support the development of these objectives.

### **New Structure**

The new structure proposes four heads of service with clear accountabilities as follows:

Head of Schools and Community Services (schools, early years, community learning and development)

Head of Services for Vulnerable Children (children's social work, children with additional support needs, youth justice)

Head of Resources (finance, human resources, communications, ICT, asset planning, facilities management)

Head of Planning, Performance and Quality (performance, planning, quality and workforce development)

See Annex 1 for proposed structure.

### Schools and Community Services

#### Schools

Schools report that there is more which could be done to strengthen strategic leadership and involve them more in key educational issues. It is proposed to establish a new Head of Schools post to provide this strategic leadership and be the key point of contact for schools. It is also proposed to introduce regular termly meetings between Director and head teachers to improve direct communication with and engagement of head teachers in delivering the Council's vision for Children and Families.

Head teachers are senior officers of the Council and are accountable through the Council's Devolved School Management scheme to the Director. In Edinburgh, head teachers are managed by a School Service Manager and also have an allocated Quality Improvement Officer.

It is proposed that, in line with most authorities, head teachers should have just one allocated link officer. Given national requirements, this will need to be a Quality Improvement Officer.

## Early Years

Ensuring that children have the best start in life is a key national and local priority.

Head teachers, nursery head teachers and early years providers report that there has been an increase in early years managers within the authority but that city-wide strategic leadership of early years still requires to be strengthened. It is proposed to establish a new senior manager's post at 3<sup>rd</sup> tier to provide this strategic leadership of early years working in partnership with the range of early years providers. There will be an overall reduction of 4 posts from early years management and the central support team (including play development).

## Community Learning and Development (CLD)

Community Learning and Development is the focus of a separate organisational review. In line with other universal services it is proposed to establish a new senior manager's post at 3<sup>rd</sup> tier to provide strategic leadership to CLD and oversee the implementation of the organisational review proposals.

## Inclusion

Schools are central to the development of coordinated early intervention and support for children and families. It is, therefore, proposed to establish a senior manager's post at 3<sup>rd</sup> tier to lead inclusion taking forward our work on team around the child, improving attendance and reducing exclusions. Effective delivery of these services will require close cooperation with services for vulnerable children.

## Arts, Sport and International Work

These are important areas in relation to a curriculum for excellence, achievement and personal and social development. It is, therefore, proposed to establish a senior manager's post at 3<sup>rd</sup> tier to provide strategic leadership in Arts, Sport and International Work and to develop these activities in collaboration with schools, CLD and Early Years teams.

Postholders will retain a responsibility for the direction of work in the 5 Neighbourhood Teams and for the development of local, integrated services. These new posts will be contained within existing staffing levels and budgets.

## Services for Vulnerable Children

### Children's Social Work

Currently the management of children's social work is distributed between:

Head of Neighbourhoods (Fieldwork Teams)

Head of Children and Young People (Services for Children Looked After and Accommodated)

Head of Service Development (Acting post currently) (Social Work Service Development)

Head of Quality Development (Quality Assurance)

Recent inspections, including the Child Protection Inspection and the Social Work Inspection Agency Inspection, have highlighted weaknesses in current social work service management and delivery which require to be addressed.

It is proposed to bring together all services for vulnerable children, including social work services, under the leadership of one head of service with responsibility for integrated services for children who are vulnerable and in need. This postholder will work closely with the Chief Social Work Officer to strengthen city wide consistency of social work practice and standards.

The Working Together service provides invaluable early intervention support for vulnerable children. However, there is currently a high ratio of managers to field workers - 64 staff and 19 Seniors/Managers. There will be a review of the management of the Working Together and Education Welfare Services. The number of Working Together Managers will be reduced from 5 to 3 and the number of Working Together seniors reduced from 9 to 5. There will also be a reduction in Senior Education Welfare Officers. These reductions will require clarification of roles and responsibilities of the remaining postholders and a redistribution of management functions. These services must be managed and delivered so they continue to focus on the principles of effective early intervention and in the development of preventative services to support inclusive schools.

### Resources

Children and Families is responsible for £300m revenue budget, £25m capital budget and 7380 FTE staff. Children and Families currently has no within-service resource to manage these functions. Support for finance, HR and Communications are provided by Finance and Corporate Services respectively. It is proposed to establish a Head of Resources post with overall strategic leadership responsibility within Children and Families for finance, HR, asset planning, communication and facilities management. It is proposed that management responsibility for these functions should be undertaken jointly by the new Head of Resources and colleagues in Finance, Corporate Services and City Development respectively.

