

The Highland Council

Education, Children and Adult Services – 12 November 2014

Agenda Item	15.
Report No	ECAS 54/14

Care and Learning Service Area Management Structure

Report by Director of Care and Learning

Summary

This report updates members and seeks agreement for an Area management structure for the Care and Learning Service.

1. Background

- 1.1 As part of the new Service arrangements agreed in late 2013, the Council decided that the Education, Culture and Sport Service and Health & Social Care Service should merge by September 2014, to form the Care and Learning Service.
- 1.2 The Care and Learning Service is responsible for a range of provision, including Criminal Justice Social Work, Mental Health Officers, Catering, Cleaning and Facilities Management, and the commissioning of services from NHS Highland and Highlife Highland.
- 1.3 However, the greatest volume of provision involves Health, Care and Education services to children and families. These services are largely managed at an Area level, and are the focus of this report.
- 1.4 While the Care and Learning Service was formed in April 2014 with the creation of a new Directorate, it was agreed that further time should be taken to consider and establish the necessary Area management arrangements to consolidate and progress the new integrated service. In the meantime, the area management teams in the two former Services have been working collaboratively, and as part of a new Service Management Team.
- 1.5 The proposed Area management structure is shown at **Appendix One**.

2. Proposal

- 2.1 The proposed Area management structure has been developed through discussion with managers and with the trade unions.
- 2.2 It has been predicated on a number of key principles, agreed at the outset:
 - achieving the maximum benefit for families and children from the single management of an integrated service;
 - valuing, supporting and ensuring competent management of the specific components of the new Service: Schools, Additional Support Services and Family Teams;
 - ensuring a strategic planning framework, with the maximum devolution of operational matters to the Area level;

- promoting effective and timely decision making, without excessive bureaucracy.

2.3 At an early stage, it was clear that there required to be an Area Service Manager post, to ensure an integrated approach across all aspects of local service delivery. Having taken account of business needs, while it is proposed that the South and West Areas will each require a Service Manager, it is anticipated that the North and Mid Areas could share a Service Manager.

2.4 Given the scale, nature and significance of these responsibilities, it is acknowledged that the Area Service Manager role will be challenging, indeed unique in Scotland, and that the jobholder will require to be supported by managers in the three specific areas of activity, as below:

- Additional Support Needs
- Children's Services
- Education

2.5 This provides critical additional and specialist focus on additional support needs, including many of the specialist child health services that are commissioned from NHS Highland, thereby freeing the Education Manager to focus on Learning and Teaching, and quality and curricular development in schools. Hence, it is proposed to integrate the Education Manager remit with the role of Quality Improvement Manager. As this is a set role within the National Scheme for Teachers and Associated Professionals, the job description requires to be agreed with the LNCT.

2.6 Further to consideration of the nature and volume of these activities in each Area, and taking account of population size, geography and need, there requires to be capacity at Officer level, as shown in **Appendix One**. This reflects the integration of Quality Improvement and Education management responsibilities, albeit the final number of these staff will be dependent on the current consideration of the Council budget. This also involves the devolution to the Areas of some responsibilities for additional support, with regard to autism and sensory impairment, and the deletion of three centrally based posts.

2.7 It is further proposed that there are two Officer posts located with the Head of Resources and Head of Education. It is intended that these will reduce bureaucracy for Area managers, by dealing centrally with a range of management and administrative functions and responsibilities.

2.8 The new structure involves one less post than the current structure (this does not include posts being considered as part of current Council budget planning):

Former Structures

4 x Area Education Managers (HC14)
 4 x Area Children's Services Managers (HC13)
 1 x Senior ASN Manager (HC14)
 2 x Sensory/Autism Managers (HC12)
 2 x Senior Education Officers (HC13)
 3 x Education Officers (HC12)
 6 x Additional Support Needs Officers (HC11/12)
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Proposed Structure (assumed grades)

3 Area Care & Learning Managers (HC14)
 4 x ASN Managers (HC13)
 4 x Children's Services Managers (HC13)
 4 x Education Quality Imp Managers (QIM)
 3 x Education/Policy Officers (HC10/12)
 3 x Additional Support Needs Officers (HC11)
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2.9 Subject to job evaluation, it is envisaged that there will be an annual saving of around £0.075m.

- 2.10 An implementation plan will be developed in consultation with the HR Business Partner and the trade unions.
- 2.11 Given the new roles and responsibilities, as well as the overall objective to ensure better integrated services as a consequence of this reorganisation, there will be an associated change management process, intended to meet the professional development needs of these various managers and the new area teams.
- 2.12 A programme of meetings with local managers in the Districts will take place over the next few months, to ensure that staff across the Service are briefed and informed about the new structure.

3 Implications

3.1 Resources

The restructure of Area management will result in a saving which will form part of the overall savings for the Service.

3.2 Legal and Equalities

These are areas of service delivery where the Council has significant statutory duties and responsibilities. This includes specific responsibilities for vulnerable children, children at risk of significant harm, and those with other additional needs. This is a key reason for ensuring that education, additional support, and health and social care services are led by dedicated managers in each Area.

3.3 Risks

There may be short-term performance risks associated with the change process, which can be mitigated by leadership, change management and professional development.

3.4 Rural and Climate Change/Carbon Clever

The needs of the large rural Areas and Districts, including transport and transport costs, have been considered in the development of the new structure.

3.5 Gaelic

There are no known Gaelic implications.

4. Recommendation

- 4.1 The Committee is invited to agree the deletion of posts associated with the former Area management structures and the establishment of the posts in the proposed structure for the Care and Learning Service, as set out in this report.

Designation: Director of Care and Learning
Date: 3 November 2014

**Appendix One - Care & Learning Service: proposed Area structure
(new posts in shaded boxes)**

