

Agenda item:

[No.]

General Purposes Committee

On 10 March 2011

Report Title: **Summary of The Children & Young People's Service Restructuring Proposals**

Report of: Peter Lewis, Director of Children and Young People's Service

Signed: 

Contact Officer : Ian Bailey, Deputy Director Business Support & Development

Wards(s) affected: **All**

Report for: **Non-Key Decision**

1. Purpose of the report

- 1.1. To provide an overview of the proposed restructuring of the Children & Young People's Service
- 1.2. To seek agreement from the General Purposes Committee to the recommendations set out in section 3 below.

2. State link(s) with Council Plan Priorities and actions and /or other Strategies:

- 2.1. The proposals summarised in this report are designed to implement the council's budget strategy.

3. Recommendations

That members:

- 3.1. Note the overview of the current and proposed future shape of the service and summary of proposed restructures set out in Appendix 1 of this report.
- 3.2. Delegate authority to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee to approve the following proposed restructures following the conclusion of formal consultation and taking account of the appropriate Equality Impact Assessment:
 - Behaviour
 - Travellers Education
 - Extended Services
 - Vulnerable Young Person's Drugs Worker

- Children & Families Administration Review

3.3. Require further reports on the conclusion of staff consultation on the following proposed restructures :

- Youth, Connexions & Participation
- After School Childcare
- Central Early Years Service
- Children's Centres

4. Reason for recommendation(s)

- 4.1. To ensure that General Purposes Committee is briefed on the overall shape of organisational changes as they affect the Children and Young People's Service and is able to agree the most appropriate route for decision-making on elements of these changes.
- 4.2. To minimise delay in realising savings towards the council's overall targets.

5. Other options considered

- 5.1. Where applicable, reports on specific changes will detail other options considered.

6. Summary

- 6.1. The Children and Young People's Service is to be restructured in response to three key drivers.
- Haringey's determination to be an excellent authority for the delivery of services to children and young people
 - The current budget position which involves considerable reductions in grant funding, core budgets and changes to the DSG.
 - The need to respond to changes in policy recently announced by the Government, particularly relating to the changed relationship with schools.
- 6.2. The proposals set out in this paper seek to respond to these challenges. The overall aim is to agree a transformation agenda that will ensure the Borough (including partners) can secure support for the most vulnerable whilst not losing sight of the need for universal and early interventions that prevent escalation into greater difficulty - in short, the development of a clear balance, within available resources, of universal, targeted and specialist provision.
- 6.3. Alongside this, the government is reducing the role of the Local Authority in providing direct to schools for school improvement (and other activities), telling schools that they are now responsible for their own improvement and the role of the Local Authority reduced to one of brokering the support that schools might need from other providers (including other schools locally), the private and voluntary sectors. Whilst schools can choose to continue to buy services from the Local Authority, this is implicitly (if not explicitly) discouraged.
- 6.4. A table setting out the proposed restructures and unit closures is included in section 4) of Appendix 1. For those still to conclude staff consultation we propose that this committee agree to either delegate the final decision to the Director of the Children and Young People's Service (for those affecting under 20 staff) or require a report to a future meeting of

the committee. In all cases the final recommendations will be accompanied by a full account of the consultation, a response to points raised in consultation and an Equalities Impact Assessment.

6.5. Four sets of changes have already been approved by this committee or by delegated authority following consideration by the committee. A further two, School Standards and Inclusion Administration and PDC Support and Pupil and Family Mediation, are on the agenda for the present meeting.

7. Chief Financial Officer Comments

7.1. The Chief Financial Officer has been consulted in the preparation of this report and comments that the savings set out are consistent with those agreed by Cabinet and are essential in achieving the budget strategy agreed by the Council.

8. Head of Legal Services Comments

8.1. The Head of Legal Services has been consulted on the contents of this report. Consultation with staff and recognised trade unions is an essential part of the responsibilities of an employer in the course of a business re-organisation. The requirement for consultation with employees and their trade union representatives is recognised within the report.

8.2. In each of the separate proposals outlined in this report due consideration will need to be given to responses received as a result of the consultation before any final decision is reached concerning the proposals outlined. Further, due consideration must also be given to the authority's public sector equality duties before such a final decision, taking into account the outcome of an appropriate equality impact assessment.