### Planning, Performance and Quality Improvement

Responsibility for planning management, performance and quality assurance are currently distributed across three Heads of Service. There is currently no dedicated performance management function. It is proposed to establish a new post of Head of Planning, Performance and Quality Improvement. This post will be responsible for strategic planning including the development of the Children and Young People's Plan for Edinburgh, performance management, quality assurance and workforce development.

It is proposed that quality assurance in relation to children's social work could be undertaken by a team organised across Children and Families and Health and Social Care and that quality improvement for schools becomes the responsibility of the Head of Schools and Community Services.

Engagement of children, young people and families in the development of services is essential. It is proposed that the core Youth Services budget of £223k is maintained to meet the costs of supporting and delivering specific elements of the Youngedinburgh Strategy.

### Business Support and Administration

Effective business and administration support will be important, particularly in the context of an overall reduction in Heads of Service. The changes proposed will require a review and reconfiguration of business support.

An evaluation strategy will be adopted to enable the gathering of information on an ongoing basis to monitor the success of the new structure, quality of service provision and impact on service users.

### **Financial Implications**

It is intended to achieve £2m management savings in a full year. It is anticipated that changes will be implemented by the end of June and, therefore, savings in 2008/9 will be £1.5m. See Annex 2 for details.

### **Consultation**

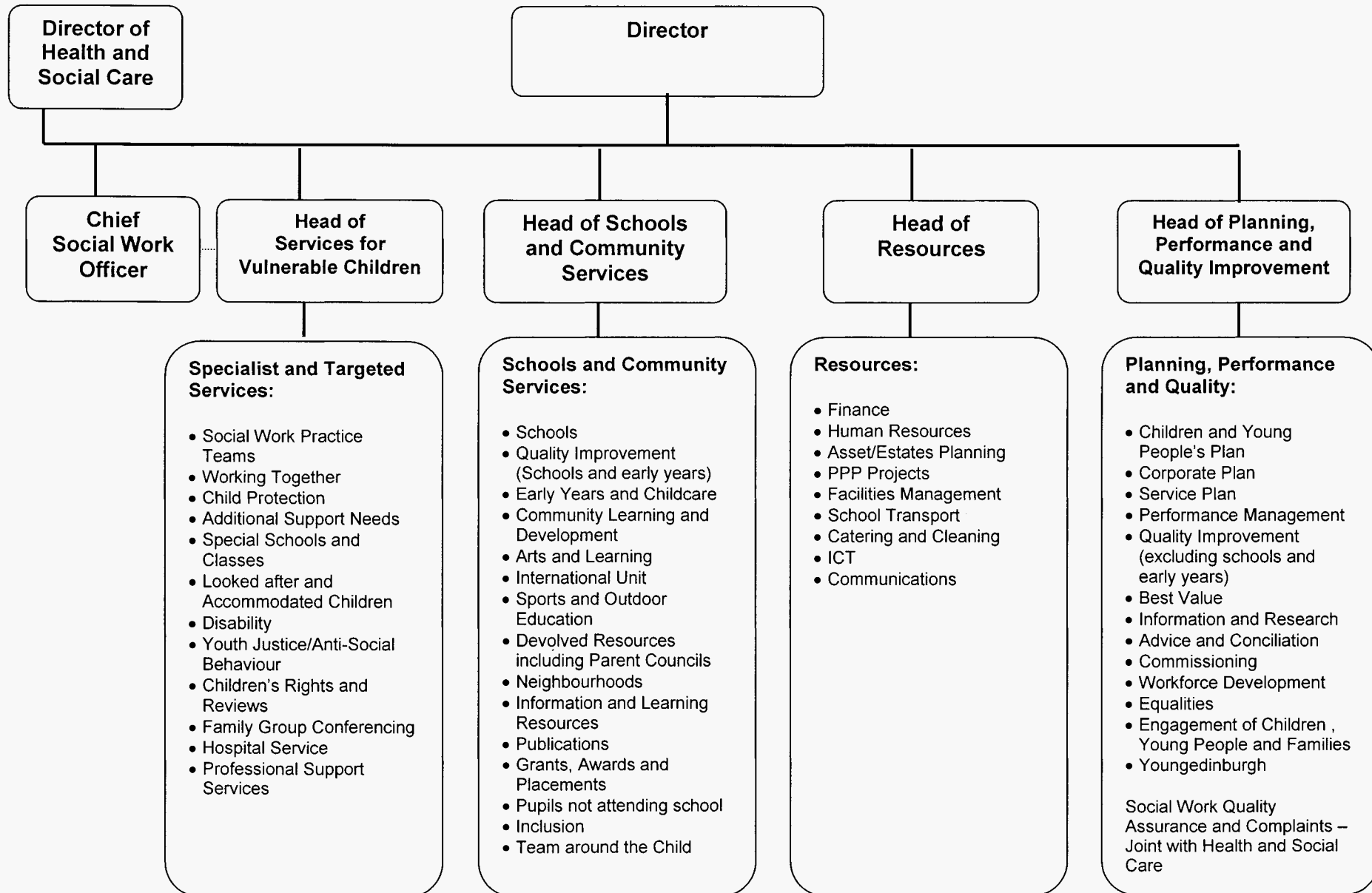
We are keen to hear the views of staff and stakeholders. If you would like to comment on the proposals included within this consultation paper, please send them to:

