

THE EXECUTIVE

Tuesday, 11 October 2005

Agenda Item 6. Formation of a Children's Services Department and Principles for Reshaping the Council's Organisational Structure by 1 April 2006 (Pages 1 - 63)

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11 OCTOBER 2005

REPORT OF THE CHIEF EXECUTIVE

This report is submitted under Agenda Item 6. The Chair will be asked to decide if it can be considered at the meeting under the provisions of Section 100B(4)(b) of the Local Government Act 1972 as a matter of urgency so as not to delay the implementation of new corporate organisational proposals.

Formation of a Children's Services Department and Principles for Reshaping the Council's Organisational Structure by 1 April 2006	For Decision
<p>Summary:</p> <p>This report proposes the formation of a new department in line with the requirements of the Children Act 2004. It sets out the proposed senior management structure for consultation with affected officers, and gives the Chief Executive's timetable for formation of the new departmental management board (DMB) for Children's Services in the run up to full implementation on 1 April 2006. It is important to stress that the new department is not a matter of just moving sections from the present structure but in part requires integration/creation of new services for a shadow Director and management team to implement over the remainder of the current financial year.</p> <p>The creation of Children's Services will, of necessity, require a new Council-wide structure. Again, this is more than just relocating the services that fall out of the reorganisation of DEAL and Social Services departments, but rather will be an opportunity for a full review that will sustain service and partnership improvements over the next 3-5 years across a range of priorities. This report sets out the proposed principles that will apply to the redesign of the new organisational structure for a full report that will follow in late November, again for implementation on 1 April 2006.</p> <p>Operationally it will take longer to establish the new Children's Services department than relocate services in a Council-wide reorganisation, which is the reason that the process is being handled in two stages: first establishment of a new children's structure to make key appointments now to plan/implement the detail of the new department; and secondly bring forward proposals in relation to all other Council services in late November.</p> <p>Wards Affected: The proposals do not affect any wards specifically, but by their nature affect all wards.</p>	
<p>Implications:</p> <p>Financial: This report primarily deals with JNC posts, where the number of new JNC/equivalent posts compared to the present arrangements will reduce. These proposals will therefore be at least cost neutral, and the likely outcome is savings in senior management costs. This will be carried forward to the next reorganisation report which will deal with the totality of new and old structures. The Chief Executive's indication is that on the grounds of efficiency the number of JNC posts is likely to reduce overall, as evidenced by this report.</p>	

These proposals will lead to reshaping the present departmental budget holder accountabilities of departments, for which detailed work is required between now and implementation to avoid lack of clarity for the new department/s.

Legal: The main legal consideration is that the present statutory posts of chief education officer and director of social services will be abolished under these proposals on 31 March 2006 and replaced by new statutory posts. It is proposed that the new children's service post is designated **Corporate Director of Children's Services**, for the reasons set out in this report; whilst the fuller reorganisation paper will propose a similar designation for the new statutory adult services post and other chief officer positions.

Risk Management: The primary risk to the organisation during a period of restructuring is that managers and staff take their eye off performance management and budgetary control. The Chief Executive has written to all staff to communicate that these proposals will be the subject of consultation with an intention for good practice during implementation. Also, by transparently setting out the principles of the main reorganisation, it is intended that the whole organisation is aware of the main considerations at the earliest opportunity.

Secondly, the new arrangements for Children's Services, and the other new departments that will follow, are a carefully balanced exercise of ensuring strategic and operational responsibilities; and it is important to ensure that any one department is not over- or under-weight in terms of responsibilities. There are inevitably competing synergies, where a particular service can be located with 'x' to achieve closer working in one direction or with 'y' to achieve closer working in another direction. The aim of the new corporate structure will be to ensure joined up leadership of services regardless of organisational location, by ensuring the breaking down of silos; but also to ensure that the new departments all have full roles that complement each other. This will mean some disappointment that certain services are not located in the new Children's Services Department, and vice-versa, but it is important that the Chief Executive's proposals are considered in their totality for the reasons set out above and in keeping with the principles for reorganisation set out in this report.

Business as usual needs to be maintained, in order to ensure the Council's duties to children continue to be delivered and children are not placed at risk.

Crime and Disorder: Proposals in relation to Crime Reduction services are set out briefly in this report; and covered in a separate report for Member consideration.

Recommendations

The Executive is asked to agree:

1. The formation of a Children's Services Department with effect from 1 April 2006 in line with the requirements of the Children Act 2004.
2. Subject to consultation with affected officers, the Chief Executive implements the proposed senior management structure at first, second, and third tiers, including a new chief officer post of Corporate Director of Children's Services.
3. Adoption of the proposed JNC grades for first/second tier posts as set out in the report using the existing grading system/levels operating in the Council from the time

of the last JNC review (2002/3).

4. Any minor changes to line responsibilities and designations, in the light of consultation, for the Children's Services structure are delegated to the Chief Executive.
5. The principles set out in section 5 of this report are adopted by the Chief Executive in bringing forward recommendations for late November for a new Council-wide organisational structure.

The Executive is asked to note:

6. The Chief Executive will carry out an assimilation exercise whereby ringfenced JNC officers will be interviewed by the Member Appointments Panel;
7. Consultation and ringfencing for third tier (Group Manager) posts will be carried out in accordance with HR procedures.
8. Children's Services posts where no ringfencing applies, or where no appointment is made following ringfencing, will be externally advertised for which an indicative timetable is provided in this report.
9. Appointments to JNC posts in Children's Services will be made as soon as possible in order that a shadow Departmental Management Board is established at the earliest opportunity to implement procedures, protocols, and systems required; as well as deal with slotting-in, ringfencing and appointment processes for the third (Group Manager) tier.
10. That all posts currently placed on the Soulbury grade at second/third tier level will in future be assessed as LSMR.
11. Detailed proposals for the operation of a Children's Trust will be made to the Executive before 1 April 2006.
12. Progress on key operational developments, such as Information Sharing and Assessment (ISA) cross-agency training to promote the safeguarding of children, and a workforce development strategy will be reported to the Executive in December 2005.
13. The Director of Finance will carry out a detailed exercise to disaggregate existing budget holder accountabilities to set up new departmental budgets for 1 April 2006.

Reason(s)

It is a statutory requirement to establish new arrangements. Also, through community priorities, established in partnership with our local strategic partnership and the Council's own corporate priorities, placing the interests of children at the heart of policy planning and delivery is a key aspiration of the Council. It is advised by officers that the new arrangements will lead to better joined up strategies and intervention to promote better outcomes for the borough's children.

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1. Background – Summary of the Present & Proposed Structure

- 1.1 The present organisational structure of the Council is based around a Social Services department (headed by the director of social services, which is a statutory appointment in that the Council must appoint to such a post) and the Education,

Arts and Libraries department (DEAL), again headed by a statutory chief education officer.

1.2 In summary the 11 senior posts are

Director of Education, Arts and Libraries

Head of Learning & Cultural Services
Head of Early Years & Childcare
Head of Social Inclusion & Psychology
Head of Policy & Management Services
Head of Lifelong Learning

Director of Social Services

Head of Children & Families
Head of Performance & Strategy
Head of Older People's Services
Head of Adult Services

1.3 The present organisational structure is given as an appendix to this report (as part of the consultant's detailed report). For the above, 4 of the 11 posts - that is a director post and two head of service posts relating to adult social services and one head of service post relating to lifelong learning - will be the subject of recommendations in late November for a council-wide restructure.

1.4 In relation to the 7 posts that relate to children's services in the present arrangements, it is proposed that a new department is formed with the following 6 senior posts comprising one director and 5 heads of service.

Corporate Director of Children's Services

Head of Integrated Services & Engagement
Head of Pupil & Family Support
Head of Quality & Learning
Head of Policy, Performance & Support
Divisional Director of Safeguarding & Rights

1.5 The proposed organisational structure is also given as an appendix to this report (as part of the consultant's detailed report); for comparison to the existing structure.

1.6 One head of service post with responsibility for children's social services, and specifically the protection of children at risk, will be termed 'Divisional Director' in order to ensure strong professional responsibility within the new integrated children's arrangements. This is important to establish in consideration of the Laming Report, and the post will maintain a dotted line to the Chief Executive and accountability to Members in line with Lord Laming's recommendations that strong governance arrangements must be in place for this role.

2. Background – Policy Context

2.1 The main points to draw to Members' attention are that there is a new statutory duty on the Council to appoint both a director of children services and lead elected member, as well as form a children services department. The proposals set out in this report are designed to put us in the best position possible to respond to other

aspects of the Act, which include the formation of a local 'Children's Trust' that addresses integrated governance, strategies, processes, front line delivery through commissioning, as well as coordinated staff development.

- 2.2 In detail, the Children Act 2004 established a new entity named the Children Services Authority. The Act requires every top-tier or unitary local authority in England to appoint a director of children's services (DCS) and to designate a lead member for children's services (LM).
- 2.3 The DCS will be professionally accountable for the delivery of authorities' education and social services functions for children, and any health functions for children delegated to the authority by an NHS body. The DCS, together with the Chief Executive and LM have a key role in driving wider partnership working to integrate and transform services. The LM will exercise local political accountability for the same range of services as the director, and is expected to take a particular role in safeguarding. This guidance, which accompanies sections 18 and 19 of the Act, emphasises the key leadership roles of the director of children's services and lead member for children's services, both within the local authority and in building the children's trusts partnership.
- 2.4 The Act allows authorities flexibility over the organisational arrangements it makes below the DCS and LM. There is also flexibility over the timescale for DCS and LM appointments. This will enable authorities to tailor their structures to meet local challenges and circumstances, and dovetail appointments with local organisational and staff changes. It is expected however, that most authorities will have a DCS and LM in place by 2006, and all by 2008. Members are already briefed that the recent inspection of children's social services for our authority recommended that arrangements for integrated children's services should be accelerated; and the Council's response/action plan set out timescales for bringing this report to the Executive.
- 2.5 A number of authorities have appointed a DCS and/or designated a lead member. A recent survey by the Improvement and Development Agency (IDeA) indicates that around 60% of authorities expect to have a DCS and LM in place by late 2005. Barking & Dagenham has already complied on the latter point.
- 2.6 The Act placed a new legal duty to co-operate on all statutory agencies that deliver services to children with effect from April 2005. The Act specifically stipulates that partnership arrangements must be established to assess, plan and commission services that deliver better outcomes to children.
- 2.7 The intention of 'Every Child Matters' (that is the policy that drove the changes brought about by the Act) is to improve outcomes for children and narrow the gap in outcomes between those who do well and those who do not. The five outcomes for children and young people are given legal force in the Children Act 2004. Central to this programme is the need for change. The outcomes are inter-dependent, and show the important relationship between educational achievement and well being. Children and young people learn and thrive when they are healthy, safeguarded from harm, and engaged. The 5 outcomes are:
 - Be healthy
 - Stay safe

- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

- 2.8 The five outcomes are universal ambitions for every child and young person, whatever their background or circumstances. Improving outcomes for all children and young people underpins all of the development and work within children's trusts.
- 2.9 The Government is focusing particularly on improving outcomes for looked-after children and children with special educational needs and disabilities, and on reducing the incidence of teenage pregnancy and the number of young people not in education, employment or training.
- 2.10 The Government recognises the crucial role of parents, carers and families in improving outcomes for children and young people and the need to provide support for parents, carers and families in order for them to do so. The Government also recognises the important role of the local community.
- 2.11 To ensure that local children's services reflect the needs of children and young people, local authorities and partners need to ensure there is a good level of participation of children and young people in the design and delivery of services.

3. Process & Recommendations of Review

- 3.1 On joining the authority on 17 January 2005 the Chief Executive established an early priority of creating a Children's Service department. For reference the briefing paper from that time is given as **Appendix 1**.
- 3.2 In order to take this forward, new arrangements were established at Member level by the Leader of the Council for a Cabinet Member for Children's Services with effect from May 2005. Also new arrangements were made by the Chief Executive for a Children's Services Strategy Board (CSSB) of partners which reports both to the Council and the Local Strategic Partnership (LSP) and an executive/implementation group including the Director of Education, Arts & Libraries (EAL), Director of Social Services and Chief Executive of the Primary Care Trust (PCT).
- 3.3 As well as the appointment of a dedicated project manager, who has worked extensively with Council departments and partners, the Chief Executive appointed Stanton Marris, an organisational development practice experienced in local government, to interview stakeholders and benchmark other local authorities, to bring forward proposals for the organisational arrangements for a new Children's Services Department. Their final recommendations, following discussion on draft proposals with the Chief Executive, Director of EAL, Director of Social Services, Leader of the Council and Cabinet Member for Children's Services are attached as **Appendix 2**.
- 3.4 Some points of detail to draw to Executive's attention are:
- 3.4.1 Although not affecting the scope of remuneration or chief officers, the term 'Corporate Director' is recommended by the Chief Executive as new posts

are created/replaced to signify the shift toward joined up delivery between departments through shared managerial leadership at the Corporate Management Team (CMT).

