

REPORT TO: DUNDEE CITY COUNCIL:
EDUCATION COMMITTEE - 22 MAY 2000
PERSONNEL & MANAGEMENT SERVICES COMMITTEE - 22 MAY 2000
SOCIAL WORK COMMITTEE - 22 MAY 2000

**REPORT ON: INTEGRATED EARLY YEARS AND FAMILY SUPPORT
SERVICE AT BEECHWOOD/FOGGYLEY**

**REPORT BY: DIRECTORS OF EDUCATION, PERSONNEL & MANAGEMENT SERVICES
AND SOCIAL WORK**

REPORT NO: 211-2000

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval to establish an integrated early years and family support facility by merging and rationalising provision currently made at Beechwood Child and Family Centre and Foggyley Nursery School. This will be a pilot initiative to establish if such a model works in practice to improve services for children and families. The pilot initiative will run until 31st March 2002.

2.0 RECOMMENDATIONS

It is recommended that the Education and Social Work Committees:

- 2.1 approve the proposals contained within this Report to establish a pilot initiative to provide an integrated facility for children and families within the Beechwood and Foggyley building

- 2.2 It is recommended that the Personnel & Management Services Committee approve the following recommendations in relation to the structure of the Education Department:

- 1 Two posts of Senior Nursery Nurse graded SCP 12-18 (£11, 685 - £13, 305) be redesignated Children's Worker.
- 2 Three posts of Nursery Nurse, graded NNUR SCP 6-14 (£9, 591 - £12, 120), be redesignated Children's Worker.
- 3 The part-time post of Auxiliary/Clerical Assistant graded GS2, 0.3 per week be deleted and a full time Auxiliary/Clerical Assistant post be established.
- 4 One and a half posts of Children's Worker graded SCP 12-18 (£11, 685 - £13, 305) be established.
- 5 A new post of Senior Children's Worker (Early Intervention) graded AP 4/5 + one increment (£17, 322 - £22, 083) be established for the duration of the pilot

The Personnel and Management Services Committee approve the following recommendations in relation to the structure of the Social Work Department:

- 1 The post of Centre Manager, graded PO 1-4 (£22, 083 - £24, 009), be redesignated Depute Head of Centre.
- 2 Two posts of Centre Worker, graded 4/5 + one increment (£17, 322 - £22, 083), be redesignated Senior Children's Worker.
- 3 Five posts of Assistant Centre Worker, graded ACW SCP 12-18 (£11, 685 - £13, 305), be redesignated Children's Worker.
- 4 One and a half posts of Assistant Centre Worker, graded ACW SCP 12-18 (£11, 685 - £13, 305), be deleted.
5. One post of Domestic Assistant (0.7 FTE) be redeployed within a social work establishment.

3.0 FINANCIAL IMPLICATIONS

- 3.1 This initiative will result in cost savings to the Social Work Department of £97,000 and will result in cost savings to the Education Department of £2,800. This new facility will draw on £138,000 of funding available for the Expansion of Provision for Families with Very Young Children (Sure Start Scotland) and from Childcare Strategy Monies. A full financial appendix is appended to this report.

4.0 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 The proposal will increase access to the skills, knowledge and information needed to enable everyone to play a full part in society and will help to ensure that local needs are met locally.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 This proposal will enhance the equality of access to a wide range of services.

6.0 BACKGROUND

- 6.1 There is a strong Government commitment to expanding access to affordable, flexible and high quality childcare provision for children aged 0-14. The Government has also emphasised in its Guidance on the Planning of Pre School Education and Childcare and the Establishment of Childcare Partnerships, that early years and childcare services should be developed coherently. Funding has been made available to local authorities through the Childcare strategy to support the expansion of pre school education, childcare and family support services.
- 6.2 The Council is about to publish its Early Years and Childcare Plan. In line with Government Guidance published to local authorities in October 1998, the Plan emphasises the central importance of partnership approaches to the development and delivery of early years services.
- 6.3 Foggyley Nursery School and Beechwood Child and Family Centre have always followed a flexible approach to meeting local need and have built up a strong reputation for providing services to a wide range of children with differing needs.
- 6.4 There is within both services in the Centre a high level of professional expertise and skill. Both managers are well established in post and have shown themselves committed to serving local children and families responsively and flexibly. This expertise is a tremendous asset in the context of the proposals for integration.