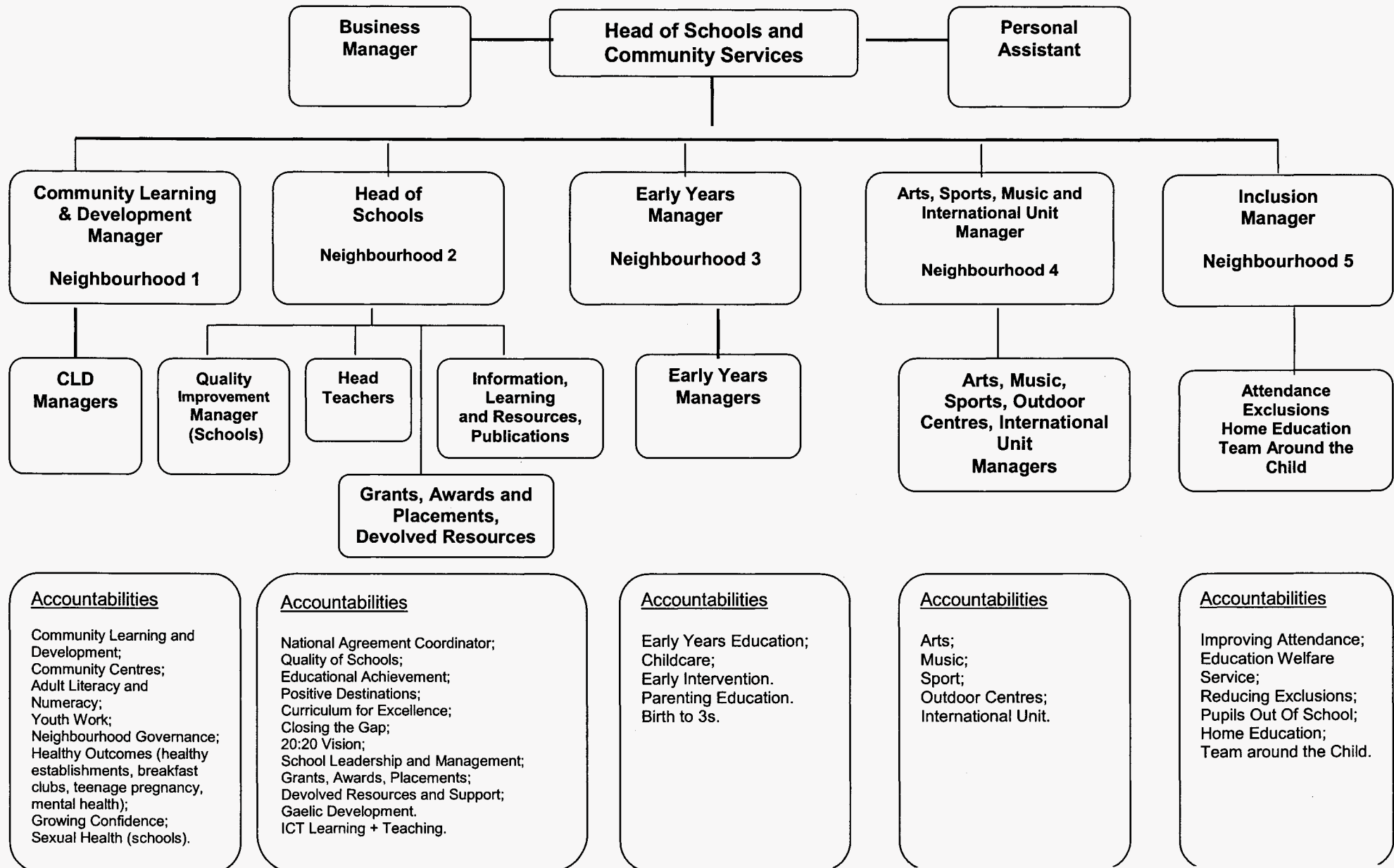
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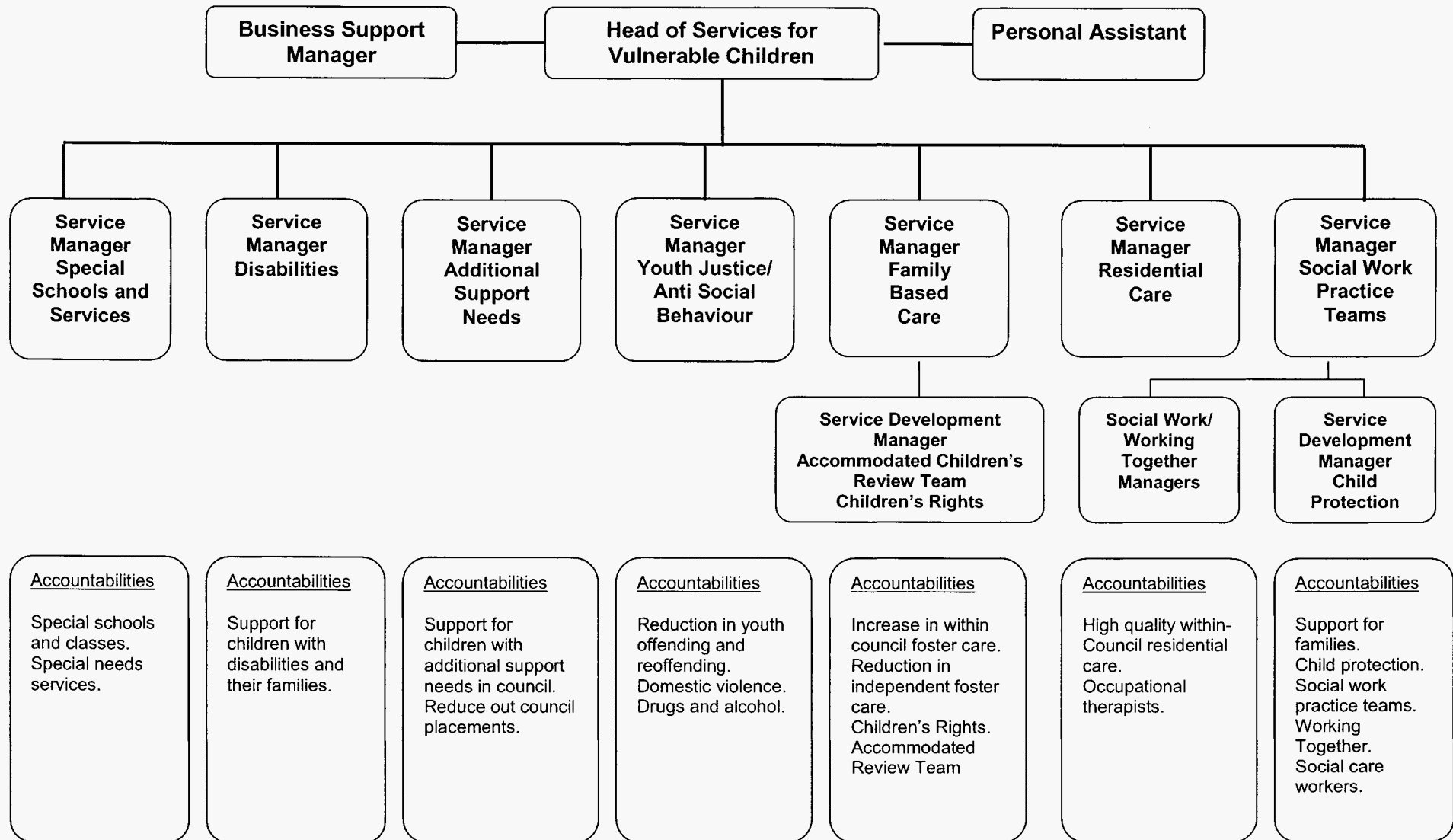
The consultation period runs until Tuesday 25 March and all comments must be received by this date. These comments will then be considered before a final report with recommendations goes to the Education, Children and Families Committee on 15 April 2008. This report will be available one week before the Committee meeting. If approved, it is hoped any new structure will be in place by the end of June 2008.

