

By: Keith Abbott, Director of Resources and Planning

Rosalind Turner, Managing Director, Children, Families & Education Directorate

Sarah Hohler, Cabinet Member for Children, Families & Education Directorate

To: CFE Resources and Infrastructure Policy Overview and Scrutiny Committee

Date: 20 July 2010

Subject: **Restructure of the Children, Families and Education Directorate**

Classification: Unrestricted

---

Summary: To provide Members with an overview of the CFE restructure, to include consultation feedback, recruitment process, service planning and model of delivery, links to the review of Kent Children's Trust, savings made and connections with planning for pressures ahead.

---

## 1. Introduction

The direction of travel for children's services and the need to reorganise CFE under a re-formed SMT was set out in Rosalind Turner's original report to County Council in June 2009. The new SMT structure was operational from October 2009 with the recruitment to the Director for Learning and Director for Specialist Children's Services posts taking place in the autumn, leading to the appointment of Merril Haeusler and Helen Davies.

The results of the Kent Children's Trust review interim report in October, followed by the final report in December 2009, plus the budget planning in October 2009 added additional impetus, identifying the priority areas that needed to be addressed and the level of budget reduction required : £6,619,000 from base budget and £1,015,000 from DSG, leading to a net reduction of 260 posts (7% overall reduction in staff numbers).

Formal 90 day consultation around the proposed service model and structure for CFE commenced on the 23 February 2010 and ran until the 23 May. The proposals set out to ensure that any new arrangements had clear accountability built in, that there was a focus on front line delivery to children, young people and

families with a sustainable approach to multi-agency working aligned to the proposed new model of twelve Local Children's Trusts aligned to District Council boundaries and that the whole service was enabled to work together as one.

Initial Customer Impact Assessments were completed for all service areas undergoing change, with full Impact Assessments being undertaken for Disabled Children's Services, Unaccompanied Asylum Seeking Children's Services and School Standards and Improvement.

## **2. Key messages from 90 day consultation and resulting changes**

**2.1** 356 responses were received from staff, schools, early years and childcare settings and partners. Main areas of feedback were:

- The new proposed posts in early years leading to a potential loss of specialisms
- A request for more information around the local authority's continued support to schools, the new role of the District Heads of Standards and School Improvement and the Standards and School Improvement partners and how joint work between schools would be facilitated
- Concerns around the ability to recruit to the senior standards and school improvement posts at the salary levels proposed
- Loss of subject specialisms
- Perceived centralisation arising from the new model and the effects on partnership working – querying how locality based staff reporting through to Heads of Service could work in an integrated way at a local level
- Questions around how preventative and early intervention services would be coordinated locally and challenge to the proposed role of the Service Integration Manager
- Concerns around the loss of expertise in the Unaccompanied Asylum Seeking Children's Service and the capacity of Social Work teams to take on this work
- Some concern around the proposal to amalgamate AEN and Resources and the Disabled Children's Service
- The impact on front line services resulting from the reduction in administrative and business support

*90 day summary report is attached as Appendix One*

**2.2** As a result of the feedback, the following changes were made to the original proposals prior to the launch of the new structures and the commencement of recruitment:

- Adjustments were made to the early years roles, including an increase in salary to bring the Kent Scheme range into line with the teachers salary currently offered for the Early Years SENCOs
- Adjustments were made to the job descriptions and salary for the District Heads of Standards and School Improvement and more

information was and continues to be provided to schools to provide more clarity around the accountabilities for these roles and how they will be allocated to schools

- The number of Secondary Teaching and Learning posts was increased from 8 to 10
- The Services Integration Manager role was removed and 12 Preventative Services managers introduced into the proposals. These postholders will directly manage children's centres, Family Liaison Officers and Parent Support Advisers and any other project based preventative roles within the 12 districts
- Work has commenced on proposals to enable locality based CFE operations to work closely with operational staff from other agencies and to consult on options around this as early as possible, ensuring linkages are made with work resulting from the Kent Children's Trust review
- The original proposal for the Unaccompanied Asylum Seeking Children's Service split its operation across two managers, this was adjusted so that the team came under the Head of Corporate Parenting
- AEN and Resources and Disabled Children's Services remain as two distinct teams but will work closely together and with health services to look at how services can be improved from the perspective of parents
- Some adjustments were made to the spread and balance of administrative and business support

*Summary changes are attached as Appendix Two*

### **3. The model of delivery for the future**

**3.1** We have planned our structure to complement the review of Kent Children's Trust, with the move from 23 Local Children's Services Partnerships to 12 Local Children's Trust Boards. This will mean that all our partners, such as schools, health, police, district councils, voluntary sector, and our KCC colleagues in Communities and Kent Adult Social Services, will have a clear and sustainable local focus for planning and delivering local services for children and young people.

**3.2** In addition there is:

- A clear focus on early years, school improvement particularly at key Stage 2 and 14-19 provision, plus clarity on CFE coordination and leadership around prevention and early intervention and safeguarding
- Schools will have a single Standards and Improvement Officer to support, challenge and broker additional help when needed
- A focus on participation of children, young people and their families and on involvement of local people, local councillors and other key partners at a community level
- Flexibility of resource allocation to enable response to changing local needs

*CFE response to questions raised by Mr. Vye as part of the consultation are attached as Appendix 3*

#### **4. Recruitment**

**4.1** The recruitment process has been taking place in three phases; the first phase included Heads of Service, District Heads of Standards and School Improvement Primary and Secondary, Preventative Services Managers and some other senior posts. Interviews took place between Monday 21 June and Thursday 1 July and CFE Cabinet and Deputy Cabinet members attended the interviews in the capacity of observers. Decisions for this round of interviews were made by the Senior Management Team on Friday 2 July and top level structure charts with names are attached as Appendix 4.

**4.2** The second phase recruited to posts at Kent Range 12 or above or equivalent. Interviews took place between Monday 5 July and Friday 16 July. Decisions for this round were made on Monday 19 July.

**4.3** The third phase deals with the recruitment for posts at Kent Range 11 or below or equivalent. Interviews have been taking place, starting from Thursday 8 July and continuing to Thursday 22 July. All staff will be notified of any decisions by Friday 23 July.

#### **5. Next Steps**

- Any staff who have been unsuccessful in securing a post will receive notice of redundancy on the 31 July 2010
- We will continue to support these staff in order to help them secure roles within KCC or elsewhere
- A workforce development plan is in place and will address induction and support staff to operate in the new way of working when it commences from the 1 September 2010
- We have delivered the planned savings target
- We are conscious that this is only the beginning of an even more rigorous process to reduce costs across local government whilst continuing to provide excellent public facing services
- We will continue our conversation with schools around the future relationship they would wish to have with the local authority
- We will ensure local operational delivery supports the priorities of KCC, CFE and joint working with partners in the interests of improved outcomes for children and young people and aligns with the recommendations coming from the Children's Trust review.

**Recommendations:**

Members of the Resources and Infrastructure Children, Families and Education Policy Overview and Scrutiny Committee are asked to note the information and support the new arrangements as they commence and bed down from the 1 September 2010 onwards

Marisa White

[Marisa.white@kent.gov.uk](mailto:Marisa.white@kent.gov.uk)

01622 69 6583