- 3.4.2 As well as showing the detail of the existing Group Manager positions, Appendix 2 sets out recommendations in relation to the structure of Group Manager posts in each new division. These proposals will be consulted on with affected managers, and may involve some adjustments by the Chief Executive and Corporate Director of Children's Services (Designate) in the light of comments received. Every effort has been made to both ensure that the new opportunities of a Children's Services Department are optimised through integration of legacy responsibilities from EAL and Social Services, whilst also seeking to maintain strong professional disciplines are in place as appropriate.
- 3.4.3 The new director and department will co-ordinate the operation of a **Children's Trust**. This body will be charged with ensuring that all partners - council services, health services, the police and other public sector agencies such as the probation service - commission services in Barking and Dagenham in an integrated way to meet the agreed objectives. The Trust's operation therefore will be wider than commissioning services in the Children's Services Department, and budgets relating to children from other Council services and our partners will be discussed, planned and monitored. In this respect the term 'Trust' used by legislation for children's services is not a stand alone legal body, but rather is a partnership body that must be established by statute. Clearly detailed proposals about the operation of the Trust, when developed, will be brought forward for consideration by the Executive
- 3.4.4 Also, under the reviews of NHS services taking place, the arrangements to support a Trust will need to ensure capacity to undergo change to the Council's commissioning and delivery roles if needed. As covered in relation to Adult Services (see 5.3 below) any transfer of responsibility to the Council should be seen as an integrated children's issue for our new structure and not simply a health dimension that is added at a later date.
- 3.4.5 The Chief Executive's review, supported by Stanton Marris and the CSSB executive group, also considered whether any services beyond those required by the Children Act 2004 should be located in the new Children's Services Department. Some care is needed here in that although some other synergies can perhaps be made by locating additional roles, the new department will clearly be very large and we must ensure that its strategic and operational remit do not become so large that the focus on children is weakened. In terms of specific items explored, the following conclusions underpin the recommendations of this report:
- The Youth Offender Team (YOT) and Drug Action and Treatment Team (DAAT) are not placed in the Children's Services Department because a review jointly sponsored by the Council and Government Office for London (GOL) has shown that bringing together services that deal with prevention and crime reduction will bring better focus. Specific proposals are being brought forward on this under separate cover.

- Arts, Heritage & Libraries are best located elsewhere in terms of organisational arrangements owing to the issue of scale of the Children's Services Department. There are several options in terms of bringing new benefits for these services from relocation which will be covered in the forthcoming full review of the Council's structure.
- Employment skills, adult learning & lifelong learning are not included in the new Department because of strong synergies with other key policy/service areas, and the need to ensure balance in scale between the new departments. Members will see that 14-19 strategy is included in the remit of the new Head of Quality & Standards; but at this stage – pending the wider review of departments – it is likely that the wider skills and adult learning capacity will be located in other department/s.
- Within the new Quality & Learning Division the role of dealing with complaints will be a slimmer departmental function than at present. Proposals are being brought forward for Stage 1 complaints to continue to be handled by local managers/departments, but Stage 2 complaints (dealt with at head of service/director level) would in future be supported by a central team. This is planned in order to resolve matters more quickly, and reduce the number of complaints progressing to stage 3.

3.4.6 Clearly however, it is vital that the 'corporate working' theme of the new arrangement are maximised to the full, and that strong working and professional relationships are established and maintained between these areas and the new Children's Services department.

3.5 The specific draft job profiles of the new JNC posts are attached as **Appendix 3**. In order that posts may be filled, these have been evaluated by the Head of Human Resources in consultation with Hay who carried out the last council-wide review of senior posts. These posts have therefore been evaluated so as to be consistent with the existing grade structure. The new Director post is proposed at our existing chief officer level, and the Head of Service posts are recommended for Executive approval as the following spinal column points ('scp'):

Head of Integrated Services & Engagement – Level 7
 Head of Pupil & Family Support – Level 7
 Head of Quality & Learning – Level 6
 Head of Policy, Performance & Support – Level 6
 Divisional Director Safeguarding & Rights – Level 5

3.6 These grades will be in place until such time as all JNC grades are next reviewed.

3.7 Finally, two posts in the present DEAL structure are virtually equivalent to JNC (by means of being evaluated on the Soulbury scale etc). In terms of the new Children's Services structure, grading will be standardised across the new department, and the council, at third tier by using the LSMR structure for all third tier posts.

4. Implementation

4.1 This report will be copied to affected officers and trades unions following Members' consideration at this committee. Further and ongoing staff briefings will occur for staff transferring to Children's Services next April. Provisional timescales for implementation of the new senior structure are:

- **Close consultation on JNC and Group Manager posts** – end October 2005
- **Appointments to Corporate Director and ringfenced Head of Service posts** – early November 2005
- **Advertise JNC posts** – early November 2005
- **Complete appointments to JNC posts** – early January 2006
- **Appointments to ringfenced Group Manager posts** – late November 2005
- **Advertise Group Manager posts** – late December 2005
- **Complete appointments to Group Manager posts** – late February/early March 2006
- **All staff briefing by Chief Executive** – mid March
- **Effective date of new structure** – 1 April 2006
- **Review by new Departmental Management Board (DMB) of groups/teams transferred from old structure to new department** – April/May 2006
- **Consultation on any individual restructures that follow** – June 2006

4.2 This report has dealt with organisational arrangements, but there are several key developments beyond this to ensure a successful outcome.

- In particular a key requirement is for information sharing and assessment between agencies, as well as the operation of protocols for training front-line staff across partner agencies on safeguarding issues. Officers are exploring best practice from the national pilot authorities to bring forward proposals for Barking and Dagenham, and will shortly present a progress report to the Executive in relation to the developments required.
- Secondly we must develop a workforce strategy in relation to children's services – where there are key national and regional difficulties of recruitment in social service, education and health disciplines – and work is already underway to being forward development work as part of our integrated children's plan for submission to central government by 31 March 2006.

5. Council-Wide Reorganisation

5.1 The Chief Executive has widely briefed that proposals will be brought forward to reorganise the Council in the light of the formation of a Children's Services Department; and that this is an opportunity to consider the key organisational priorities for the next 3-4 years. Priorities do change from time to time – a decade ago structures were driven by Compulsory Competitive Tendering (CCT), for example with client/contractor splits, whilst over the last 5 years new governance arrangements for Council's drove organisational review.

5.2 In reviewing the present structure, the Chief Executive proposes the following drivers/aspirations are used to determine the new structure that will be developed over the next few months:

- achieving better outcomes for children and young people through integration of children's services (as covered by this report);
- improving customer services by ensuring that key front-line services are less silo-based, and ensuring better joined up operations to maintain an outstanding public realm within the borough. Our customer services should act as

champions for the public and ensure that they maximise their use of Council services and broader support/welfare available;

- delivering physical and economic regeneration & development through major housing, transport and other developments, whilst also ensuring that the opportunities for skills, employment, arts and heritage are maximised by the opportunities of the Thames Gateway and London 2012;
- promoting independent living and development opportunities for all adult residents of the borough - such as older residents, people in need of care and support, and our more vulnerable citizens - through strong partnership working and highly effective adult & community services.
- an effective centre that supports the role of Members to provide strategic and community leadership; as well as directors and heads of service to constructively challenge service provision with well planned strategies for improvement and inspection outcomes to meet our ambition to be evaluated as 'excellent' by 2008. The strategic centre of the organisation needs to better co-ordinate service planning, policy development and performance improvements across the Council.

- 5.3 In relation to the theme of promoting independent living through improved adult & community services, the Chief Executive will consult with the Strategic Health Authority so that our new arrangements are future-proofed for any changes that occur in relation to proposed changes to the National Health Services (NHS) and its interface with local authorities in terms of both commissioning and delivery roles. If any service delivery is transferred from health partners to the Council, we need to ensure appropriate arrangements are in place to host this in a new joined up way that benefits all staff/professions concerned, and avoid 'bolt on' solutions that miss the opportunities that may arise.
- 5.4 In relation to the priority of improved customer services given above, it is important to plan not only for better call-centre and face-to-face services, but also the likely increased demand for on-line services over the next 5 years.
- 5.5 Support roles – such as legal, finance, HR, communication, asset & capital management, ICT and policy & performance are presently carried out to varying degrees both in service departments and the centre (Corporate Strategy and Finance departments). In order to be cost effective it is important that we strike the right balance between economies of scale and proximity to front-line services.
- 5.6 If the right balance is not reached additional cost and varying practice across the Council can develop as departments duplicate central support roles. The premise being used for the forthcoming organisational review is that support roles will be centrally managed in order to ensure consistency and efficiency. However, delivery/physical location of support services is sometimes better placed near to service delivery, but not to the extent that every department needs their own finance unit, HR unit, or premises staff etc. The option being explored for recommendations to be brought forward is that departments will share local support staff, that are centrally managed, on a 'service partner' model.
- 5.7 For the Children's Services Department, Members will see that a Group Manager for the department's support and administration is proposed in the Policy, Performance & Support Division. The manager will lead support services – such as data control of local education/social service ICT systems – that will not be centrally

managed under the new model being developed for support services. At this stage it is likely that the integrated social services system (SWIFT) that serves both adults' and children's work, will be managed in the Children's Services Department.

- 5.8 Similarly the two posts (that of Group Manager for Children's Trust & Policy; as well as Group Manager for Performance, Management Information and Planning) also located in the new Policy, Performance and Support Division will maintain the status quo until the wider organisational review considers the interface between the strategic centre and service departments on these roles. The efficiency reviews that will take place will seek to reduce overheads wherever possible.
- 5.9 Finally, the Chief Executive will consider arrangements for the other two service areas (beyond safeguarding children) where central government expects through regulation and/or inspection his personal attention, namely: emergency planning; and the operation of the crime and disorder partnership.
- 5.10 The indicative timetable for Council wide reorganisation is:
- Draft proposals circulated to affected officers and trades unions in early November 2006 for consultation.
 - Report to Executive for finalisation of proposals on 29 November 2006.
 - **Close consultation on JNC and Group Manager posts** – end December 2006
 - **Appointments to Corporate Directors and ringfenced Head of Service posts** – early January 2006
 - **Advertise JNC posts** – early January 2006
 - **Complete appointments to JNC posts** – mid February 2006
 - **Appointments to ringfenced Group Manager posts** – late January 2006.
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 - **All staff briefing by Chief Executive** – mid March
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 - **Consultation on any individual restructures that follow** – June 2006

6. Conclusion

- 6.1 Organisational change is a unsettling experience for staff, and the Chief Executive and CMT are making every effort to brief colleagues that until these proposals reach implementation, it is 'business as usual' and it is important to maintain the progress being made on service improvements.
- 6.2 Every effort will be made to communicate early and regularly with affected staff in order to ensure proper communication.
- 6.3 Although the requirements of the Children Act 2004 present an opportunity to create an exciting new Children's Services Department as well as other reshaped departments that bring together teams to deliver better joined up services than the

present structure, for many staff their jobs will remain as now in terms of role and team, and so it is important that undue alarm is not experienced.

- 6.4 For managers and staff who experience more material change in their roles, every effort will be made to deal with this fairly and effectively. Members will know that in the run up to Investors in People (IIP) accreditation we are producing regular all-staff briefings, and in keeping with this communications and HR staff are formulating internal communication plans for discussion with trades unions and reporting to Members.
- 6.5 By setting out for approval in this paper the aspirations of the wider restructure it is intended to allay fears, as well as ensure that the exercise is well thought through and the changes put in place do not require significant alteration for 3-5 years.

Background Papers Used in the Preparation of the Report:

- Children Act, 2004
- Appendices

Consultees

- Leader of the Council
- Cabinet Member for Children's Services
- Director of EAL
- Interim Director of Social Services
- Director of Finance
- Solicitor to the Council
- Head of Human Resources
- Corporate Management Team
- Chief Executive, B&D PCT

Briefing Paper for:	Senior Managers and Members,
Re:	<i>Implementing the Children Act 2004.</i>
Author:	Rob Whiteman,

Introduction

1. A joint paper from the Director of Social Services and Director of Education, Arts & Libraries to the Executive of 11th May 2004 set out our approach to responding to the (then) Children Bill. The report highlighted a number of actions to be put in place before the children's inspection (that is now about to commence) of January 2005. Since the report to the Executive, the Bill has now been enacted and received royal assent in November 2004.
2. Many of the actions approved in the May 2004 Executive report were given specific timescales, but at that stage the issue of unifying children's services, under a single director post, was given a wide timescale of 2006 to 2008. This short paper deals with this structural issue in greater detail in the light of recent draft regulations, and sets out more specific timescales for us to review the position.
3. Also, a purpose of this paper is to confirm for colleagues the strategy set out during my recruitment process, when I advised Members that I would not wish to restructure the authority in 2005 – my first year here – for several reasons: the organisation is making good progress; the present structure is only a few years in place; and other drivers may in time emerge toward any future organisational design - in other words there may be other organisational factors to take into account than those resulting from the Children Act.