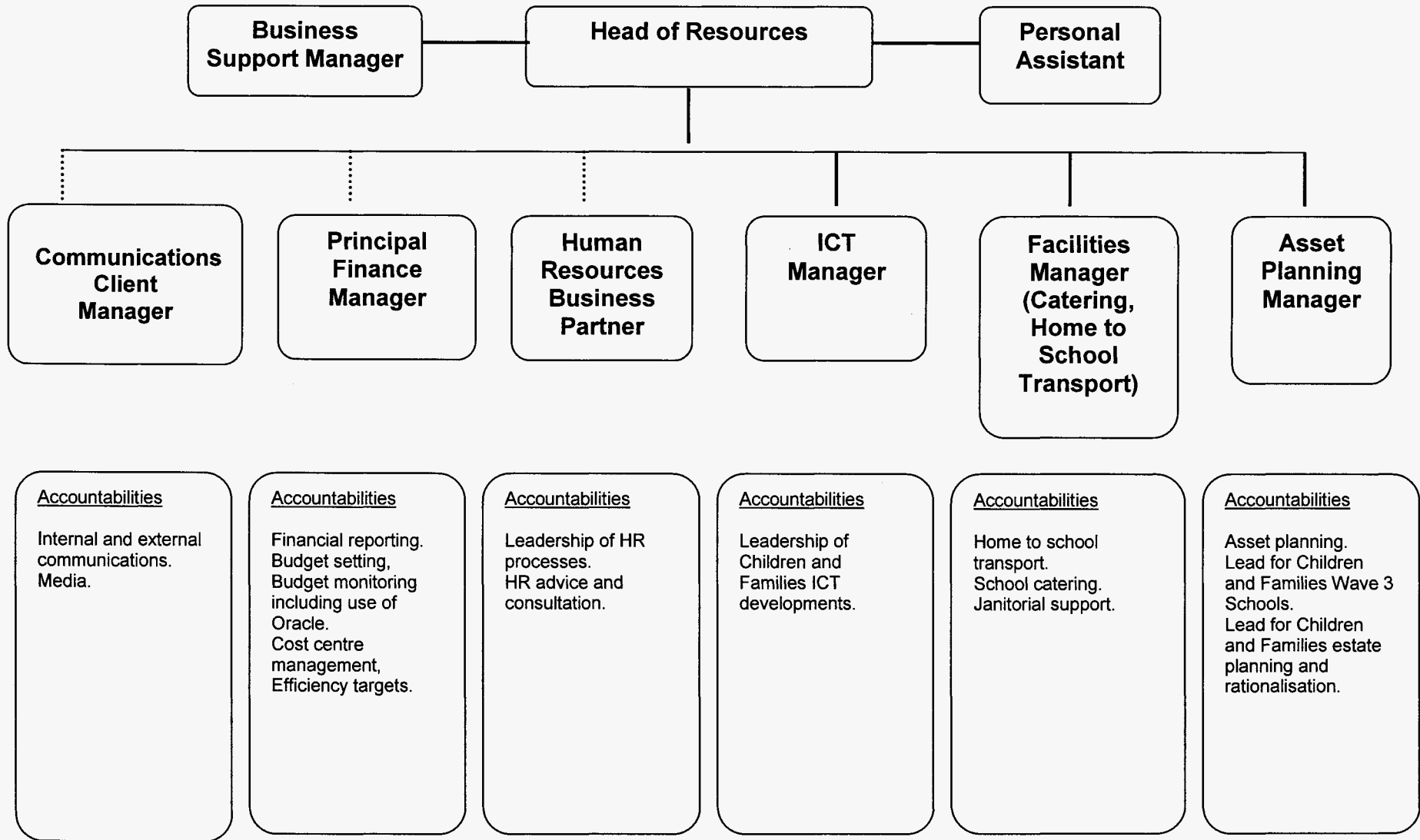
Gillian Tee  
Director of Children and Families  
February 2008