9. Head of Procurement Comments

9.1. Not applicable

10. Equalities & Community Cohesion Comments

10.1. For each saving proposal, an Equalities Impact Assessment (EqIA) screening document has been completed to identify whether a full EqIA was needed.

10.2. Where the screening document identified potential impacts on service users, 'service delivery' EqIAs are being conducted. This is the case for the majority of the savings proposals, with the exception of restructures relating to administrative and back-office functions.

10.3. 'Staffing' EqIAs are being undertaken for each proposed restructure or service closure. An overarching 'staffing' EqIA will also be undertaken to consider the combined impact of all of the proposed changes within C&YPS.

11. Consultation

11.1. There is a formal period of consultation for each of the proposed restructures or unit

closures. During this period meetings are held with staff and trade union representatives.

11.2. Consultation with service users and other stakeholders also forms part of the 'service delivery' EqIA process.

12. Use of appendices /Tables and photographs

12.1. Appendix 1: Overview of The Future Shape and Role of the Children & Young People's Service

12.2. Appendix 2: organisation charts

13. Local Government (Access to Information) Act 1985

Not applicable

Appendix 1: Overview of The Future Shape and Role of the Children & Young People's Service

1) The Current Position

Children & Young People's Service is organised into 4 delivery Business Units as follows:

- Children's Networks
- Children & Families
- Business Support and Development
- School Standards and Inclusion

Each Business unit contains a number of service delivery sections.

Children's Networks

The services within Children's Networks deliver prevention and early intervention services. It is predominately organised around the three Children's Network areas (also covering the Network Learning Communities groups of schools), with many of the services forming part of the three network-aligned Multi-Disciplinary Teams (MDTs). The MDTs are currently based at the Professional Development Centre.

The Children's Networks Business Unit has responsibility for:

- Education Welfare Service
- Behaviour Support
- Family Support
- Educational Psychology Service (and associated Child & Adolescent Mental Health Services work)
- Youth Service & Connexions
- Play/After School Childcare
- Children, Young People, Parent & Community Participation
- Extended Services
- Children's Centres Strategy
- Common Assessment Framework
- Inclusion Team – includes Tuition Service, Pupil Support Centres, and Children Missing Education Team

We have recently re-designated this group of services as Prevention and Early Intervention.

Children & Families

This group contains all children's social care services:

- First Response (previously known as Referral & Assessment) - the route in to the service and responsible for carrying out initial and core assessments
- Safeguarding & Support - provides services for Children in Need and children subject to a Child Protection Plan
- Children in Care – also includes support for children leaving care

- Virtual School for Children in Care
- Quality Assurance (Child protection & review)
- Commissioning & Placements - includes responsibility for fostering and adoption services
- Children with Additional Needs & Disabilities – includes responsibility for the Statutory Assessment of Special Educational Needs process

Business Support and Development

Business Support & Development manages and coordinates a range of services that manage and/or deliver infrastructure and back office functions for the department. These include school admissions and school organisation, IT, schools capital programme, transport, catering, contract management/ compliance, commissioning and HR functions.

School Improvement and Inclusion

School Improvement and Inclusion manages the department's school improvement functions including Early Years, Primary Standards, Secondary Standards, Schools Workforce Development, Governors Support, and the Music Service. Until recently the unit managed the Youth Service & Connexions, and the Inclusion Team, these have now been transferred to the Prevention and Early Intervention group.

2) The challenge

The need to reorganise the structure of the department is in response to three key drivers.

1. Haringey's determination to be an excellent authority for the delivery of services to children and young people
2. The current budget position which involves considerable reductions in grant funding, core budgets and changes to the DSG.
3. The need to respond to changes in policy recently announced by the Government, particularly relating to the changed relationship with schools.

The proposals set out in this paper seek to respond to these challenges. The overall aim is to agree a transformation agenda that will ensure the Borough (including partners) can secure support for the most vulnerable whilst not losing sight of the need for universal and early interventions that prevent escalation into greater difficulty - in short, the development of a clear balance, within available resources, of universal, targeted and specialist provision.