Actions Approved in May 2005

4. Work programmes were set out as follows:
 - To meet the duty for agencies and council departments to cooperate around children's outcomes through appropriate partnership arrangements, which will then enable a Children's Trust approach to be implemented in the period 2006 to 2008.
 - By April 2005, establish a Local Safeguarding Board to replace the Area Child Protection Committee.
 - To learn from pilot authorities and develop a local strategy for information sharing between departments and agencies in support of better outcomes for children in Barking & Dagenham.
 - Extending the remit of the education inspection service, as well as other measures to ensure better working on the ground between education, social worker and other agency practitioners,
 - Improve the education outcomes for Looked After Children,
 - Strengthen the arrangements for private fostering arrangements,
 - Consider the lead Member arrangements for children's services as required by the legislation,
 - Maintain the present responsibilities of the directors of social services and education prior to the creation of a director of children's services in the transition period between now and 2006-2008.
5. The Council has made much progress with these actions, as will be reported/discussed in detail during the inspection now taking place. The progress against these items is therefore not covered in this note.
6. In summary, these actions were intended to both ensure a prompt start to Barking & Dagenham's response to the Act, as well as consolidate the progress being made in these services before future organisational change is implemented.

Draft Guidance on the Role of Director of Children's Services and Lead Member for Children's Services.

7. Councils received draft guidance on these matters in late 2004, which will be finalised in the form of regulations to be issued in February 2005.
8. Eventually, and after discussions at national level between the Department for Education & Skills (DfES) and Department of Health (DoH), the Act made provision for the appointment of both a Director of Children's Services and a Director of Adult Services. This replaces the current requirement for the Council to appoint both a Chief Education Officer and a Director of Social Services. Matters relating to the role of Director of Adult Services will now be worked up by the DoH during 2005.
9. The Director of Children's Services will be appointed in each relevant local authority to perform children's social services functions as well as the functions of the Chief Education Officer. The functions of the Children's Director will include: functions in relation to children leaving care; co-operation to improve wellbeing; steering working between agencies; arrangements to safeguard and promote welfare; any functions delegated to the Council by an NHS body, so far as relating to children; ensuring attendance at schools; stretching national education standards; and any other functions prescribed by the Secretary of State. The Council may include in the remit of the Director of Children's Services such additional functions as it considers appropriate.
10. There are also provisions in the Act for two or more authorities to appoint jointly a Director of Children's Services.
11. Since the time of the May report to the Executive, developments have also taken place with regard to adult social services. Section 6 of the Local Authority Social Services Act 1970 is amended to require a local authority to also appoint a Director of Adult Services. Draft guidance on the functions of the Director of Adult Services is yet to be issued.
12. Section 2 of the Local Government and Housing Act 1989 is amended to provide that both the Director of Children's Services and the Director of Adult Services will be "statutory chief officer" posts.
13. In terms of support for change, ten Regional Change Advisors have been appointed jointly by the DfES and the DOH. They are based in regional Government offices and are working with advisers from DfES and the Commission of Social Care Inspection (CSCI) to support local authorities in planning and implementing change. Clearly for Barking & Dagenham, the inspection of the Council's Children's Services that is to now take place will provide the inspectors and the Government Office with an indication of how the requirements of the Act are being met by the Council.

Options for Barking & Dagenham

14. Theoretically, there are several options for the Council in structural terms and with regard to timescales.
15. The Act deals with the creation of the director arrangements but does not prescribe, at this stage, that departmental management arrangements must follow. Also the director of children's services may have a broader remit than simply education and social services in relation to children. Conceivably therefore departmental arrangements could remain largely unchanged, but a matrix arrangement made in relation to new professional lead posts on children and adults. Because it will not be prescribed that the director of children's services must be a qualified social worker or teacher, this statutory post could perhaps be held under a matrix arrangement by directors of education, social services, other post-holders or chief executives?
16. However, such arrangements are unlikely: first the usual form of management here is not a matrix style – chief officers are expected to manage the areas for which they are professionally responsible; and secondly it is clearly the intention of the Act that directors

of adult services and children's services will replace the present statutory posts of director of social services and chief education officer.

17. Although we will review all options in due course, the position assumed by the Act and guidance is clearly that we will restructure to form a children's services department headed by a director of children's services. Unless there is good reason to do otherwise, brought out by a local review, my advice is that this is the most likely outcome in terms of future recommendations for the authority. When guidance follows, it is likely that similar arrangements will be expected for adult services.
18. In relation to timescales, we must implement these changes by 2008, but the Government expects most authorities to make these changes in 2006. For Barking & Dagenham there is an important balance to achieve:
 - On the one hand our strategy is to consolidate present service improvements taking place before implementing structural change; which also gives us the opportunity to concentrate on integration at front-line service level by means of better partnership/joined up arrangements. Both the social services department and the education, arts and libraries department have strong management arrangements that focus on improved outcomes, and so the strategy has been to not restructure these services lightly or too quickly.
 - On the other hand, and given the passage of time since last May, driving forward joined up services for children between departments may benefit from new structural arrangements, including that of a dedicated director to that role. In terms of risk management we would not wish to make such arrangements too late for two reasons: first, we must also move to a 'trust' arrangement during 2006 to 2008 so should settle our own structural issues earlier; and secondly as other boroughs also implement these changes, and create new posts, we would not wish to lose valued officers.
19. My own view is that there are risks when we implement these proposals. Whilst service and data integration for children is a correct priority to be set, this will not culturally be achieved by new structural arrangements alone. The focus on structures could potentially mean that real joined up working at the front-line is not achieved as quickly. Moreover, there are different emphases and priorities at times between social work and education perspectives, which at present are resolved through compromise between services. Many councils across local government have expressed a wish to ensure that children's social services are not subsumed by new arrangements so as to increase risks to properly safeguarding children.
20. Of course, we must also be careful that under future arrangements the achievement and school improvement agenda maintains focus when integrated into new structures with the protection and health of children and young people.
21. However, we must also reflect that across local government the present system has not always worked without fault, and now that the Act has been finalised, my recommendation is that our job is to implement the benefits, and manage out the risks, as well as possible. At this stage, another year (2005) with our present work programmes should see real progress within our children's social work and education services; and so unless the position changes, we should aim to implement these changes in line with the majority in 2006 rather than plan to potentially leave this for 2007/2008.
22. In the coming couple of weeks we will also discuss with elected Members and key partners, such as the PCT and police, how best we tweak the effective joint working and discussion already in place to work through options on future partnership architecture and commissioning arrangements. For example, the Children's Services Strategy Group (CSSG) jointly chaired by Roger Luxton and Julia Ross needs a governance mechanism to formally report progress to Members as well as partners.

Conclusion

23. I hope this note provides certainty that there will be no restructure within the Council for the next year (2005), so that over the coming year we ensure our priority remains improving services to children within our present departments, as well as engendering joined up working arrangements between our present departments and other agencies.
24. However, it is also the case that we would best not leave making changes until 2008. My intention is to review this with colleagues in January 2006 for implementation during the ensuing year.
25. This will necessitate looking at all Council departments, rather than two large departments in isolation – and we will need to check that a new 2006+ structure works well in terms of several policy and service drivers – for example children’s services, adult services, customer services, regeneration, housing stock options, cleaner greener & safer, and social inclusion etc.
26. Finally, by giving this early indication it signals the opportunity for consultation and debate at the appropriate time with managers, staff and partners before formal proposals are made to Members. This will be one of the messages given in my introductory presentations across the Council over the next few weeks; which I hope this paper usefully complements.

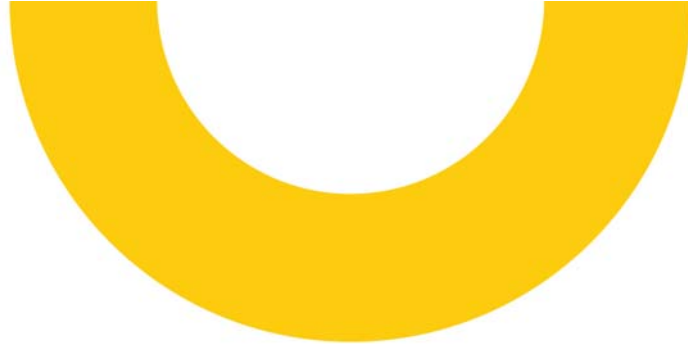
Rob Whiteman,
Chief Executive,

17th January 2005

stanton
marris

Organising for Children's Services

September 2005



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Introduction

- This presentation contains our proposals for the organisation of a Directorate for Children's Services in the London Borough of Barking and Dagenham (as required by the Children Act to be in place by 1st April 2006) covering the top tiers of the organisation structure.
- It also contains our recommendations on moves towards a Children's Trust (as required under the Act to be established by 2008).
- These recommendations have been formed on the basis of our experience in organisation design and our knowledge of other authorities' changes in this area. They have been strongly informed by interviews and discussions with many internal and external stakeholders (the list is at Annex 1).

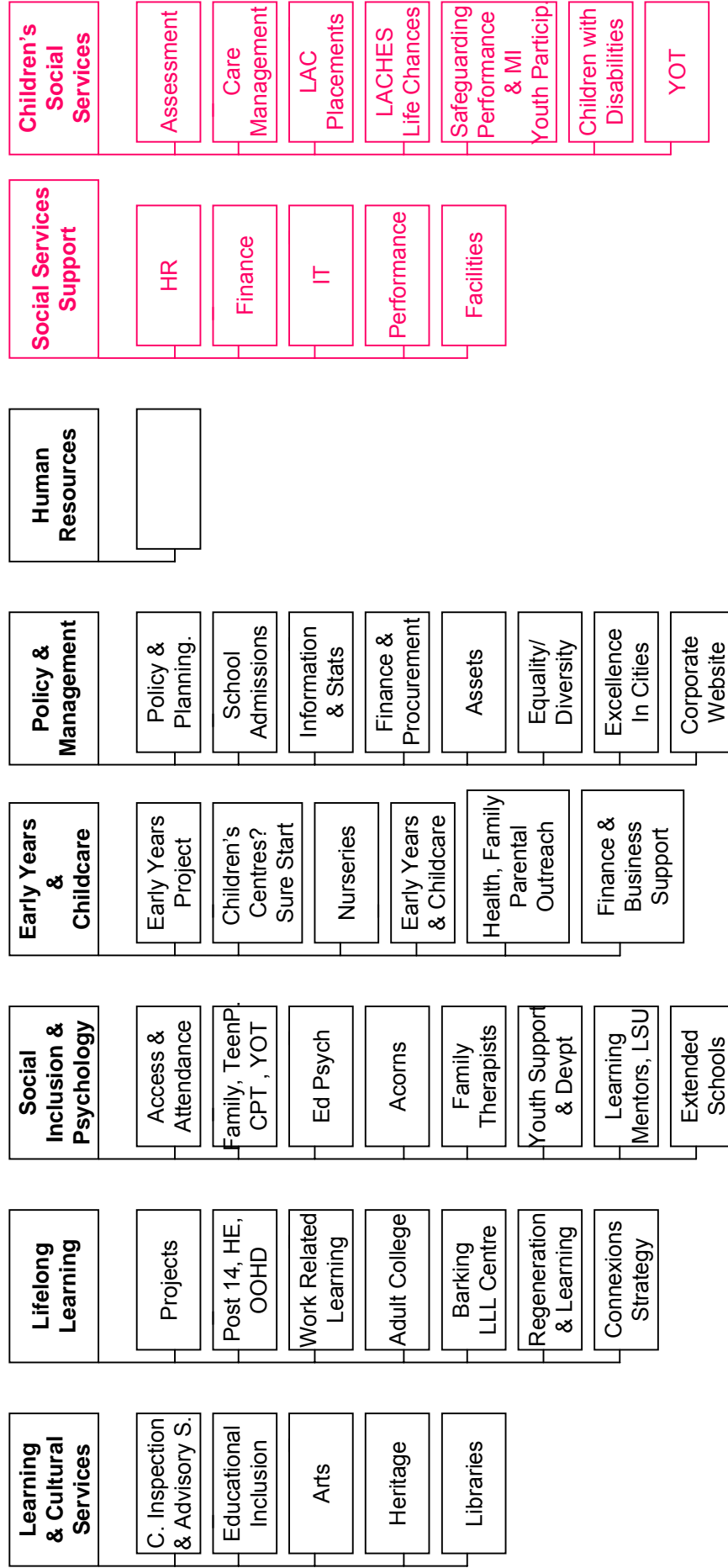
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Annex 3	What other authorities are doing

DEAL and Children's Social Services Current Structure

- This chart shows the two current organisation structures side by side
- It should be noted that:
 - Support services for Children's Social Services are provided from a single support function covering the whole of Social Services
 - Due to long term illness of the Head of Service the responsibilities in the DEAL Policy and Planning function have been distributed across other service areas

DEAL and Children's Social Services Current Structure



Design principles

- We have identified a set of design principles from:
 - discussions with individuals;
 - consideration of ongoing and documented work in the Borough on children's issues;
 - inspectorate reports.
- These are, effectively, success criteria. In other words, if the recommendations for a new structure give confidence that these criteria will be met, then the organisation should be confident that reorganisation will be successful.
- We have used these principles, along with generic principles of good organisation design such as the reduction of duplicated functions, to inform the new structure. Some of these principles have emerged as drivers of the organisation design – critical to shaping the structure, others as requirements any structure will need to satisfy.

