

**The Highland Council**  
**Education, Children and Adult Services Committee**  
**17 March 2016**

Agenda Item	9.
Report No	ECAS 22/16

## Care and Learning Service Management Structure

### Report by Director of Care and Learning

#### Summary

This report sets out proposals for the management of Care and Learning Services, further to a recent review and the savings measures contained in the 2016/17 budget.

## 1. Introduction

- 1.1 The Care and Learning Service was established in April 2014. It was always intended that there would be a review of the management structure within the first two years of operation. That review now needs to take account of the need to ensure the safe and effective management of services, further to the changes from the settlement of the 2016/17 budget.
- 1.2 Given that the Council is considering a review of priorities and structures across all of its responsibilities, it is intended that any changes to the Care and Learning Service at this time, should be the minimal required to sustain the consistent and safe management of services.
- 1.3 The Service has responsibility for a budget (in 2015/16) of £391m, involving:
- Additional Support Needs (£35m)
  - Catering, Cleaning and Facilities Management (£14m)
  - Children's Services, including commissioned Child Health (£48m)
  - Commissioned Adult Services (£94m)
  - Commissioned Culture & Leisure Services (£14.5m)
  - Criminal Justice Social Work (SG funded)
  - Education (£131m)
  - Mental Health Officers (£1m)
  - Other Adult Services (£5m)
  - PPP and Estate Management (£29.5m)
  - Service management (£2m)
  - Staff pensions and insurance (£3m)
  - Transport (£14m)

## 2 Current Structure

- 2.1 There are six Heads of Services post, with strategic leadership and some operational management responsibilities, for:
- Additional Support Needs
  - Adult Services
  - Children's Services
  - Education
  - Health
  - Resources

- 2.2 The Head of Health post was always seen as transitional, to enable the embedding of these services within the Council, and the current postholder retires in March. NHS Highland has requested that the post is replaced with a Senior Manager appointment, and this is supported by the Chief Executive and Director.
- 2.3 Children's Health, Education and Social Care is largely managed as an integrated service, in four operational Areas, each with:
- Area Care and Learning Manager
  - Additional Support Needs manager
  - Children's Services Manager
  - Education Quality Improvement Manager
- 2.4 Two Areas share one Area Care and Learning Manager post across two management teams, which is one of the key issues raised in the internal review.
- 2.5 There are also senior managers with key responsibilities for both strategic and operational management, with regard to:
- Allied Health Professionals
  - Early Years Services
  - Educational Psychology
  - Estates Management
  - Criminal Justice Social Work
  - Facilities Management
  - Fostering and Adoption
  - Mental Health Officers
  - Primary Mental Health Workers
  - Out-of-hours Social Work
  - Workforce Planning

### **3 Internal Review**

- 3.1 An internal review of Service management arrangements has taken place over the last six months. This included one:one interviews with senior managers, undertaken by a Head of Service from a different part of the Council.
- 3.2 The main findings of the review included that:
- The Service has made good progress in the development and delivery of integrated children's services, but further progress can be made, and any changes to management structures should promote this.
  - There is a culture of long working hours, huge amounts of travel and managers doing "much juggling to try and fit everything in" to meet the high standards that they set for both themselves, their colleagues and the organisation.
  - There is also a culture where colleagues feel the need to be visible often at HQ, in local services, and particularly in schools to support Head Teachers.
  - There are particular challenges because of the scale and scope of the Area Care & Learning Manager and Education Quality Improvement Manager posts.
  - There was a distinct difference in the experience of colleagues who worked from a single base such as Dingwall or HQ – this contributed to a more integrated

team.

#### **4 2016/17 Budget Measures**

- 4.1 The 2016/17 budget involves the voluntary redundancy of ten senior postholders who report to a Head of Service or Director, and the deletion of two further posts where the postholder has not sought voluntary redundancy.
- 4.2 A number of middle managers have also had voluntary redundancy agreed, reducing the number of Managers and Practice Leads in Fostering & Adoption and the Family Teams, and capacity in some strategic roles.
- 4.3 These various responsibilities will require to continue to be managed within the structure, as below:
  - 4.3.1 **16+ Employability:** These responsibilities will be shared across other managers, and there will be a review of arrangements within the 16+ Team.
  - 4.3.2 **Child Protection Committee:** The work to support the activity of the Highland Child Protection will be shared across managers in each of the agencies.
  - 4.3.3 **Curriculum Development in Early Learning and Childcare:** A review of arrangements to support quality and curricular development in Early Learning and Childcare is reported separately to this meeting of the Committee.
  - 4.3.4 **Curriculum and ICT:** It is intended to make two secondments of Principal Teachers, to progress distance learning and to support transformational change in learning and teaching over the next two years.
  - 4.3.5 **Disability Services:** These responsibilities will be shared across other managers, including a revised job description for the Principal Officer (AHPs). Discussions are also taking place within NHS Highland, with regard to the development of a joint Transitions Team for 14-25 year olds.
  - 4.3.6 **Early Learning and Childcare Resources:** Committee agreed a new structure for Early Years Services in May 2015.
  - 4.3.7 **Facilities Services:** As reported in a separate report to this Committee, approval is sought to scope the transfer of Catering, Cleaning and FM Services to HighLife Highland. In the short term, these responsibilities will be shared across other managers.
  - 4.3.8 **Family Teams:** It is likely that there will be a reduction in the number of Teams.
  - 4.3.9 **Gaelic Development:** It is intended to mainstream management of Gaelic Development within the Service Management Team, to review arrangements within the Gaelic Development Team, and for all Gaelic Strategy to be led within the Care and Learning Service.
  - 4.3.10 **Health Improvement:** These responsibilities will be shared across other managers, including the Senior Manager (Child Health).
  - 4.3.11 **Parenting Support:** This will be devolved to the Family Resource Co-ordinators in each of the Areas, supported by the Senior Manager: Early Years.

4.3.12 **Professional Development (Education):** These responsibilities will be shared across other managers

4.3.13 **Residential Childcare Resources:** These responsibilities will be shared across other managers

4.3.14 **Support for Learning:** These responsibilities will be shared across other managers

## 5 **Area Management of integrated children's services**

5.1 Given the outcome of the review and the 2016/17 budget settlement, it is proposed that there requires to be some strengthening of the operational management of integrated children's services.

5.2 This should involve:

- The appointment of an additional Area Care and Learning Manager, to achieve a dedicated management team in each of the four operational areas.
- The revision of the Education Quality Improvement Manager job description.
- The review of functional and leadership responsibilities to enhance team working across the senior management team.

5.3 The additional Area Care and Learning Manager post can be funded by the deletion of one Head of Service post, given the likelihood of reduced operational responsibility for Services at this level of management.

5.4 This will require some further reorganisation of Head of Service responsibilities, later this year.

## 6. **Implications**

6.1 **Resources:** The changes to management structures set out in this report, are in part necessary because of the reduction in management capacity and significant savings achieved in the 2016/17 Council budget. There are no additional costs as a consequence of these proposals.

6.2 **Gaelic:** The proposed changes to Gaelic Development will help ensure that the management of Gaelic Medium Education and Strategy is mainstreamed at the core of the Service's senior management structure.

6.3 These revised arrangements are necessary to enable the Council to continue to fulfil its **legal, equalities, climate change/carbon clever** and **rural** commitments.

## 7. **Recommendation**

7.1 Members are asked to agree:

- The replacement of the Head of Health post with a Senior Manager;
- The replacement of a Head of Service post with an Area Care & Learning Manager.

Designation: Director of Care and Learning

Date: 3 March 2016