Alongside this, the government is reducing the role of the Local Authority in providing direct to schools for school improvement (and other activities), telling schools that they are now responsible for their own improvement and the role of the Local Authority reduced to one of brokering the support that schools might need from other providers (including other schools locally), the private and voluntary sectors. Whilst schools can choose to continue to buy services from the Local Authority, this is implicitly (if not explicitly) discouraged.

For this reason, the proposals for the current School Standards and Inclusion Service see a much reduced provision staying with the Local Authority.

3) The Overall Shape of Change

In brief, the proposal is that the Children & Young People's Service reduces from four business units to two, with a commensurate reduction in the number of Deputy Director posts from four to two. The two reconfigured business units bring together services into revised groupings that see further reduction in the number of managers, effectively de-layering the current arrangements. These business units are described below.

Prevention and Early Intervention

This business unit will contain broadly the services it currently manages and will lead on trying to make sure that children (and their families) get the necessary services to meet their needs before they become acute enough to require statutory intervention by the Children & Families services. It will include:

- Early Years
- Integrated Working & Family Support
- Youth, Participation & Community
- Attendance & Welfare
- Behaviour & Alternative Provision
- Educational Psychology Service
- Admissions and School Organisation
- Youth Offending Service
- School Improvement (discussions are taking place with Enfield on a partnership for School Improvement)

Work is under way to develop a shared service for Educational Psychology and Child & Adolescent Mental Health Services with another neighbouring local authority. This will offer the chance of a broader base of skills and capacity at reduced cost to both Local Authorities.

The majority of the staffing restructures detailed in section 4) below fall under the Children's Networks business unit.

Children & Families

No changes are proposed to this grouping of Services apart from a comprehensive review of administrative and finance support (see section 4) below). The focus of this service will remain on providing intervention and support to those children and families in the greatest need, where statutory intervention is required by virtue of care, child protection or SEN.

The service areas in the new structure are as follows:

- First Response
- Safeguarding and Support
- Commissioning and Placements (including fostering and adoption)
- Children in Care
- Children with Additional Needs (children with disabilities and other Learning Difficulties & Disabilities - LDD)
- Safeguarding Practice and Quality Development
- LAC Educational Support & Virtual School

Business Support & Development

Over the last 2 years changes have been made to this Business Unit, reducing staff numbers and achieving efficiency in the organisation and delivery of services. Within the Rethinking Haringey proposals, it is proposed that Business Support & Development will transfer on-going functions and responsibilities to the Council's corporate centre or, where necessary, into one of the two principal business units remaining with The Children & Young People's Service. The details of this are as follows:

- Admissions and School Organisation – transferring to new Prevention & Early Intervention Business Unit
- Schools Capital programme/BSF – transferring to Place and Sustainability
- Capital Finance - ...
- Schools Personnel – transferring to Council's corporate Personnel service
- Communications – being centralised as part of Council's Communications Support Functions Review
- Family Information Service – functions transferring to proposed new Central Early Years Service (see section 4) below)
- Transport - transferring to Place and Sustainability
- Catering - transferring to Place and Sustainability
- Commissioning & Contracts – under review as part of the corporate Support Functions Review of Procurement
- Education ICT – service being discontinued (see section 4) below)

School Standards and Inclusion

The government is changing the arrangements for school improvement work radically. Notwithstanding the extent to which this service has been dependent on grant funding (via the ABG) and traded income, the government's drive is to make schools themselves responsible for their improvement. There will be residual responsibilities for the Local Authority in monitoring the performance of schools and commissioning interventions that will improve those where there are problems. However, this will not have to involve the direct provision of those interventions and/or support services by the Local Authority itself.

Because of this change of emphasis, role and responsibilities, we are in negotiation with another Local Authority to establish a shared School Improvement Service with dramatically reduced staffing kept at the core. This will provide, from within a very small number of posts, a lead for the Service, a specialist for each of the Primary and Secondary sectors and a lead for Governor Training and Support.

4) Detail of staffing restructures

In order to implement the changes outlined in the previous section a number of restructuring proposals are being put forward. These are summarised in the table below. The rest of this section then provides more detail on each of the proposals.