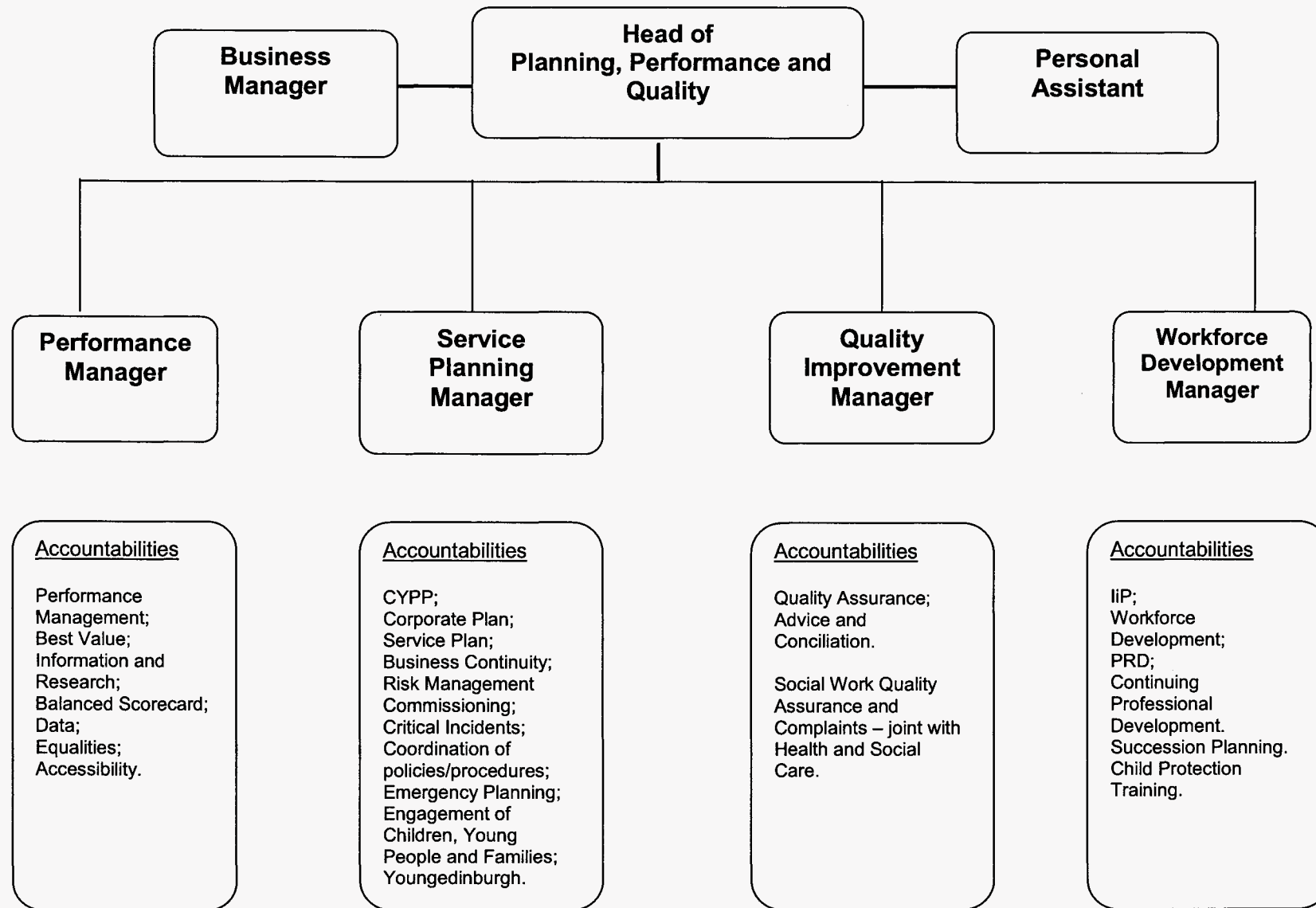












**FINANCIAL SAVINGS**

| <b>Current Proposals</b>   | <b>Full Year Saving</b> |
|--|-------------------------|
| Reduction of Surplus Staff   | £187,326                |
| Reduction from 6 to 4 Heads of Service   | £267,000                |
| Working Together Management  | £551,256                |
| School Service Managers  | £369,000                |
| Quality Improvement Service<br>(1 SQIO post and 2 other posts)                         | £150,000                |
| Strategic Planning<br>(2 third tier posts)   | £100,000                |
| Workforce Development<br>(Lifelong Learning post)                                      | £50,000                 |
| Social Work Service Development<br>(Service Development Manager post and 1 other post) | £100,000                |
| Early Years Management<br>(4 posts)  | £140,000                |
| Children and Young People's Service<br>(3 posts)                                       | £150,000                |
| Surplus teachers   | £150,000                |
|  | <hr/>                   |
| Grand Total  | £2,214,582              |
|  | <hr/>                   |
| Youth Services   | £357,000                |

Note: savings are net of strain costs.