7.0 PROPOSAL

- 7.1 The proposals contained within this paper set out how the new integrated provision at Beechwood/Foggyley can provide a comprehensive range of services for children aged 0-14 and their families and can also be a key aspect of the Council's plans to expand provision for families of very young children. The new Centre will build on existing provision and the expertise of staff from both education and social work disciplines. The resources available for the expansion of services for very young children will enhance and strengthen the provision within the Centre and will enable it to establish itself as a vanguard in the future development of early years, childcare and family support services for children aged 0-14 and their families.

- 7.2 Nursery schools are managed currently within the Education Department, whilst child and family centres are managed within the Social Work Department. The vision for the new Centre is that it will combine the best practice of both professions and offer parents and children a range of services under one roof.
- 7.3 The single facility will aim to reflect the needs, demands and aspirations of all children and their families. The services will target children in need and their families within an integrated provision. Core services will include pre school education, health promotion, parent support and networks, out of school services and focused groups and activities.
- 7.4 In addition children and families will be able to use the facilities of the Centre as a way to access wider support. Services from the Centre will be available on an individual basis to families in their own homes and to families living nearby on an outreach basis. Ensuring that the views and representation of children and parents are reflected within planning and development of the Centre is essential. The funding available for very young children will mean that the new initiative can develop its expertise within this area of work. All of this means that the proposed initiative will start from a position of strength.
- 7.5 The integrated Centre will provide support toward networking to other childcare and early years providers within the local area. The adjacent local area of Charleston has been shown to have high levels of need for early years, childcare and family support services and is currently not served by a nursery school or child and family Centre.
- 7.6 The building has been recently refurbished, is spacious, well resourced, welcoming and well established as a Centre for early years and family support services. It has large well-laid out play areas and the size of the building will allow a flexible use of space and enable a range of services to be provided. The staff teams are experienced and have built up a working knowledge of families over many years.
- 7.7 There is also important potential for the new model to influence developments in other parts of the City. However, it is acknowledged that any developments in other neighbourhoods must clearly reflect local need and demand and also available resources and building stock. It is also important to state that this pilot initiative will not establish a precedent for future developments. There is no intention to replicate the Beechwood/Foggyley model across the City- each new development will be planned to meet specific needs and circumstances. Any future proposals will be the subject of ongoing discussion with staff and with their trade unions. The response of parents and children, about how the service is received and the feedback from staff about the challenges they face will all be important information for future planning.
- 7.8 It is proposed that the new integrated provision at Beechwood/Foggyley will include
- **Mainstream pre school education for 60 three and four year olds** with a mix of part time and full time places.
 - **An early intervention (compensatory) programme for up to 20 three and four year olds (included in pre school group of 60)** identified as in need of enhanced early learning support (running part time with some children joining mainstream session).
 - **A range of services to meet the needs of children under three and their families**
 - **Sessional care for children in need** (often in response to Children's Hearings and Child Protection Orders) in combination with assessment programmes. Also to include creche facilities for children whilst parents are attending groups, contact arrangements for children who are 'looked after', group work and individual programmes to children in need up to the age of 14, (either Centre based or coordinated by the Centre staff).

- **Outreach work in family homes** - support for families and children in need requiring individualised support.
- **Linked childminding for young children** whose needs can best be met through subsidised or free childminding services within a home like environment
- **Health promotion and related services** - in negotiation with health providers: ante natal services, breastfeeding advice, baby clinic, advice on diet and life style, mental health services etc
- **Extended hours and out of school care service** - maximum 12 places am and pm for pre school children. Up to an additional 10 out of school places for 5-14 year old siblings, children in need or children who have previously attended the Centre
- **Community Network and Outreach Services** - links with other childcare and early years providers, playgroups and childminders. Establishment of outreach services within the Charleston area.
- **Information and support services** - access to wider services and support to meet individual needs
- **Parent education, skills development support and guidance** - provision of parent programmes and facilitation of networks and self help groups.
- **Training for childcare** - Placements for New Deal participants and students from a range of disciplines

It is envisaged that the key aspects of service delivery will complement each other with the ultimate aim of providing a seamless and inclusive service to match the needs of local children and their families. It is important that services are responsive to presenting need and demand and that staff members are deployed flexibly and supported in developing a range of skill and expertise. The proposed staffing establishment for the integrated Centre has therefore been designed to ensure that core service levels are maintained and that there is maximum potential for wider delivery and development.

