

REPORT TO: POLICY AND RESOURCES COMMITTEE – 25 FEBRUARY 2016

REPORT ON: RESTRUCTURE OF CHILDREN AND FAMILIES SERVICE

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 67-2016

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to highlight the rationale for the development of the new structure within the Children and Families Service.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee approves the rationale for the restructure of the Children and Families Service.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The implementation of this proposal would result in a saving of £968k in a part year and £1.124m in a full year.

4.0 MAIN TEXT

- 4.1 In June 2015 (article III, Policy and Resources Committee of 8 June 2015 refers) the Executive Director of Children and Families Service was instructed to review the newly created Service and to bring back a report in March 2016 setting out a new service structure in detail. This report sets out the rationale for the restructure, the financial implications and the move to a locality working model. It should be noted that there are no implications for teacher and support staff numbers at school level and that a further commitment has been made to maintain teacher numbers.
- 4.2 The Children and Families Service was established on 1st June 2015. It was formed from the Education Department, Children's Social Work Services, Criminal Justice and the Integrated Children's Services Team. The establishment of a single Service was designed to decrease bureaucracy at the centre; streamline the existing structures; maximise resources; minimise duplication of effort; and introduce a locality working model to meet the specific needs of children, young people, families and communities.
- 4.3 The collective experience and skill set of staff across the new Service has the potential to provide a cohesive range of support for educational establishments and vulnerable children, young people and families. The new structure will redesign central staff teams, establish new delivery models and create a more effective Service with an emphasis on achieving maximum impact and outcomes. At school level there will be no reduction in staffing levels and the move to local delivery will provide increased opportunities to deliver more focused support to vulnerable children and young people in school and in the community.
- 4.3 In creating the new structure there is a clear recognition that efficiencies can be achieved through reorganisation and the move to a locality based working model. This reorganisation is taking place alongside the implementation of the Adult Health and Social Care partnership and careful consideration has been given to a common locality model with opportunities for partnership working in areas such as children's health. The intention will be to reduce the number of staff working centrally to create four locality groupings across the city with the aim of increasing the quality of partnership working at school level. The roll out of the Scottish Attainment Challenge funding and projects at pre-school, primary and secondary levels will further enhance the quality of partnership working through the recruitment and input of a significant number of additional staff including Speech and Language Therapists; School and

Family Development Workers; Modern Apprentices; Early Years Educators; pre-school and primary teachers and P6-S2 transition teachers.

4.4 The new structure of Children and Families Service will be based on the following rationale:

- The transfer of increased resources to school and localities will enable greater use of local management knowledge and understanding. Such delegation will enable decisions to be made more quickly at a local level as well as ensuring that local priorities can be addressed at source. Improved partnership working with School Community Support Staff, increased numbers of School and Family Development Workers and the formation of multi-disciplinary locality teams will provide direct support for children, young people and families. This approach will deliver more universal support for vulnerable children and young people, reflect the stated aims of the Children and Young People's Act and the role of Children and Families staff as Named Persons.
- The decentralisation of specialist support functions will enable the transfer of staff within Children's Social Work services to locality teams. This will enhance local delivery, improve resilience and develop the quality of liaison with the schools and partner agencies. Placing staff at locality level will provide more consistency of approach and enable positive and ongoing relationships to be built between staff, children, young people and families.
- The development of increased pupil support arrangements at school level will be achieved by the establishment of locality based multi-disciplinary teams to support children, young people and families at school and community level. This will provide benefits including single points of contact for families, tailored levels of support and better information links between locality teams and schools.
- The role of the current Integrated Children's Support Team will be extended to include joint planning, quality improvement, scrutiny and increased liaison with partner agencies and the Third Sector. This will align the work of Children and Families Services more closely with the Dundee Partnership, ensure that the Service is able to progress the requirements of the Children and Young People's Act and deliver a programme of ongoing improvement. This approach will involve partner agencies and the Third Sector.

4.5 The proposed savings will be achieved through:

- the acceptance of the current VER/VR scheme for eligible members of staff since this will provide the opportunity to streamline the new Service, create locality teams to reflect the skills and experience of staff and reduce the number of central staff;
- the introduction of the new structure which will reduce layers of central management and bureaucracy and improve partnership working at school level;
- the move to a locality team model will create core multi-disciplinary teams well placed to address issues locally and at the earliest opportunity; and
- redeployment where necessary within the Children and Families Service or across the wider council.

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any implications in respect of sustainability, strategic environment assessment, anti-poverty, equality impact assessment and risk management.

5.2 There are no major issues.

6.0 CONSULTATION

6.1 The content of this report has been agreed with the Chief Executive, Executive Director of Corporate Services, Head of Human Resources and the Head of Legal and Democratic Services.

7.0 BACKGROUND PAPERS

7.1 None.

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