Design principles

Drivers

- Makes a difference to outcomes for children, helping to move children to a better permanent state (of attainment, health, safety etc)
- Creates confidence that educational progress will be maintained, supporting development in education services
- Builds strong accountability, systems and performance for safeguarding and protection
- Builds stronger strategic management including: strategy and decision-making, follow through to delivery, performance management
- Fit for the future: CAF/ISA, lead professional, additional needs, prevention ...

Requirements

- Delivers national and local priorities including inspection report recommendations
- Provides real focus for Children's Trust arrangements to be supported and developed
- Supports wider engagement of other Directorates and external partners such as the voluntary sector in making the Every Child Matters agenda happen
- Provides opportunities for innovation
- Basis for strengthening and evolving relationship with schools

Design ideas

- People proposed many ideas for the new organisation – a number of those emerged as building blocks to be considered for inclusion in the new design.
- One overriding ambition was that the new organisation should not simply be a ‘lift and drop’ – a bolting on of Childrens Social Services unchanged to an unchanged DEAL. An organisational solution of that nature would be simple to execute but would not in the longer term deliver the whole rationale of the change – improved and integrated services built around the needs of the child – because it would risk:
 - Sending messages that the change is superficial
 - Maintaining unhelpful professional and cultural differences
 - Keeping a slow pace of cross-cutting working
 - Not giving due emphasis to creating what is new

Design ideas

- Maintain clear focus on curriculum and pedagogy support
- Extend education quality model across Children's Services
- Evolve the current education model eg social pedagogy concept
- Clear accountability for safeguarding
- Focus on prevention and early intervention
- Focus on additional needs
- Strong commissioning and performance management
- Influence and align with changing framework of supports services in the Borough
- What's in and what's out...(see page 12)

Immediate priorities/quick wins

- As well as ideas for the new organisation, a number of areas for immediate attention emerged from discussions and recent inspectorate visits.
- The new organisation will need to be able to prioritise and take these forward. The recommendations for a new structure should be partly judged on whether it is clear where and how these pressing issues will be addressed.
- Some of these might fall into the category of quick wins – which would demonstrate the reality of a changed and integrated directorate early on

Immediate priorities/quick wins

- Develop and implement ISA & CAF
 - Undertake needs analysis, strategy and commissioning
 - Develop the preventative strategy
 - Faster progress on Extended Schools
 - Build much better links between social workers and schools
 - Undertake Best Value Review on services for children with disabilities
 - Workforce development
 - Review and coordination of family support inc respite care across Borough
- Strengthen approach to teenage pregnancy
 - Improve educational attainment of Looked After Children
 - Continue development of childrens centres/increase childcare places
 - Develop stronger partnership with the voluntary sector
 - Develop approach to tackling childhood obesity

What is in and out of scope of Children's Services

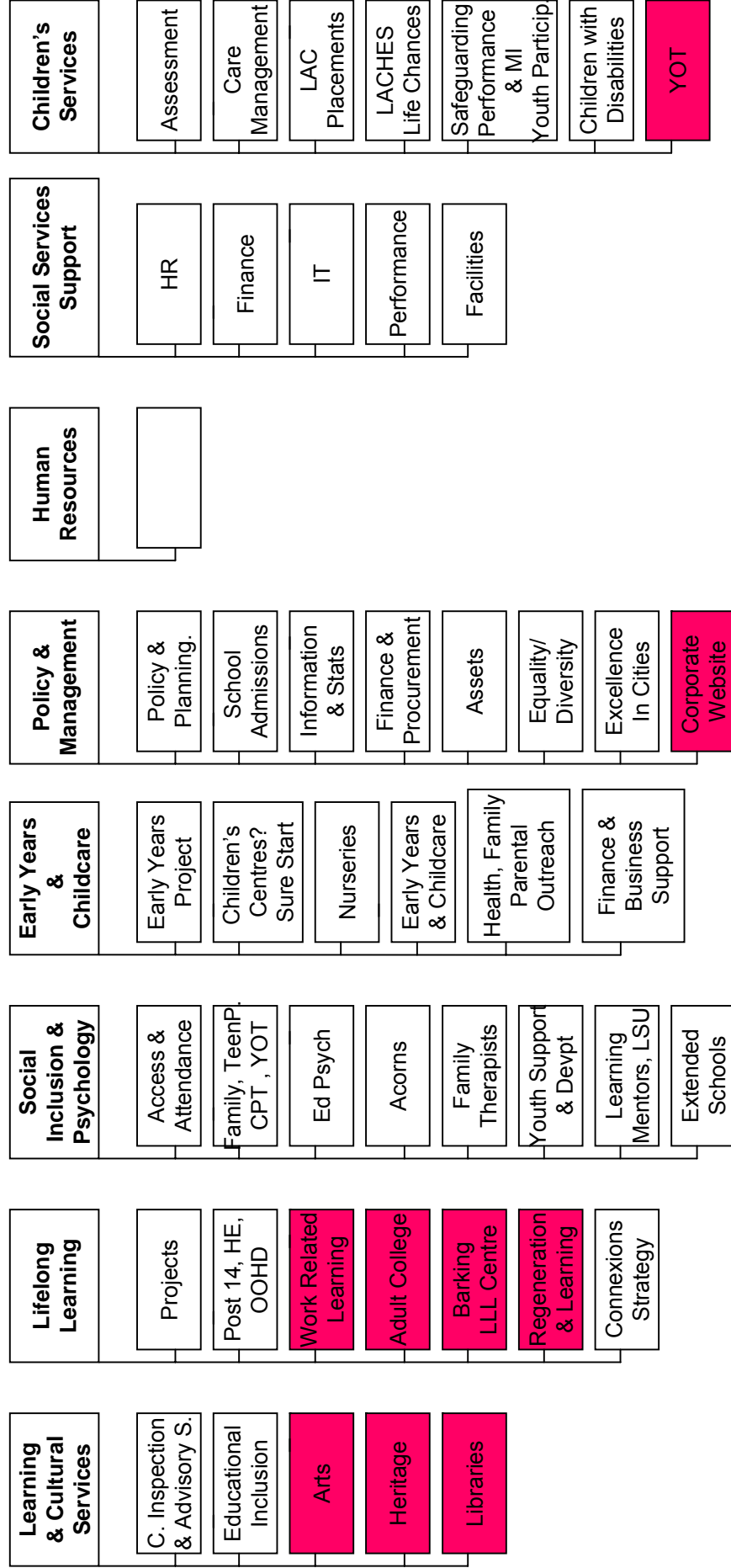
- There are differing views on whether some areas should be within the scope of the new directorate. Those views are summarised very briefly overleaf.
- Our recommendation is that none of these areas should ultimately belong in the Directorate with the exception of the responsibilities for 14-19 education.
- We recognise that this will partly depend on the direction of any wider reorganisation and that during a transition period these areas may need to continue to be line managed within Children's Services.

What is in and out of scope of Children's Services

Area	Why in Children's Services	Why out of Children's Services
Arts Heritage Libraries	<ul style="list-style-type: none"> ○ 1999 rationale ○ Growing and successful under DEAL wing ○ Learning links 	<ul style="list-style-type: none"> ○ Distracts attention from major changes ○ Likely to fall down list of priorities ○ Scale of CS already large ○ Already working extensively with Regeneration
Lifelong Learning – adult learning areas	<ul style="list-style-type: none"> ○ About education ○ Working closely with mainstream education 	<ul style="list-style-type: none"> ○ Distracts attention from major CS changes, except 14-19 education activities ○ Adult Basic Skills needs more focus ○ Scale of CS already large ○ Already working extensively with Regeneration
YOT	<ul style="list-style-type: none"> ○ Approach is child first then the offence ○ Successful where it is and strongly linked to Social Services 	<ul style="list-style-type: none"> ○ Distracts attention ○ Scale ○ Police view fits better with Community Safety strategy

DEAL and Children's Social Services

Current organisation structures highlighting areas proposed to be out of scope



Recommended new functions

- In the light of the design principles and ideas and our recommendations on the scope of the Directorate the diagram below shows our recommendations for the top level functions.
- These are the building blocks of the Directorate in terms of accountabilities. On page 26 below we show our recommendation as to how these would be translated into a formal organisation structure.
- In the following pages the rationale and key responsibilities for each function are set out. A more detailed version of this is available at Annex 2.

Children's Services

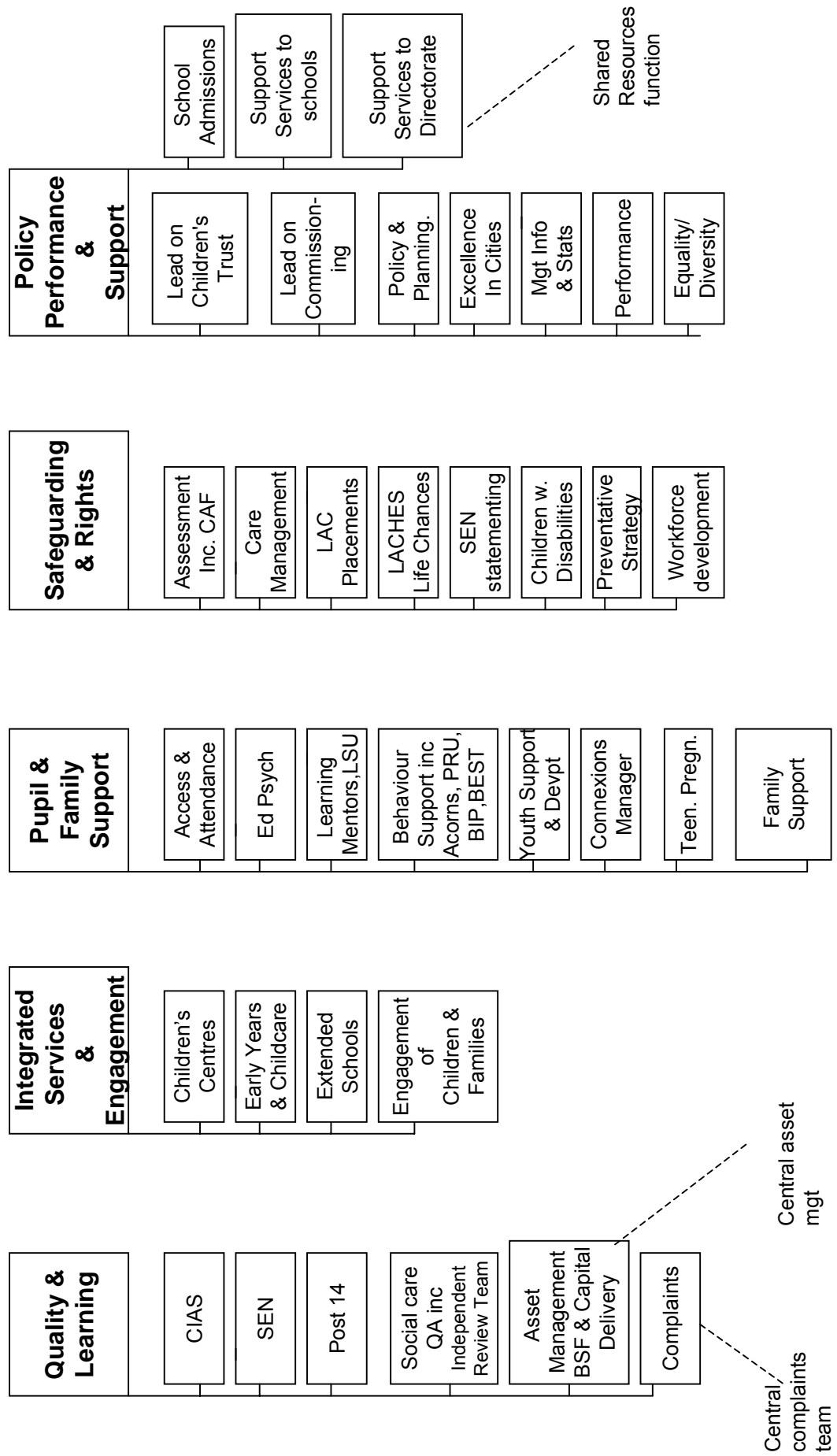
Recommendations for the new top level functions