Summary table of C&YPS proposed restructures and unit closures

Note that the figure for staff affected includes staff who have applied for voluntary redundancy and does not include vacant posts. The final column 'decision route' shows the actual or

proposed responsibility for decision-making – GP standing for General Purposes Committee and DA standing for Delegated Authority.

Proposal	Restructure or unit closure	No. of Staff Affected	Proposed no. of posts in new structure	Status	Decision Route
(A) Administration & Business Support	Restructure	6	3	Proposal approved by General Purposes Committee 15/02/2011	GP
(B) Winding up of BSD BU	Closure	3	0	Proposal approved by General Purposes Committee 22/02/2011	GP
(C) Education ICT	Closure	9	0	Proposal approved by General Purposes Committee 07/02/2011	GP
(D) School Standards & Inclusion	Restructure	45	16	General Purposes Committee on 28/10/2010 agreed to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee. This was done on 4 th February 2011 and the proposal is now being implemented.	DA
(E) SS&I admin and PDC support	Restructure	10	2	Report to be considered by General Purposes Committee 10/03/2011	GP
(F) Youth, Connexions & Participation	Restructure	110	39	Formal consultation with staff and unions began on 11/02/11 and will end on 18/03/11.	GP
(G) Behaviour	Restructure	12	7	Formal consultation with staff and unions began on 26/01/11 and will end on 02/03/11.	DA
(H) Travellers Education	Closure	3	0	Formal consultation with staff and unions began on 20/01/11 and will end on 03/03/11.	DA
(I) After School Childcare	Closure	46	0	Formal consultation with staff and unions began on 07/02/11 and will end on 09/03/11.	GP
(J) Extended Services	Closure	7	0	Formal consultation with staff and unions began on 07/02/11 and will end on 09/03/11.	DA
(K) Vulnerable Young Person's Drugs Worker	Closure	1	0	Formal consultation with staff and unions began on 20/01/11 and will end on 03/03/11.	DA
(L) Pupil & Family Mediation	Closure	1	0	Report to be considered by General Purposes Committee 10/03/2011	GP
(M) Children's Centres	Restructure	TBA	TBA	Formal consultation with staff	GP

Proposal	Restructure or unit closure	No. of Staff Affected	Proposed no. of posts in new structure	Status	Decision Route
				and unions not yet started.	
(N) Central Early Years Service (including Family Information Service)	Restructure	30	15	Formal consultation with staff and unions began on 03/02/11 and will end on 14/03/11.	GP
(O) Children & Families Administration Review	Restructure	67	54	Formal consultation with staff and unions began on 08/02/11 and will end on 08/03/11.	DA

The following paragraphs set out a summary of each of the proposals.

(A) Administration & Business Support

This proposal involves reducing the number of PA posts to senior C&YPS managers from 6 to 3, in line with the reduction in the number of business units. Each postholder will have a designated line manager – the Director of C&YPS or one of the two Deputy Directors – though each can be asked to support any of the Director or Deputy Directors. Postholders will also provide support to designated senior managers.

Implementing this reduced structure will require changes in the ways senior managers work. We will also involve a wider group of administrative support staff in providing telephone and office cover.

The proposal was approved by General Purposes Committee on 15th February 2011.

(B) Winding Up of Business Support & Development Business Unit

This proposal covers the deletion of three management and support posts that result from the closure of the Business Support & Development BU. Two of the posts (Head of Commissioning and Business Support and Head of Administration) are management posts that will no longer be required once the functions they manage are discontinued or moved. The third post, Special Projects Manager, supports the management of the business unit and is currently employed largely on management of a capital-funded project. This capital funding ends at 31 March 2010.

The proposal was approved by General Purposes Committee on 22nd February 2011.

(C) Education ICT

This proposal is for the discontinuation of the Education ICT support team. This team provides a traded ICT support service to schools. It is however also supported by council core funding and also by the Harnessing Technology Grant, which is coming to an end. The most likely outcome of continuing trading is that the service would operate at a substantial loss. Under current circumstances the council cannot bear such a risk. Schools will therefore need to purchase any IT support needed from external providers in future.

The proposal was approved by General Purposes Committee on 7th February 2011.

