

Report of: Children’s Centre & Early Start Lead

Report to: Director of Children & Families

Date: 15 March 2018

Subject: Children’s Centre Family Services Restructure



Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report seeks approval for the proposed Children’s Centre Family Services partial management restructure arrangements for the Learning for Life service. The proposed re-structure is designed to better enable the Learning for Life Service to efficiently deliver Childrens Centre Family Services within proposed budgets and to contribute to wider Council and city priorities.
2. The report sets out the changes in workloads and governance and budgets due to centres being returned to Leeds City Council governance, the rationale for the proposals, the workforce considerations and the proposed method of implementation.
3. The financial implications of the re-structure are set out in the report.

Recommendations

For the Director of Children and Families to:

1. Approve the decision to implement the Children’s Centre Family Services partial management restructure arrangements for the Learning for Life service.

2. Purpose of this report

2.1. This report seeks approval for the proposed functional and operational partial management re-structure of the Children's Centre family services.

3. Background information

Learning for Life Family Services Restructure

3.1. There are 56 separate Childrens Centres which have Family Service budgets across Leeds. As of April 1st 2017, 22 remain school or voluntary sector controlled.

3.2. 34 of the centres are under LCC direct control.

3.3. Leeds City Council (LCC) manages centres by grouping 3-4 centres under one manager at PO4 grade. This has proved more effective in delivering services to families than the historic one manager one centre model and also more cost effective in the use of both leadership and front line staff across the groups.

3.4. Of the 34 LCC managed centre budgets, 29 are contained within 8 groups with five recently transferred into LCC control; 3 remain ungrouped and 2 are in a small group outside of the LCC main structure.

4. Main issues

4.1. In recent months a number of schools have formally approached LCC Learning for Life Service to undertake an organisational move from school governance into LCC leadership, governance and budget control.

4.2. The management structure of the school led centres and the way in which they are arranged is less sustainable than the Leeds City Council managed model and subsuming these into existing groups is difficult.

4.3. Due to the number of school led children's centres transferring into LCC control there are a few family services groups which are becoming larger than is manageable. Most groups have three centres but one group in the south has six centres under one manager, with two PO1 Managers supporting, and if the three stand-alone centres in the south are added to the other south group there will be seven centres under the other manager. In the east north east one manager will have six centres.

4.4. School led Centres operate with different grades of staff in comparison to the LCC managed centres and therefore do not fit into the recently redesigned structure.

4.5. A number of managers have already moved into LCC control and we have done our best to accommodate them in some of the larger groups but this is not working on a practical level. There are two PO2's, one PO3 post and 4 PO1's inherited from school led centres and one S01 FTE which have moved into LCC control These posts do not exist on the current structure and these a typical posts will continue to cause issues as more centres are inevitably absorbed and more of these

inconsistent grades come with them as well as causing undue pressure to the family services budgets. Together with the growth in the size of groups to unwieldy proportions it has been decided that a redesign of the family services groupings is appropriate together with the reorganisation and restructure of these anomalous grades.

4.6. Proposal (11 Groups)

4.6.1. To create 11 groups resulting in each group consisting of a maximum of 4 centres.

In order to accomplish this, it is proposed to create another three x PO4 posts and delete the 4 x PO1 Posts, two x PO2 Posts, one PO3 post and one FTE SO1

4.6.2. Benefits -The new PO4 Posts would be ring fenced to the people occupying the SO1 – PO3 posts and would bring the salaries in line with LCC structures.

4.6.3. Disadvantages - Those unable to secure one of the PO4 posts would be moved into managing staff reductions. There would potentially be 5 positions at risk of MSR. It should be noted that another PO4 post has recently become available this potentially reduces the number of positions at risk of MSR to 4

4.6.4. Cost/ Saving

Cost £545,258

Saving £135,493

5. Corporate Considerations

5.1. Consultation and Engagement

5.1.1. The proposed re-structure and new group proposals will be shared with Early Start Childrens centre staff and Trade Unions and discussion/clarification on issues will be given in a series of consultation meetings. HR will be included in all consultation processes.

5.1.2. During preliminary discussions with Trade Unions, they were very supportive of the need to address the difficulties of the existing structure obviously with an eye to protecting their members from MSR, with ELI being considered, switching of posts where possible and the understanding that a PO6 post has just been vacated, so there is likelihood that an additional post is available within the structure.

5.1.3. All re-structure documentation, including Job Descriptions and structure charts, will be posted on a Share Point site that is accessible to all staff affected by the re-structure.

5.2. Equality and Diversity / Cohesion and Integration

5.2.1. An equality and diversity impact assessment will be carried out and is appended to this report. No adverse impacts on specific equality groups of staff have been identified as resulting from the proposed re-structure and assimilation process.

5.3. Council policies and Best Council Plan

5.3.1. The proposed re-structure will better enable Children's Centres to contribute to meeting the ambition, values and priorities of the Council and the city.

5.4. Resources and value for money

5.4.1. The savings from the proposed re-structure have been costed by officers from the Learning for Life Finance Section
£135,493

5.5. Legal Implications, Access to Information and Call In

5.5.1. This is a significant operational decision and therefore not eligible for call-in.

5.6. Risk Management

5.6.1. Assimilation of staff into the new structure will be discussed with Trade Union colleagues and will be monitored to ensure that a fair and transparent process is followed. Support to all staff within scope of the re-structure will continue to be offered.

5.6.2. A failure to implement the proposed re-structure will result in excessively large Children's Centre family services groups and 9 staff (some of whom are part time) without a defined role in the new structure resulting in budget pressures from posts which are no longer required.

6. Conclusion

6.1. The proposed new structure will ensure sustainability for Children's Centres and ensure availability of a Children's Centre core offer for every community in Leeds.

6.2. The proposals have been developed to reduce the size of family services groups, management costs and improve the management of children centre family services.

6.3. The new structure will cost less but will be able to continue to deliver services on the front line without reducing front line capacity in this area.

7. Recommendation

For the Director of Children and Families to:

- Approve the decision to implement the Children's Centre Family Services partial management restructure arrangements for the Learning for Life service.

8. Background Information ¹

8.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.