Quality & Learning	Integrated Services & Engagement	Pupil & Family Support	Safeguarding and Rights	Policy, Performance & Support
<p>Focus:</p> <ul style="list-style-type: none"> Improving learning, teaching and schools' capability Improving quality of social care Quality assurance, learning and improvement Asset management & development <p>Orientation:</p> <ul style="list-style-type: none"> Schools, teachers, social care staff and teams 	<p>Focus:</p> <ul style="list-style-type: none"> Commissioning and managing multi-agency service and multi provision Early Years Extended Schools Engagement of children & parents <p>Orientation:</p> <ul style="list-style-type: none"> Communities, all service agencies (Schools, CS, PCT, CAMHS, Police etc) 	<p>Focus:</p> <ul style="list-style-type: none"> Commissioning and providing services targeted to children with additional needs and their families Supporting preventative approaches <p>Orientation:</p> <ul style="list-style-type: none"> Individual children and families 	<p>Focus:</p> <ul style="list-style-type: none"> Statutory protection and support Statutory assessments Development of preventative approaches <p>Orientation:</p> <ul style="list-style-type: none"> Children in need and families 	<p>Focus:</p> <ul style="list-style-type: none"> Strategic management capability Development of commissioning and Children's Trust Support services to schools and the Directorate <p>Orientation:</p> <ul style="list-style-type: none"> Central govt and agencies, Council, corporate centre, management of CS

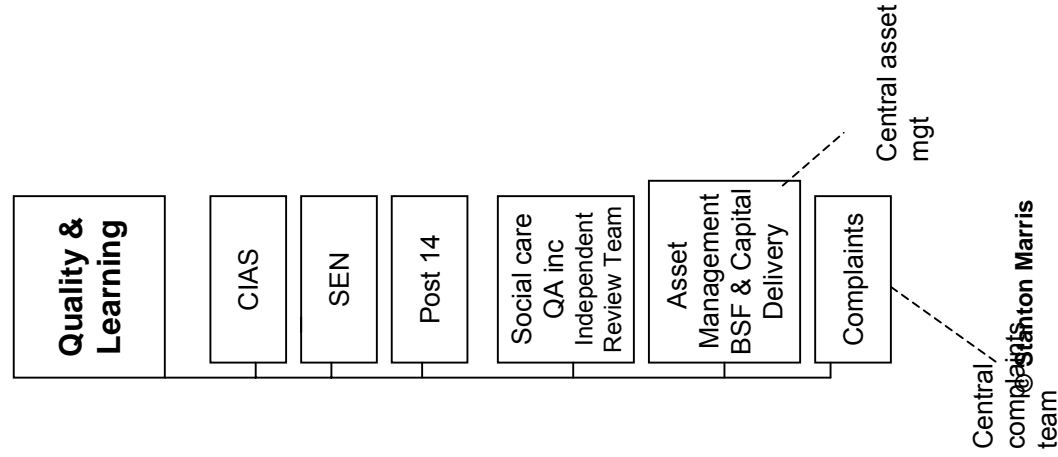
Recommended new functions

- The following diagram provides a more detailed overview of all the proposed functions.
- These recommendations set out to bring together functions in ways that make sense for the needs, strengths and level of development of LBBB. They also build in a requirement for cross-functional working across specific themes such as Prevention or Engagement. These themes and the Every Child Matters outcomes generally will require the directorate to work effectively across its functions as well as within them.
- In implementing the following structure the management of the Directorate will need to consider how resources can be shifted to build capacity: strengthening some services and establishing new areas of work. Some of this resource will be released by removing duplication and increasing focus and effectiveness.
- The future of children's services provided by the PCT is being considered. These include: school nurses, health visitors, speech/language/occupational therapies, audiology, paediatric. The options here can all be accommodated by these recommendations:
 - Transfer some or all children's service to LBBB – might necessitate creating a new 'Health' service line with the addition of a few functions from elsewhere in the directorate
 - Create an independent 'care trust' type of organisation to deliver these services – joint working with LBBB would continue and develop, shaped by the emerging Children's Trust arrangements
 - Transfer some or all children's services to the Acute Trust(s) – joint working with LBBB to continue and develop.

Children's Services Functional detail

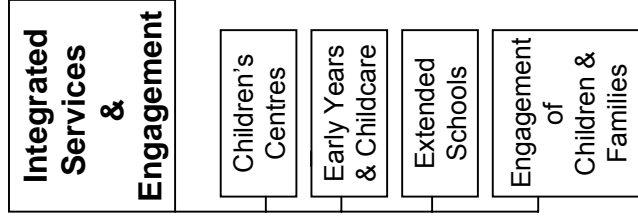


Quality and Learning



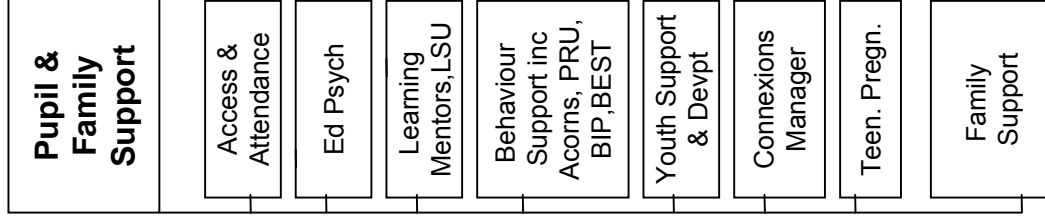
- This function builds on the strength of the current inspection and advisory model in education extending the reach of the quality assurance and improvement approach across all Borough children’s services. It includes advisory services to schools to develop their capability to provide for special education.
- It takes responsibility for the development of assets, working closely with the strategic planning function in Policy, Performance and Support
- It will lead the development of the 14-19 strategy and response to the Youth Green Paper as well as providing or commissioning education services targeted to this age group.
- We propose that the Children’s Social Services function that reviews quality of casework and processes should come under this service. It should be explicitly developed as a wider quality assurance function that will work to improve quality and capability in child protection, safeguarding and services to children with additional needs.
- We propose a small complaints function that will monitor, analyse and draw lessons for improvement from the directorate’s handling of 1st and 2nd stage complaints and will act as a link with central handling of 3rd stage complaints.
- The challenge for this function is to find ways to develop and apply the strong and successful improvement and advisory practice from education to other settings. The challenge is also to develop the educational approaches to tackle the ‘drag’ on attainment of the 30% or so of pupils who have not responded as well to the current improvement agenda – to enable these children to be better served by universal services.

Integrated Services and Engagement



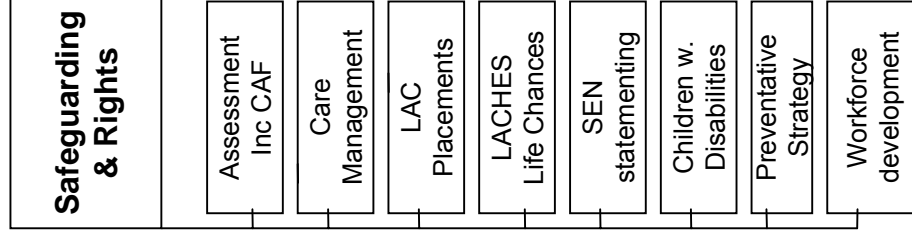
- This function builds on the successes of developing Children's Centres from Sure Start projects and the leading national example of Castle Green as a new build extended school.
- The function gives a renewed focus on two priorities for LBBD:
 - the extended schools programme needs to move at pace and will benefit from the experience of developing service settings for young children involving other agencies and the voluntary sector
 - more childcare places are needed in a community with nationally high numbers of pregnant teenagers, young people not in education employment or training and low adult basic skills
- The directorate will be assessed on the strength of its engagement with children, young people and families. We propose that this strategy should be developed and led from this function whose work starts explicitly with children and families. We propose that youth participation for looked after children is brought into this function to develop a single focus for engagement work across the directorate.

Pupil & Family Support



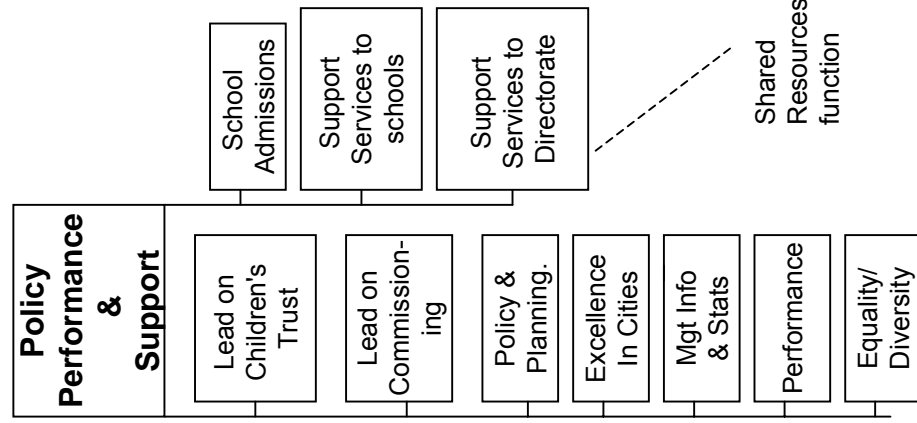
- This function gives more focus and direction to the range of services which support children and families with additional needs to benefit from universal services. By providing effective targeted interventions it contributes to the prevention of more complex and intractable problems.
- Many of these services are provided in and around school settings. There is an opportunity to develop a more coherent and sustained approach to behaviour support.
- Youth support activities and the Connexions strategy/commissioning role support the 14-19+ age group.
- The function should lead for the directorate on the development of multi-agency approaches to teenage pregnancy.
- There is an important opportunity to review support to families which is currently provided from different parts of DEAL and Children’s Social Services. We recommend that this function should develop the strategy on parent and family support and lead the rationalisation of provision.

Safeguarding & Rights



- This function provides the individualised services to those children in the greatest need. These services generally have a statutory basis and require a formal assessment stage.
- The responsibility for safeguarding and protecting vulnerable children rests here with a direct reporting relationship to the Chief Executive.
- The function will build on the ongoing improvements in every aspect of children’s social services. The challenges are to stabilise staffing and embed good practice to achieve recognisably improved performance and to create much closer working relationships with schools.
- We have recommended that the social care independent review team is managed elsewhere to strengthen its independence, to provide an external check and to build a more open culture of learning and improvement within Protection and Rights
- The new challenges for this function are to incorporate the assessment process for SEN statementing and the processes that will implement the Common Assessment Framework and information sharing system.
- The function will lead for LBBD on the development of the Barking Child Development Centre for disabilities. This will lead to the focussing of expertise and development of assessment for children’s services in this function.
- Other very significant development areas that we recommend be led from this function are the development of a Preventative Strategy and a Workforce Development Strategy incorporating the approach to the newly proposed ‘Lead Professional’ role.

Policy, Performance & Support



- This function combines the development of strategic management capability and the management of support services. Both strategic management and support services have an inward looking and an outward looking aspect
- This function should have oversight and ensure coordination of all directorate strategies but will not lead and own all of them. Strategic thinking is required across the directorate.
- The challenges for this function include:
 - Developing strong performance management and management information for the directorate
 - Leading development of the approach to Children’s Trust arrangements and as part of this leading the directorate’s strategy to build effective partnership working with other agencies and the voluntary sector
 - Leading the development of joint commissioning
 - Managing a complex and changing set of arrangements for the delivery of support services to the directorate and at the same time securing the change management capability that the creation of the directorate will require
 - Doing the same on behalf of schools
 - Maintaining strong links and avoiding duplication with corporate functions as they develop including support services, policy, performance management.

Support services to Children’s Services and Schools

As support services across the Borough are reconfigured there will be a need to manage three different kinds of service provision both to the directorate and, potentially, to schools.

- Via ‘business partner’ arrangements where resources line managed from the centre are assigned to support the directorate:
 - Finance
 - Communications/publicity
- Via an arms length client relationship with centrally provided services
 - HR
 - IT desktop support
 - ‘generic’ procurement (subject to current review recommendations)
 - 3rd stage complaints
- Via direct management of specialised support services within the directorate:
 - SWIFT support (team shared with Adult Social Services)
 - Specialist social care contracting
 - Front of house/facilities