(D) School Standards & Inclusion (SS&I)

This proposal is for a much reduced School Standards & Inclusion service, in line with the reduction in grant funding for school improvement activity and the change in government policy which shifts responsibility from the Local Authority to schools. The service will focus on delivering the statutory responsibilities of the LA. These include supporting school self-evaluation, monitoring school performance, providing challenge and support in inverse proportion to success, and where necessary intervening in schools causing concern. The service will continue to support school governing bodies and CPD for school staff, albeit with reduced capacity.

An outline proposal was considered by the General Purposes Committee on 28th October 2010. The committee agreed to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service. This was done on 4th February 2011 and the proposal has now been implemented.

(E) SS&I Administration & PDC Support

In line with the proposed reductions in the School Standards & Inclusion service there is a concomitant reduction in staff involved in providing administrative support to this service and supporting the delivery of training at the Professional Development Centre.

This proposal is the subject of a report to the 10th March 2011 meeting of the General Purposes Committee.

(F) Youth, Connexions & Participation

The proposal is to reorganise the council's Youth Service, Connexions, and Children, Young People, Parent & Community Participation Service into a revised structure that will:

- Deliver the statutory responsibilities of the Local Authority
- Prioritise provision for at risk and vulnerable groups
- Meet the needs of the community and the aspirations of young people

The proposal involves a 75% saving to the Youth Service and Connexions budgets. In order to achieve this level of saving, a reduced service based around 3 discrete service areas is proposed:

- A. Service Delivery
- B. Quality Assurance
- C. Citizenship/Involvement of young people

A. Service Delivery

The priority for service delivery will be to target vulnerable groups of young people and, in partnership with the relevant statutory and community organisations to focus on working with young people and families for whom we know that there are enhanced risk factors in place to offer:

- relevant positive activities
- opportunities for accreditation

- information, advice and guidance to inform and enhance life chances
- ongoing assessment and support through key worker/lead professional role

It is proposed that provision will be on offer all year round (not just term time as is currently the situation).

In addition, the proposal for the Children, Young People, Parent & Community Participation Service broadens the scope and remit of web based and/or social network provision to inform and involve more young people and, in particular, ensure that all young people have access to information, advice and guidance.

B. Quality Assurance

The quality assurance remit of the proposed Youth, Participation & Community Service would include:

- Developing, agreeing and monitoring clear quality standards in conjunction with young people
- Addressing professional issues where relevant e.g. supervision
- Training and staff development programmes and monitoring for effectiveness
- Ensuring safeguarding protocols are in place (e.g. CRBs are current and kept up to date, mandatory training programmes are delivered)
- Ensuring tracking systems are in place and maintained to a high standard, providing schools and other agencies with data/information on learning and employment destinations of young people.

C. Citizenship/Involvement of young people

Involving and engaging young people in planning, monitoring and evaluating the delivery and direction of the service is central to the proposal. It is proposed that this would include:

- Establishing systems so that young people are routinely involved in informing strategic and operational decision making
- Liaising with Haringey Council for Voluntary and Community Service (HAVCO) to make sure that there are skilled and trained workers in the voluntary sector
- Ensuring that systems and processes are in place to encourage and record young people's volunteering including offering (accredited) training if appropriate.

Formal consultation with staff and unions began on 11/02/11 and will end on 18/03/11. Given the large number of posts affected and the scale of the proposed reduction in service it is recommended that the decision on the proposal is taken by the General Purposes Committee following the completion of consultation.

(G) Behaviour

It is proposed to delete the Primary Behaviour Support Team, the Secondary Behaviour Support Team, and one Inclusion Manager post and replace them with an integrated Behaviour Intervention Service. The objectives of the restructure are as follows:

- to align the work of the staff onto a continuum of support arrangements for vulnerable pupils, and to move the work in this area forward in terms of outcomes for schools and pupils

- to achieve savings of between £460,000 and £480,000
- to reduce the number of managers in line with council objectives

The proposed restructure involves a reduction in the number of posts from 15 (of which 3 are currently vacant) to 7.

Whilst the requirement to make significant reductions to the C&YPS budget is a key driver for the proposal, the restructure also involves a shift in emphasis for this area of work that will better meet the needs of vulnerable children and young people.