8.0 STAFFING IMPLICATIONS

- 8.1 A key initial task will be to establish the roles, remits and functions of staff within the new context. The support and goodwill of staff is essential and will be ensured by open and clear dialogue to keep staff informed of developments and to take account of individual issues and concerns. The establishment of a new name for the integrated Centre will be an important first task for staff, parents and children.
- 8.2 Some staff restructuring may be required. The new staffing structure will require to reflect a breadth of professional expertise and skills. The innovative approach to service delivery outlined above will challenge existing staffing models. Training and professional staff development will be a key aspect of the future potential of the Centre to deliver the full range of services. In addition it is vital that both education and social work department policies are reflected within the new service and that an ethos of cooperation, collaboration, widened perspectives and discrete but linked and equally valued specialisms is promoted.

- 8.3 The transfer of staff into the new integrated Centre will take account of the experience and skills of existing staff and will seek to match these with the posts outlined in the new staffing structure. In the first instance expressions of interest will be invited from existing staff in regard to the new posts. In this way it is anticipated that most existing staff members will transfer to the new service. Any staff who are unmatched will be redeployed in other parts of the social work or education service.
- 8.4 Staff employed by the education and social work departments currently work under different conditions and salary structures. It is envisaged that staff will transfer under the same conditions that they currently have. Teacher salary and conditions are nationally agreed and therefore will remain unchanged in the new Centre.
- 8.5 Staff will require to undertake a wider range of duties within a flexible and multi functional operation. The management of the Centre both operationally and strategically will be of overarching importance. Staff will require support in adapting to the new service especially during the process of change and transition. Any duties undertaken by staff will be consistent with the grades of the posts. New working relationships, responsibilities and expectations will be evolved and will take time and commitment to become established. Reflecting the role of staff as the key resource in the Centre's eventual success will be an important principle.
- 8.6 The working conditions of nursery nurses are nationally agreed and are the subject of ongoing review. Any nationally agreed changes to the conditions and salary structure of nursery nurses will be applied to staff working within the Beechwood/ Foggyley pilot initiative.
- 8.7 A central office and clerical assistant will serve the whole Centre, including outreach and community developments.
- 8.8 In recognition of the important role played by teachers in pre school education an additional post of teacher will be established. This post will lead a range of initiatives designed to support early intervention and will mean that targeted children can benefit from an intensive educational programme. The new post of Senior Children's Worker (Early Intervention) will be offered to existing Nursery Nurses/Assistant Centre Workers in the first instance.
- 8.9 It is the intention to continue the practice of employing qualified staff in the posts of Senior Children's Worker and Children's Worker. The Senior Children's Worker grade of AP4/5+1 has a qualification bar point at SCP30, progression beyond which is dependent upon possession of an appropriate professional social work qualification. However all SCWs and CWs require to hold NNEB or equivalent.
- 8.10 Currently, many Nursery Nurses undertake additional qualifications but have limited career opportunities within the Education Department. This new facility will further enhance the career opportunities available to Nursery Nurses.

9.0 MANAGEMENT OF THE NEW INTEGRATED CENTRE

- 9.1 The Education Department will have overall day to day management responsibility for the new integrated Centre. It is proposed, however, that the Chief Officers' Group (Early Years) maintains a strategic and joint oversight which will ensure that the new service is clearly focused and meeting Council priorities. The posts, which will be funded by the Social Work Department, will continue to be part of the Social Work staffing establishment.
- 9.2 Social Work currently employs 6.5 Assistant Centre Workers. 5 of these posts will now be funded from new Childcare monies. It is proposed that these 5 posts also remain as Social Work Department posts, pending the evaluation of the pilot phase of this initiative. The 5 postholders will however move to the revised remit and title of Children's Worker. The remaining 1.5 posts will be offered a transfer to Education to take up vacancies within the

current staffing establishment of Education. It will be possible to redeploy these postholders within a Social Work facility if agreement about transfer arrangements cannot be reached.

- 9.3 All of these posts will be managed operationally by the Head Teacher. This is crucial in the development of integrated service provision. It is however recognised, especially in terms of its statutory duties, that aspects of the work of the Centre will require to be managed through the Social Work Department. Key personnel working in the Centre will therefore receive support and supervision in respect of professional practice from that Department. However this must reflect the wider aspects of the service being promoted within the Centre and work in harmony with that.
- 9.4 The operational management of the Centre will rest with the Head Teacher who will have a reporting relationship with the Education Service Manager (West). The Head Teacher will share management responsibilities with the Depute Centre Head who will report to the Director of Social Work. The Depute Centre Head will have responsibility for the social work and care functions of the Centre and will also have a deputising function in the absence of the Head Teacher.