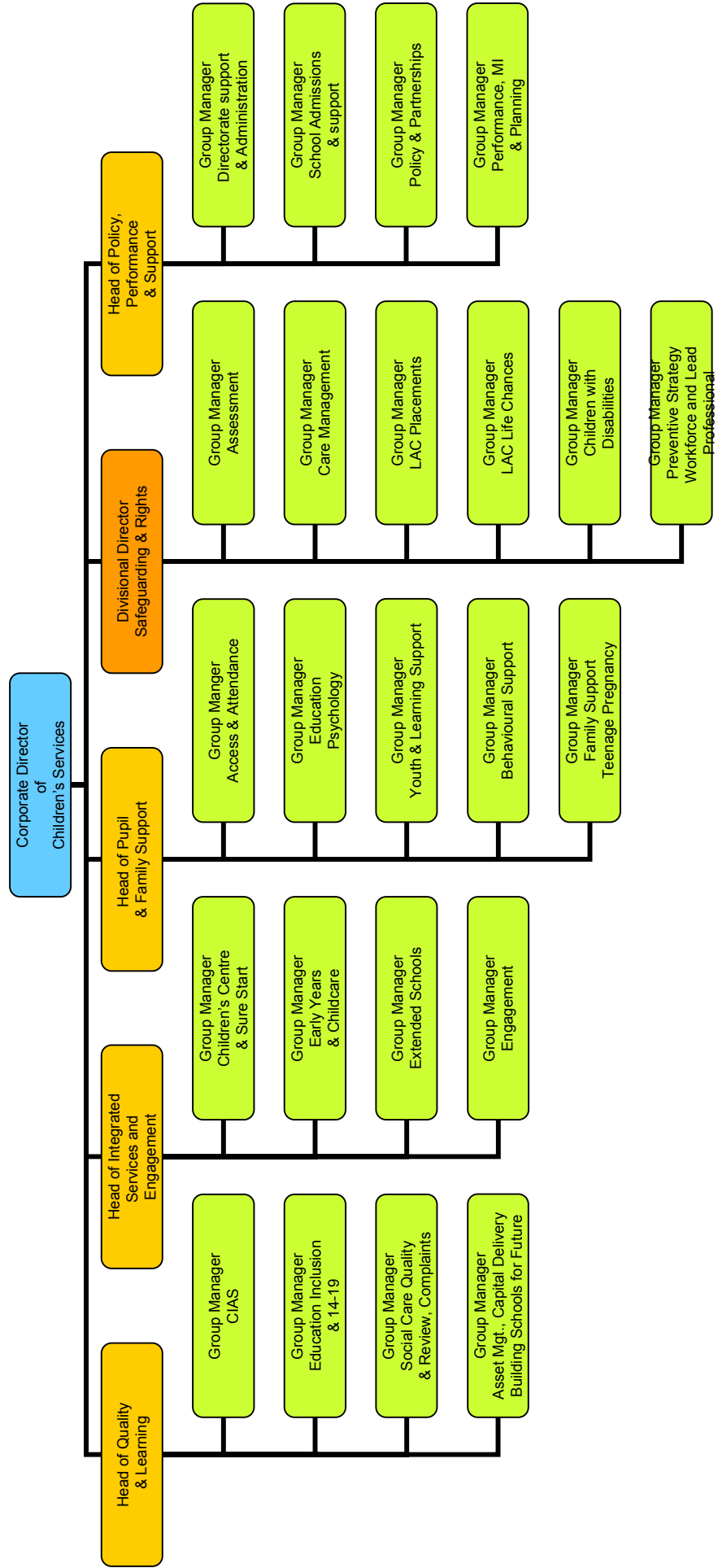
Delegated Schools

- Currently all housed within DEAL.
- Delegated schools services will need dedicated teams (‘ringfenced’) for consistency – to be housed/managed as per support functions for the rest of the department.
- A named Children’s Services officer to act as ‘account manager’ for schools in the delivery of delegated services
- Changing the arrangements for schools will need (at the least) negotiation/consultation with service purchasers (schools themselves) – so they are convinced that quality of service will be maintained/improved

Proposals for a new organisation structure

- The following diagram shows how we believe these function should translate into an organisation structure of management roles and responsibilities.
- We would expect that our proposals for the third level of group managers will be reviewed and modified by the first and second level managers once they are in post. We envisage a range of job weight and pay at the group manager level.
- We recommend that the Safeguarding and Rights post should be established at a higher level (called Divisional Director) than other group managers for the following reasons:
 - The scale of the role justifies the distinction
 - The role must manage serious risks to individual children and the council
 - The strength in education and focus on schools of the bigger partner in Children's Services needs complementing by a strong approach on individual services. This also gives important messages to key partners on the balance of power and nature of the new directorate.
 - The role carries responsibility for creating key elements of a new Children's Services approach which will cut across all professions and services: preventive strategy and development of the workforce

Proposed organisation structure



Recommendations in moving towards Children's Trust arrangements

- We have recommended that the responsibility for leading the detailed development of Children's Trust arrangements rests in the new Policy, Performance and Support group. The table below summarises how the new organisation proposals speed up your progress towards such arrangements. We recommend you set off a clearly focused piece of work to lay the foundations of your Children's Trust approach. As first steps it should consider:
 - Establishing the governance architecture:
 - Gain clear picture of the full network of groups and structures and its connections: LSP, other strategic partnerships, CSESB, other boards (Local Safeguarding, Teenage Pregnancy, Early Years, Connexions), existing departmental structures (DMT, planning, commissioning).
 - Agree membership, chair, accountability/governance, delegated authority, terms of reference of the principal strategic partnership body and associated executive group. You have made a start with the Children's Services Executive Group and Strategy Board.
 - Avoid duplication of activity, ensure full/adequate coverage for areas of priority, establish 'reporting lines', protocols, processes
 - Progressing joint strategic planning:
 - Complete borough-wide needs analysis
 - Refine CYP Plan in consultation with partners
 - Align planning cycles and work plans
 - Making immediate progress on specific priority areas eg children with disabilities
 - Developing reference groups and consultation mechanisms (children, young people, carers, practitioners/clinicians, other providers)
 - Investing time in partnership development

How the Children's Services Directorate supports Children's Trust Arrangements

Area of DfES focus	Structural response
Appointment of Director of Children's Services	Leads the new directorate
Appointment of lead member	n/a
Statutory provision of children's services	All statutory areas are clearly identified and preserved in the new directorate structure
Outcomes for looked after children	Identified clearly within Safeguarding & Rights division
Multi-agency working (at the frontline)	Designed to facilitate this
Children's centres, extended schools	Identified clearly within Integrated Services & Engagement group
ISA/CAF/ICS/lead professional	Development projects within Policy, Performance & Support and Safeguarding & Rights, eventually all led from Safeguarding & Rights
Information, support, advice for families	Pupil & Family Support service established, priority to review & coordinate family support across board
(Strategic) partnership arrangements	Specific identified support to partnership and Children's Trust development in Policy & Performance
Needs assessment	Currently with corporate policy – onward responsibility should be transferred to Policy & Performance
Joint planning	CYP plan developed by CSSB ; directorate support available from Policy & Performance
Joint commissioning and pooled budgets	Lead officer identified within Policy & Performance
Local Safeguarding Board	Shadow board established
Involving children, young people and carers	Engagement role identified and located within Integrated Services & Engagement service
System-wide workforce development	Identified and led from within Safeguarding & Rights
Market development/management	Role to be developed within Policy & Performance
Value for money	Strong and coherent focus on performance, management information and finance within Policy & Perf
Diversity and equality	Identified lead for directorate in Policy & Performance

Annex 1: Interviews undertaken

Interviews (1)

DEAL

- Jane Hargreaves, Head of Learning and Cultural Services
- Anna Harskamp, Head of Social Inclusion and Psychology
- James Hodgson, Head of PFI/Procurement
- Ann Jones, Head of Education Inclusion
- Alan Lazell, Head of Lifelong Learning
- Roger Luxton, Director
- Paul Pearson, Head of Finance
- Christine Pryor, Head of Early Years

Social Services

- Paula Charker, Head of HR/ Training
- Simon Hart, Interim Director of Social Services
- Meena Kishinani, Head of Performance & Strategy
- Chris Pelham, Child Protection & Reviewing Service
- Tolis Vouyioukas, Head of Children's Services
- Steve Whitelock, Head of Finance

Interviews (2)

Other Council

- Councillor Jeanne Alexander
- Alan Albery, Head of Leisure and Community Service
- Niall Bolger, Director of Regeneration & Environment
- Ken Jones, Director of Housing
- Julie Parker, Director of Finance
- Sally Penessa, Corporate Policy Officer (and Chris Sayle)
- Pam Rowe, Children Services Project Manager
- John Tatam, Director of Corporate Strategy
- Rob Whiteman, Chief Executive

Health

- Hilary Ayerst, Chief Executive, B&D PCT
- Marie Kearns, Head of Children Services, B&D PCT
- Jacqui Van Rossum, Associate Director, CAMHS
- Julie Wallis, Acting General Manager for Paediatrics, BHRT
- Leila Francis, Nurse Consultant - Safeguarding Children BHRT

Other

- Carl Blackburn, CEO, B&D CVS (and Kay Kelleher)
- Robin Hopes, Borough Commander, Metropolitan Police
- Roger Leighton, Head Teacher Sydney Russell Comprehensive School
- Avril McIntyre, Chair, Children's Fund
- Gary Wilder, Head Teacher Warren Junior School

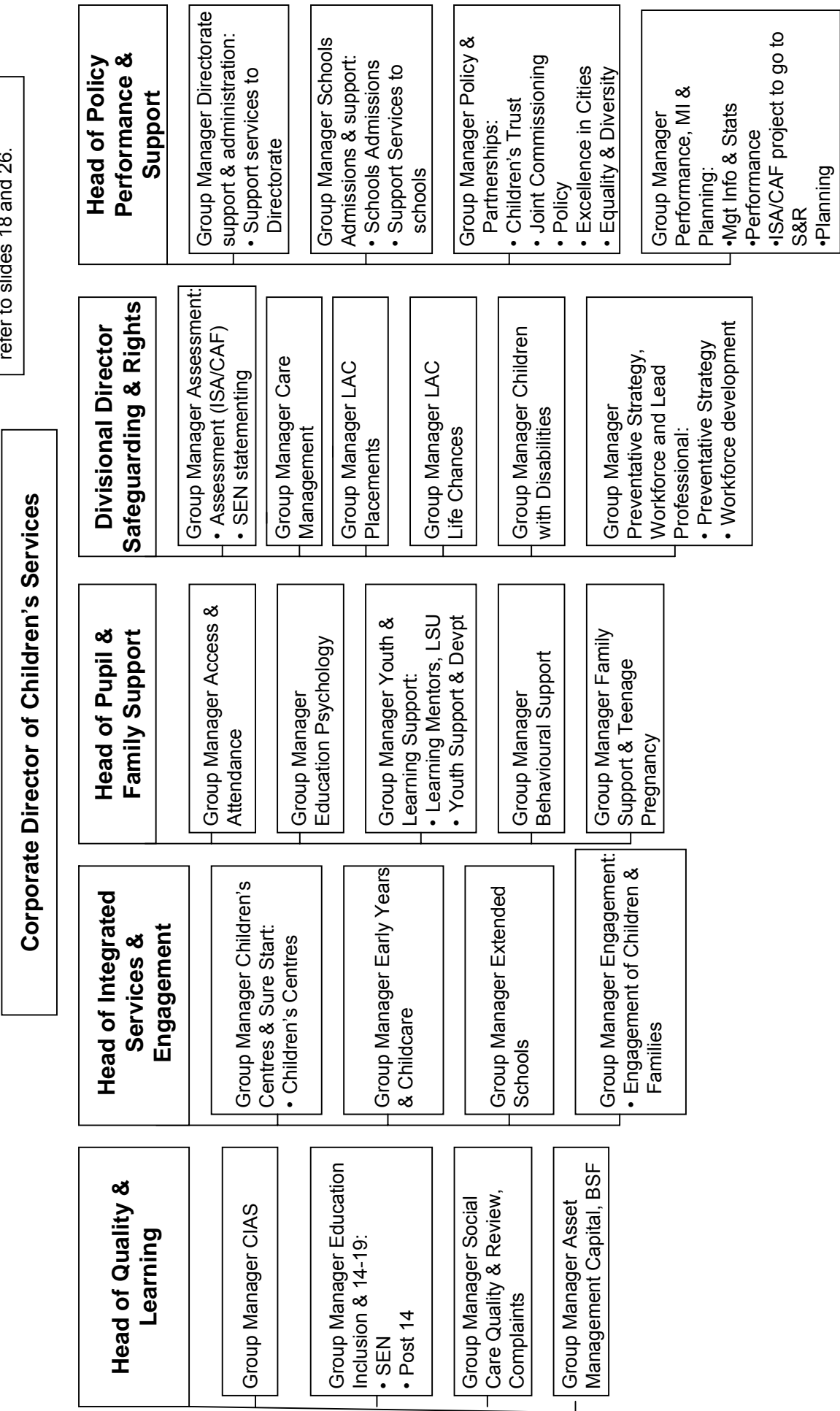
Annex 2: Further detail on proposed functions