The aim of the team will be to ensure sustained, evidenced based improvement in pupil behaviour. The core work of the team will be to support vulnerable pupils tier 2b and above on the Haringey Continuum of Need and Intervention, and who are at risk of exclusion or subject to exclusion. The team will also provide training to schools on de-escalation and physical control using the Team Teach approach.

Formal consultation with staff and unions began on 26/01/11 and will end on 02/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

(H) Travellers Education

The proposal is to cease the delivery of the Traveller Education Service. This will achieve savings of £148,391 and involve the deletion of three posts.

The remit of Haringey's Traveller Education Service is to work closely with Gypsy, Roma, Traveller (GRT) families and schools to ensure access to education services and raise the achievement of GRT pupils. The team also helps to link new families with GPs and health visitors and sign posting to sex and relationship education advice. Some of the specific work of the team relates to:

- Ensuring that the majority of GRT pupils are correctly ascribed at school level
- Improving attainment and attendance for GRT Pupils aged 5-16 in Haringey Schools
- Supporting families with multiple and complex needs including those known to social care and children who have received a CAF

This service has provided advice, guidance, training and support to children's centres, schools and colleges. Over recent years much good work has been done to equip these settings to meet the needs of Travellers and Gypsy/Roma children. In light of this and, given the need to radically reduce expenditure, it is planned that these settings will in future have the capacity to meet the needs of GRT children from within their own resources.

Formal consultation with staff and unions began on 20/01/11 and will end on 03/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

(I) After School Childcare

After school childcare is provided at a number of primary schools across Haringey. The staff are employed directly by the Council, however the schools play an active role in managing the

provision. The service is one for which parents/carers pay, however it also receives a significant council subsidy (£576,800). The proposal is for the Council to end financial support for this provision and cease the employment of the involved staff.

As part of the mitigating action to ensure that there is continuity of after school child care, meetings have been held with Headteachers at the affected Primary Schools and the Head of Centre at the Triangle Intergenerational Centre with the aim of these settings developing affordable after school child care with no subsidy from the Council. These discussions are ongoing so it is not possible to say at present precisely what the future provision will be, however they are progressing well and we are positive that there will continue to be sufficient provision once the council provision ceases. A transition fund of £27,000 per centre is in place for 2011/12 to support schools in taking on the provision.

Formal consultation with staff and unions began on 07/02/11 and will end on 09/03/11. Given the large number of posts affected and the scale of the proposed reduction in service it is recommended that the decision on the proposal is taken by the General Purposes Committee following the completion of consultation.

(J) Extended Services

The proposal relates to the curtailment of support currently provided by the Council to facilitate the delivery of extended services in Haringey schools. It involves the deletion of the 3 Extended Services Co-ordinator posts, and the Parent Support Adviser team, consisting of 6 posts.

The role of the Extended Services co-ordinators is to support Haringey schools in meeting the extended services 'core offer'. This entails providing childcare before and after school, parenting support, community access to facilities, swift and easy access to additional services, and a varied menu of activities such as study support, play, sport, music, and volunteering. The Parent Support Advisers support the delivery of the 'parenting support' element of the core offer by providing information and advice to parents, family learning activities, parent workshops, 1-1 meetings, and signposting.

These posts are funded by the Extended Service Sustainability (ESS) grant. From 1st April 2011 this funding will be passported directly to schools, therefore the posts are proposed for deletion.

Formal consultation with staff and unions began on 07/02/11 and will end on 09/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

(K) Vulnerable Young Person's Drugs Worker

The proposal is to delete the role of the Vulnerable Young Person's Drugs Worker. This will achieve a saving of £41,000 to the C&YPS budget.

The purpose of this role is to reduce substance misuse among vulnerable young people and enable them to sustain and resume education, training or employment, and improve their personal safety. The worker carries out casework with individual young people, drop-in advice

sessions for young people, awareness-raising sessions for parents/carers and training for school staff.

A new provider, Blenheim CDP, has been commissioned to provide specialist substance misuse services for young people from 1st April 2011. The role of this provider is broader than that of the currently commissioned specialist substance misuse service. In addition to specialist treatment services, the specification for the new service also includes provision of information and advice to young people, parents/carers and professionals. This will mitigate the impact of the loss of the post.