10.0 SUCCESS CRITERIA AND PERFORMANCE INDICATORS FOR MONITORING AND EVALUATION

- 10.1 The Scottish Office is currently updating the Performance Indicators for Pre five Settings. These have recently been reproduced following the self evaluation framework for primary and secondary schools as "The Child at the Centre". This will be a key evaluation mechanism within the integrated Centre. In terms of the wider aspects of the services delivered within the Centre, performance indicators will be established within initial development planning phases. These will focus on service outputs including work with parents, the outreach and home based services, provision for younger children, group work with older children and staff development and training.
- 10.2 The impact of the new model from the point of view of children and parents will also be monitored through the use of ongoing consultation. There needs to be a capacity within the Centre to learn from the experience of change and development. Services should be provided in accordance with shared principles and to establish effective operational protocols which will meet the needs of children, parents, staff, managers and policy makers.
- 10.3 A system of staff development and review will be set in place to ensure that staff have adequate individual opportunities to discuss their role within the new facility. Social Work currently operate a system of staff supervision which will be integrated as part of the management arrangements in the Centre.
- 10.4 Service users will have access to at least three meetings annually, organised to meet the range of needs and purpose. In addition there will be opportunities for individual parents to come and discuss the progress of their children.
- 10.5 A staff training programme will be put in place, monitored at all levels through the use of evaluation procedures and through assessing the impact of training on practice and identifying future individual and group training needs. This will focus initially on developing shared perspectives, bringing the staff together as a united team and valuing different professional disciplines.
- 10.6 The Centre will require to meet the Council's broad strategic aims by impacting on school achievement, current and subsequent school exclusion rates, reducing numbers of children looked after away from home, reducing the number of children on the Child Protection Register and promoting social inclusion by meeting a diverse range of cultural, language, social and special educational needs.

10.7 It is proposed that a questionnaire survey be used to elicit parents' views as to the services they and their children receive. In addition following Committee approval of the outline proposals in this paper a meeting will be held for parents and service providers.

11.0 CONSULTATION

11.1 The Directors of Support Services and Finance have been consulted on the contents of this report.

11.2 The headteacher of the nursery school, the manager of the child and family centre and both staff groups have been consulted in the drawing up of this paper.

11.3 The relevant employee representatives and trades unions have also been involved in consultation regarding the contents of this Report.

12.0 BACKGROUND PAPERS

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing the above report.

13.0 SIGNATURES

Director of Education _____

Date _____

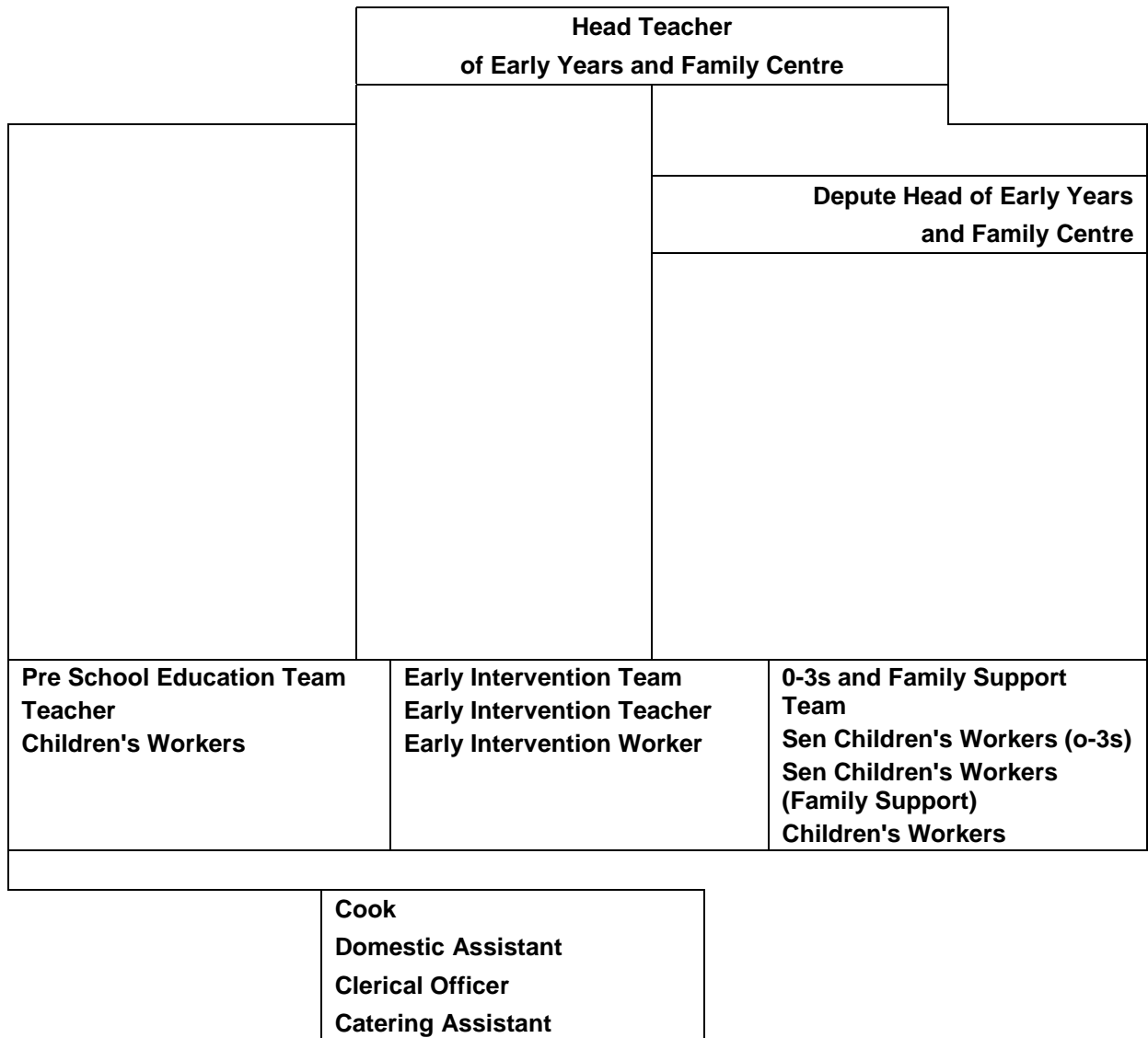
Director of Personnel & Management Services _____