Attached Word document

Children's Services

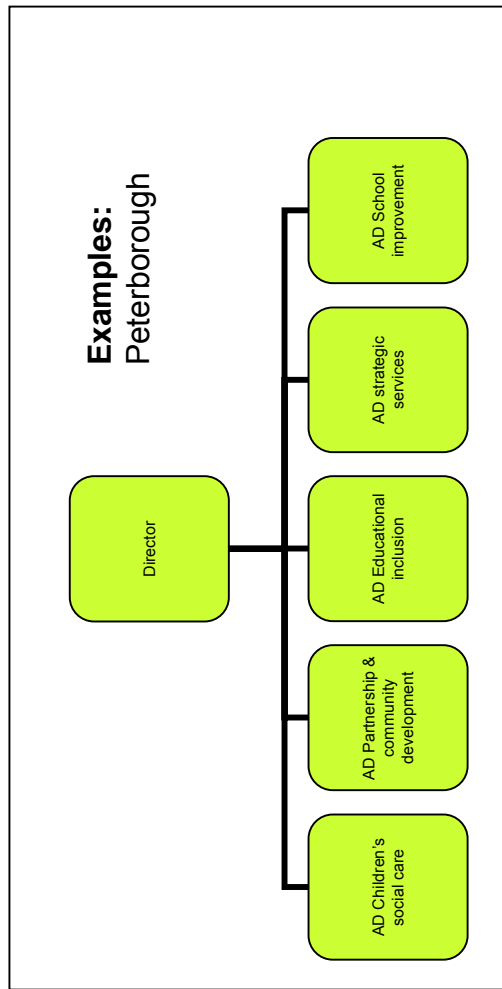
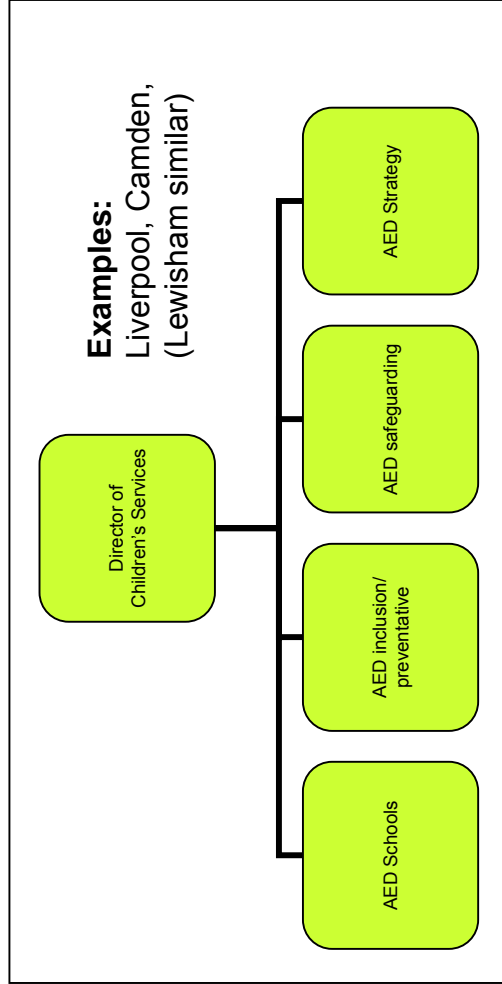
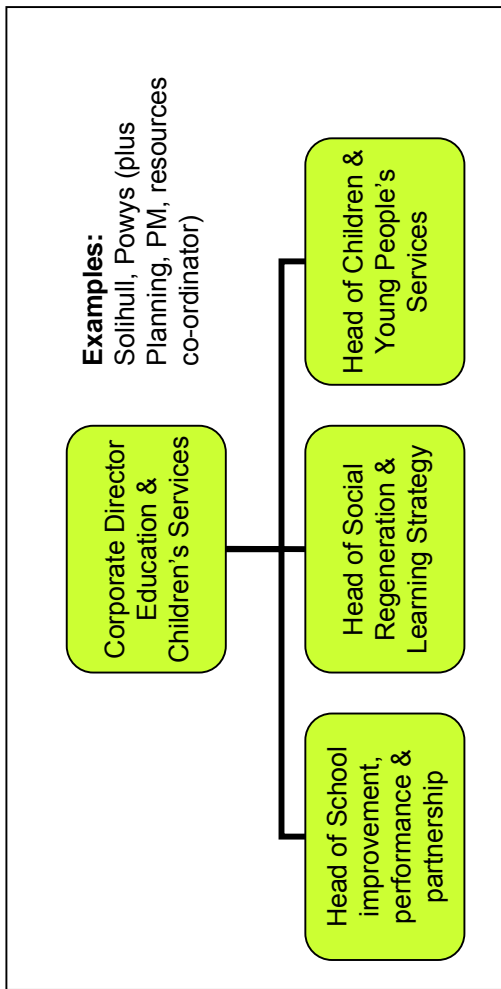
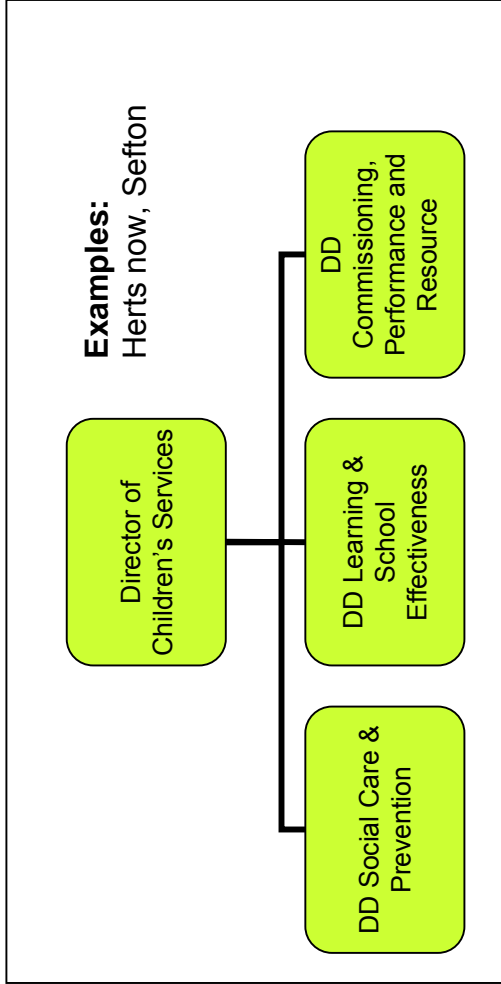
Roles cross-referenced against new functions

Where it is not obvious which functions are the responsibility of which group manager these are listed as bullets. Please refer to slides 18 and 26.

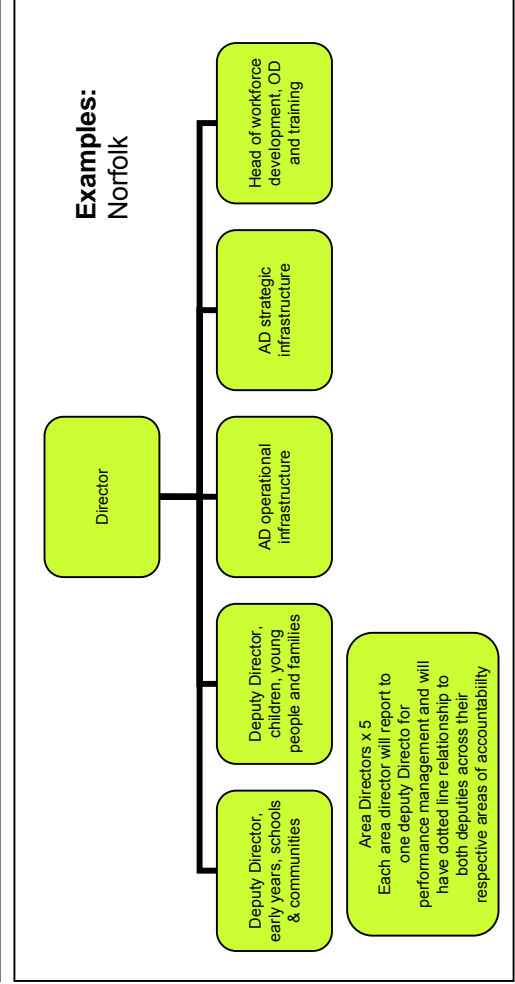
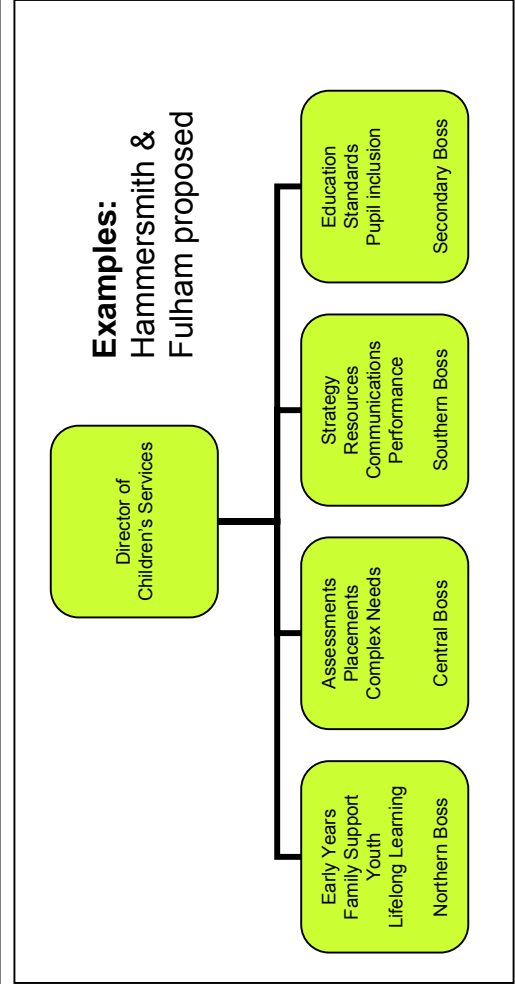
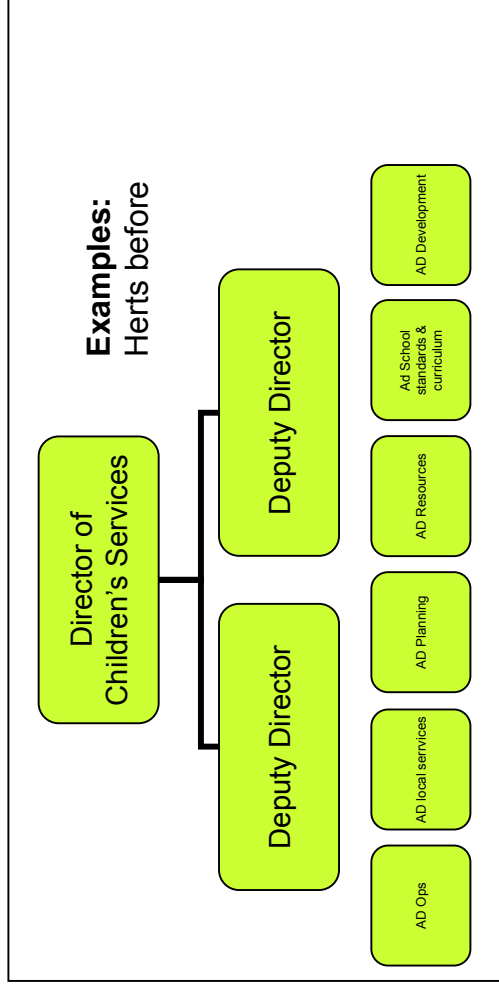
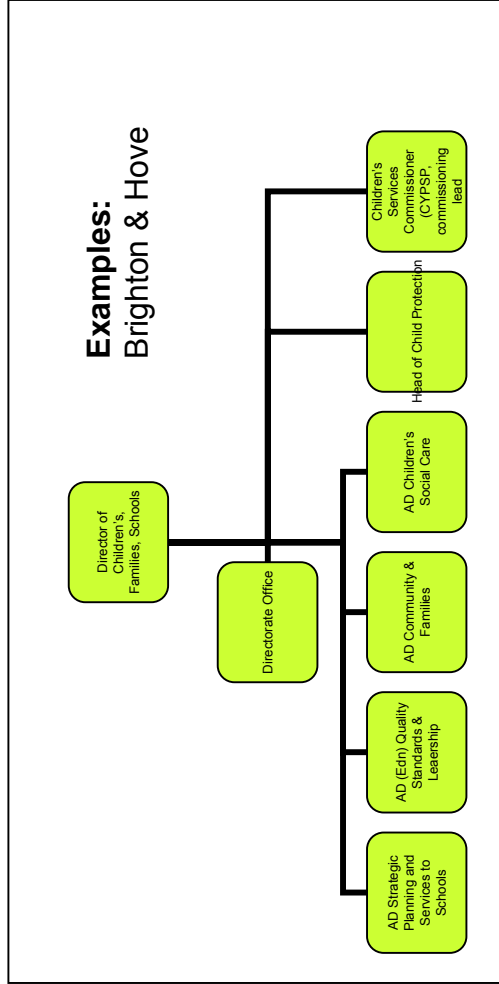


Annex 3:
**What other authorities are doing
organisationally – summary structures**