Formal consultation with staff and unions began on 20/01/11 and will end on 03/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

(L) Pupil & Family Mediation

The post of Pupil & Family Mediation Officer is proposed for deletion. This will achieve a saving of £53,000 to the budget of C&YPS.

This service provides mediation and conflict resolution approaches to pupils at risk of exclusion or who have been excluded, their families, and schools. This can involve supporting Managed Moves and Parenting Contracts as strategies to prevent exclusion. The officer also works with parents & community groups to address concerns that might lead to children and young people being excluded from school and with partner agencies to enable parents/ carers to support their children's behaviour, attendance and learning.

It is planned that those aspects of the role perceived to be vital will be carried out by other staff members.

The Inclusion Manager will ensure that children who are at risk of exclusion are identified and supported at school, alternative strategies to exclusion are implemented, and parents are informed and aware of their rights and responsibilities and are aware of partner agencies able to support families.

A Pupil Placement Officer will ensure that parents and children understand exclusion procedures. The primary and secondary pupil support centres will assist with managed moves and support children back into mainstream education after exclusion. Work with families and the wider community will be carried out by the Inclusion Manager and the Pupil Support Centres.

Supporting young people who are at risk of or subject to exclusion will also form part of the core work of the proposed new Behaviour Intervention Service. This will include working in partnership with schools, parents/carers and pupils using a 'team around the child' model.

This proposal is the subject of a report to the 10th March 2011 meeting of the General Purposes Committee.

(M) Children's Centres

The cabinet paper of 8th February sets out proposals for the future delivery of Children's Centre services within the budget constraints resulting from the reductions in funding available to Haringey for 2011/12 and future years. The thrust of the proposals is to reconfigure services to ensure that children living in the 0-30% most deprived super output areas can continue access the full range of children's centre services.

These proposals need further detailed work, and will also go out to extensive public consultation, hence a final restructuring proposal is still some way off at the time of writing.

(N) Central Early Years Service

The proposal is to create a single Early Years service to deliver the statutory duties of the Local Authority and ensure high quality Early Years provision and services for families. Currently this work is spread across three separate service areas: Children's Centre Strategy, Early Years Quality & Inclusion and the Family Information Service. The proposal involves a reduction in the number of staff from 30 to 15 and will achieve a saving in the region of £1.2 million.

A smaller more co-ordinated team will be created where greater integration of the work and more flexible working is possible across the team. The smaller team will take forward the work of ensuring that there is sufficient good quality childcare and early education for all children 0-5 years old while providing education places for vulnerable 2 year olds and targeted support and intervention for those families most in need through the work of the children's centre programme with information and advice for parents.

The work of the Family Information Service will be taken forward as part of the role of the new Information and Data Management post, alongside SENCOs and the outreach workers within the children's centres. While this may mean that the current level of service cannot be maintained the LA will continue to provide parents with information about childcare within the local area and support those parents of children with SEN or disabilities.

The work of the central childminding team will also need to be shared more flexibly. The one remaining post will need to be more focused on ensuring that recruitment, training and support is available and that the LA is informed of the quality of childminding. The Advisory Teachers, SENCOs and children's centres will be expected to work with childminders to support and train them.

Formal consultation with staff and unions began on 03/02/11 and will end on 14/03/11. Given the large number of posts affected and the scale of the proposed reduction in service it is recommended that the decision on the proposal is taken by the General Purposes Committee following the completion of consultation.