Date _____

Director of Social Work _____

Date _____

**EARLY YEARS AND FAMILY CENTRE
APPENDIX 1
STAFFING STRUCTURE**



1. BEECHWOOD / FOGGYLEY CURRENT STAFFING ESTABLISHMENT

Post	Posts		Budgets		New Monies (£)	TOTAL (£)
	FTE (SW)	FTE (Ed)	Education (£)	Social Work (£)		
Head Teacher		1.0	40,700			40,700
Centre Manager	1.0			27,200		27,200
Senior Nursery Nurse		2.0	34,000			34,000
Nursery Nurse		3.0	49,200			49,200
Nursery Teacher		1.0	22,000			22,000
Centre Worker	2.0			46,400		46,400
Assistant Centre Worker	6.5			97,700		97,700
Lunchtime Supervisor		0.2	1,400			1,400
Clerk / Ancillary		0.3	3,500			3,500
Cook	1.0			10,800		10,800
Domestic	1.7			16,500		16,500
Rationalisation Savings				-27,200		-27,200
	12.2	7.5	150,800	171,400	0	322,200
Net Other Costs			27,000	29,800	0	56,800
TOTAL			177,800	201,200	0	379,000

2. BEECHWOOD / FOGGLEY PROPOSED ESTABLISHMENT (WITH NEW MONEY)

Post	FTE (SW)	FTE (Ed)	Education	Social Work	New Monies	TOTAL (£)
Head Teacher		1.0	40,700			40,700
Depute Centre Head	1.0			27,100		27,100
Nursery Teacher		1.0	22,000			22,000
Early Intervention Teacher		1.0			22,000	22,000
Senior Children's Worker	2.0			46,700		46,700
Early Intervention Worker		1.0	20,000			20,000
Children's Worker (0 - 3)	5.0				76,000	76,000
Children's Worker (3 - 5)		4.0	52,000			52,000
Cook		1.0			10,500	10,500
Clerical Assistant		1.0	13,300			13,300
Domestic Assistant	1.0				9,800	9,800
	9.0	10.0	148,000	73,800	118,300	340,100
Net Other Costs			27,000	29,800	19,700	76,500
TOTAL			175,000	103,600	138,000	416,600
DEPARTMENT SAVING			-2,800	-97,600	138,000	37,600

PROPOSED FUNDING

Additional Information

The new service model will cost £416,600 overall. This is an increase of £37,600. However, £138,000 of new money is being used to finance the centre. Therefore the overall saving in existing budgets is £100,400: Split £97,600 to Social Work and £2,800 to Education

1.5 x Assistant Centre Worker posts will transfer to Nursery Nurse/Children's' Worker Education Department posts to the new service.

0.7 Domestic Post also to be redeployed within Social Work.

1 x Cook to remain within Social work establishment but to be funded within Education budget.