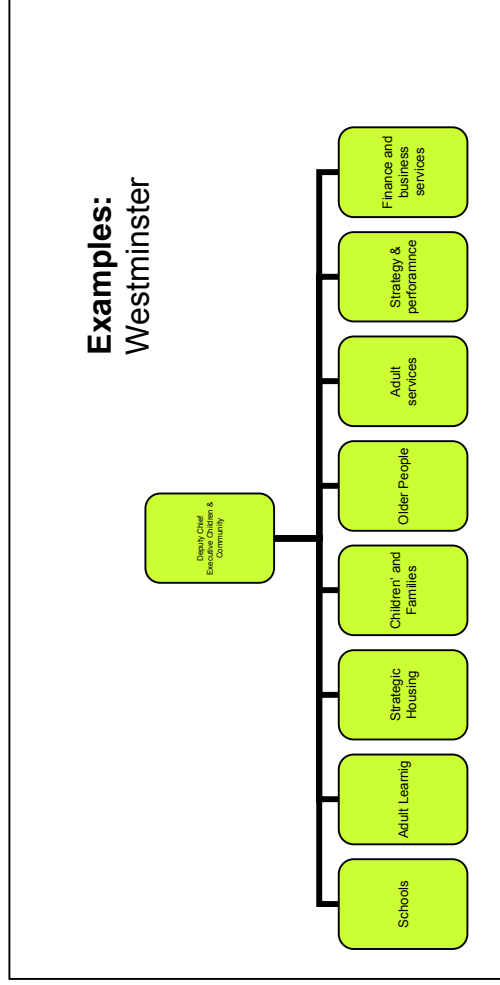
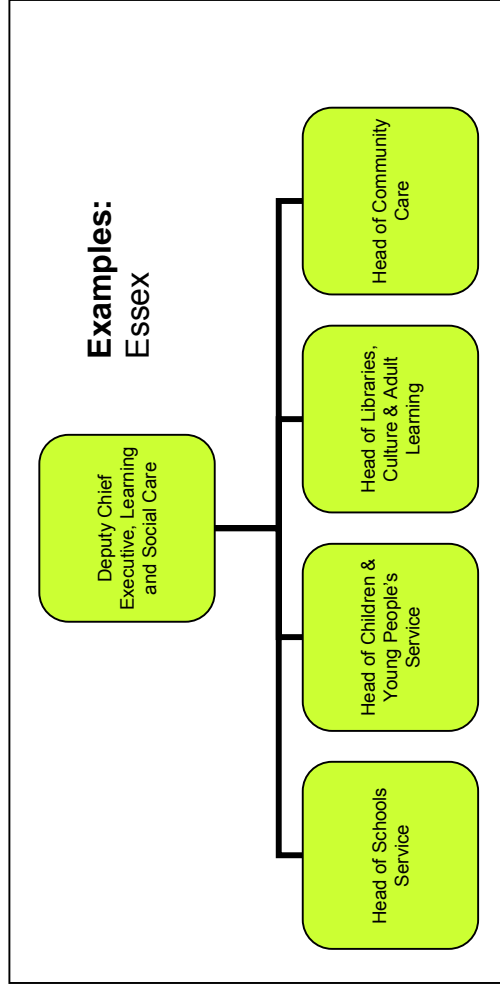
What other authorities are doing 1



What other authorities are doing 2



What other authorities are doing 3



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London Borough of Barking & Dagenham
Directorate of Children's Services

POSITION TITLE:	Head of Policy, Planning and Support
REPORTS TO:	Corporate Director, Children's Services
PURPOSE:	<ul style="list-style-type: none"> To build the strategic management capability of the directorate To provide policy and management services to the Directorate To take forward key aspects of the Every Child Matters agenda To manage the provision of support services to the Directorate
MAIN ACCOUNTABILITIES:	
	Group Manager, Directorate Support & Administration
Resources and Support	<ul style="list-style-type: none"> Represent support services on Directorate Board Support and help to shape the reconfiguration of support services across the Council Identify and analyse needs for support and translate into specification for centrally provided services Manage relationships with central support teams and 'business partners' Lead budgeting process in Directorate
	Group Manager, Schools Admissions & Support
School Admissions	<ul style="list-style-type: none"> Run the school admissions process Develop school admission policy
School support services	<ul style="list-style-type: none"> Strategic overview of services provided to schools by the Council developing quality and value Focal point for schools receiving services (as the mode of delivery of those services changes)
	Group Manager, Policy & Partnerships
Policy	<ul style="list-style-type: none"> Maintain an overview of external policy trends, anticipating and keeping the Directorate appropriately informed Coordinate ownership of key policies across the Directorate Promote understanding of key policies across the Directorate Take lead on developing new initiatives
Lead on specific policies, for example	<ul style="list-style-type: none"> Championing equality and diversity Excellence in Cities coordination
Commissioning	<ul style="list-style-type: none"> Lead development of the approach to commissioning childrens services Lead needs analysis Lead development of approaches to pooled budgets

	and integrated provision
Children's Trust	<ul style="list-style-type: none"> • Lead development of the Children's Trust arrangements including : <ul style="list-style-type: none"> ○ Partnership architecture ○ Governance structures • Develop relationships with partners including voluntary sector
	Group Manager, Performance, Information & Planning
Planning	<ul style="list-style-type: none"> • Develop and run business planning for the Directorate • Lead use and development of the Balanced Scorecard process • Lead development of the Children and Young People Plan • Coordinate production of other statutory plans required and the allocation of responsibility for these across the Directorate • Provide support to managers who will own and produce these plans including guidelines on standards and consultation
Best Value	<ul style="list-style-type: none"> • Develop and implement the plan for Best Value • Support Best Value Reviews
Performance management	<ul style="list-style-type: none"> • Develop the system for managing performance across CS • Lead handling of regulatory processes around Inspections, APA, JAR etc including planning, monitoring and follow up
Management Information & Statistics	<ul style="list-style-type: none"> • Provide information required to manage performance of the Directorate • Develop use of information within Directorate and service providers including schools
Information	<ul style="list-style-type: none"> • Lead project to develop information sharing and common assessment approaches to be transferred to Safeguarding & Rights • Subsequently maintain and monitor policies on information in conjunction with corporate centre
KEY RELATIONSHIPS:	<ul style="list-style-type: none"> • Central Government • Other Agencies

DRAFT

London Borough of Barking & Dagenham
 Directorate of Children's Services

POSITION TITLE:	Divisional Director, Safeguarding and Rights
REPORTS TO:	Corporate Director, Children's Services
PURPOSE:	<ul style="list-style-type: none"> • To safeguard and protect vulnerable children • Provide statutory services and, in particular, assessments • Develop preventative approaches • Lead development of new models of multi-disciplinary working
MAIN ACCOUNTABILITIES:	
	Group Manager, Assessment
Special Education Needs assessment	<ul style="list-style-type: none"> • Lead team running statutory SEN statementing process
Assessment	<ul style="list-style-type: none"> • Provide assessment of social care needs • Manage the processes and systems developed to implement the CAF and ISA • Build clear understanding of the processes whereby children with additional needs are identified, assessed and provided for across all partners
	Group Manager, Care Management
Care Management	<ul style="list-style-type: none"> • Develop, commission (and provide) packages of social care support
	Group Manager, LAC Placements
Looked After Children Placements	<ul style="list-style-type: none"> • Manage the placement of looked after children • Reduce the number and cost of out of borough placements
	Group Manager, LAC Life Chances
Looked After Children Education and Leaving Care	<ul style="list-style-type: none"> • Lead LACHES team to increase educational attainment of LAC • Lead development and provision of services to children leaving care
	Group Manager, Children with Disabilities
Children with Disabilities	<ul style="list-style-type: none"> • Lead for LBBDD on the development of an integrated service for children with disabilities including progressing the Barking Child Development Centre
	Group Manager, Prevention, Workforce & Lead Professional
Preventive Strategy	<ul style="list-style-type: none"> • Lead development of LBBDD's strategy for preventing children falling into categories of increasing need • Secure implementation across all Directorate services
Development programme: Lead	<ul style="list-style-type: none"> • Develop the LBBDD approach to assigning ' lead professionals'

professionals	<ul style="list-style-type: none"> • Develop the approach to assigning social workers to schools, possibly as part of an integrated assessment network and process
Workforce Development	<ul style="list-style-type: none"> • Lead on the Directorate's Workforce Development strategy
KEY RELATIONSHIPS:	Vulnerable children Health LSPB

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London Borough of Barking & Dagenham
 Directorate of Children's Services

POSITION TITLE:	Head of Quality and Learning
REPORTS TO:	Corporate Director, Children's Services
PURPOSE:	<ul style="list-style-type: none"> • Seek the greatest value and impact across the ECM outcomes from a quality inspection and advisory approach • Develop inspection and advisory services to support the full range of services to children, building on past success • Improve the quality of curriculum, pedagogy and social care interventions • Improve attainment in schools • Develop and apply improvement approaches to all Children's Services • Lead the development of a 'learning organisation' approach in the Directorate • Bring together an understanding of asset management and capital development with a commitment to facilitating the delivery of integrated and joined up services
MAIN ACCOUNTABILITIES:	
	Group Manager, CIAS
Inspection and Advisory Service	<ul style="list-style-type: none"> • Establish systematic and rigorous inspection and evaluation of services provided by schools • Monitor and review standards of provision • Identify key areas for improvement • Provide expertise and support to achieve improvements
	Group Manager, Education Inclusion and 14-19 Strategy
Educational inclusion	<ul style="list-style-type: none"> • Support schools to provide education in the mainstream for those with special educational needs and behavioural problems through guidance on school organisation, curriculum, pedagogy, workforce development
14-19	<ul style="list-style-type: none"> • Develop strategy for 14-19 educational provision • Develop and support its implementation • Inspect, evaluate and support improvement in 14-19 provision
	Group Manager, Social Care Quality Review, Complaints
Social Care Independent Review	<ul style="list-style-type: none"> • Develop the Independent Review Team function from Children's Social Services to drive improvement in all services to children with additional or complex needs • Build common approaches to service quality

	improvement with other partners especially healthcare
Complaints	<ul style="list-style-type: none"> • Develop and monitor the standards for 1st and 2nd stage complaint handling within the Directorate • Maintain an overview of complaints and analyse – feeding information into Directorate management systems • Link with 3rd stage and other complaints handled by corporate complaints team
	Group Manager, Asset Management, Capital Delivery and BSF
Schools for the Future	<ul style="list-style-type: none"> • Develop LBBD's approach to the Schools for the Future initiative
Asset Management and Capital Delivery	<ul style="list-style-type: none"> • Lead on the delivery of capital and asset management programmes for children's service settings • Work closely with the central asset management function to develop and realise Council-wide asset strategy
	•
KEY RELATIONSHIPS:	<ul style="list-style-type: none"> • Schools • Other children's service providers • Institutions for best practice and research

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London Borough of Barking & Dagenham
 Directorate of Children's Services

POSITION TITLE:	Head of Integrated Services & Engagement
REPORTS TO:	Corporate Director, Children's Services
PURPOSE:	<ul style="list-style-type: none"> • Develop (commissioning and managing) multi-service and multi-agency provision of services • Deliver early years services and an increase in childcare places • Develop more extended schools • Lead the directorate's strategy for involving children, young people, parents and carers in the development of services
MAIN ACCOUNTABILITIES:	
	Group Manager, Children's Centres & Sure Start
Children's Centres & Sure Start	<ul style="list-style-type: none"> • Manage current children's centres • Lead development of further children's centres
	Group Manager, Early Years & Childcare
Early Years	<ul style="list-style-type: none"> • Lead development and implementation of the Early Years Strategy • Secure increase in childcare places in the Borough
	Group Manager, Extended Schools
Extended Schools	<ul style="list-style-type: none"> • Lead development and implementation of the Extended Schools strategy
	Group Manager, Engagement
Engagement with Children and Young People	<ul style="list-style-type: none"> • Lead strategy and implementation of involvement of children, young people, parents, carers and communities in the evaluation and design of services
KEY RELATIONSHIPS:	Other agencies Children and their families Communities

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London Borough of Barking & Dagenham
 Directorate of Children's Services

POSITION TITLE:	Head of Pupil and Family Support
REPORTS TO:	Corporate Director, Children's Services
PURPOSE:	<ul style="list-style-type: none"> • Develop (commissioning and managing) services to support children and families with additional needs to benefit from universal services • Contribute to preventative approaches
MAIN ACCOUNTABILITIES:	
	Group Manager, Access & Attendance
Access and Attendance	<ul style="list-style-type: none"> • Leading approaches to securing improved levels of school attendance and inclusion
	Group Manager, Education Psychology
Education Psychology	<ul style="list-style-type: none"> • Lead provision of educational psychology services to support pupils, families and schools • Provide special educational needs support aligned with the approach to SEN led by Quality and Standards
	Group Manager, Youth & Learning Support
Learning Mentors etc	<ul style="list-style-type: none"> • Providing other forms of direct support to pupils to support their learning • Learning Support Unit
Youth Support	<ul style="list-style-type: none"> • Provide youth support and development services • Out of school hours learning provision • Contribute to the 14-19 Strategy
Connexions	<ul style="list-style-type: none"> • Connexions strategy manager
	Group Manager, Behaviour Support
Behaviour Support	<ul style="list-style-type: none"> • Develop and implement a Behaviour Strategy • Work closely with YOT and others to develop approaches to improving behaviour • Manage Acorns behaviour support facility for younger children • Review experience of behaviour programmes such as BEST and BIP and build on what has worked • Review and develop the Pupil Referral Unit
	Group Manager, Family Support & Teenage Pregnancy
Teenage Pregnancy	<ul style="list-style-type: none"> • Lead for LBBDD on the joint approaches to teenage pregnancy • Provide services to support teenage mothers to continue education and training
Family Support Services	<ul style="list-style-type: none"> • Review family support activities provided across children's services to identify gaps and duplication • Develop a coordinated approach to supporting families

	<ul style="list-style-type: none">• Commission and provide family support services eg family therapists
KEY RELATIONSHIPS:	<ul style="list-style-type: none">• Children and their Families• Other partners esp Health• Schools

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