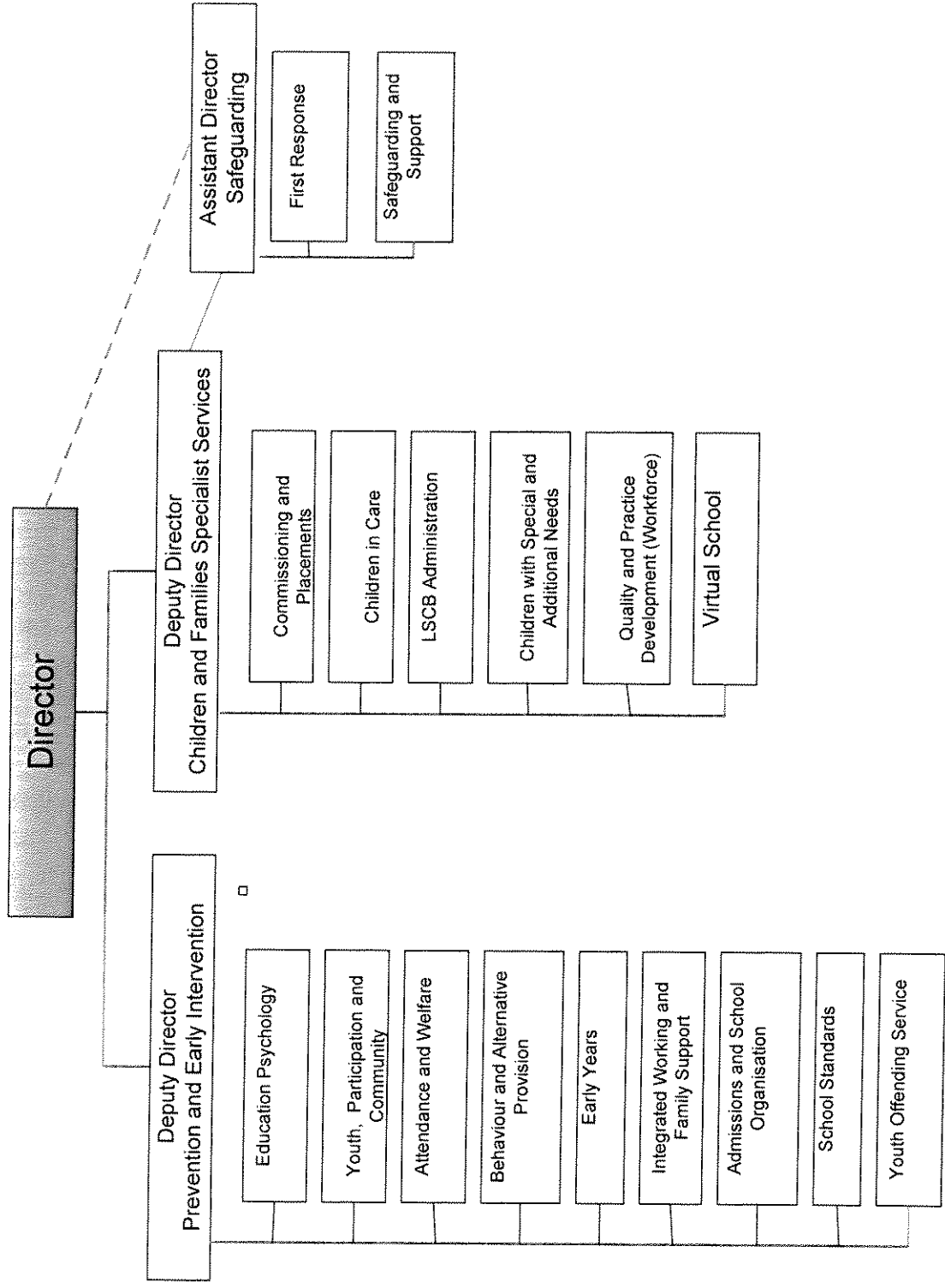
(O) Children & Families Administration Review

The proposal is to reorganise the administrative and finance support to the Children & Families business unit. This is being undertaken in order to make the significant savings required to C&YPS budget whilst prioritising resources on the front-line delivery of services to vulnerable children and their families.

The proposal involves the creation of a centralised Finance Team so that duplication of effort and overlapping processes can be eliminated; and compliance, adherence and commitment to financial processes can be achieved. The model for the administrative service involves four streams of work (screening, business support, operational support and panel and conference support), each with a systems support officer to ensure processes are effective and efficient.

Formal consultation with staff and unions began on 08/02/11 and will end on 08/03/11. It is recommended that the General Purposes Committee agree to delegate the authority to sign off the proposal following the completion of formal consultation to the Director of the Children & Young People's Service in consultation with the Chair of the General Purposes Committee.

Children and Young People's Service



Prevention and Early Intervention

