

AGENDA MANAGEMENT SHEET

Name of Committee Children and Young People Overview and Scrutiny Committee

Date of Committee 1 September 2011

Report Title Impact Assessment on Posts Lost to the Directorate

Summary To look across the Directorate at the potential consequences of changes due to job losses.

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Would the recommended decision be contrary to the Budget and Policy Framework? No

Background papers None

CONSULTATION ALREADY UNDERTAKEN: Details to be specified

Other Committees
Local Member(s)

Other Elected Members Cllr June Tandy
Cllr John Ross

Cllr Peter Balaam "comments noted"
Cllr Carolyn Robbins

Cabinet Member Cllr Heather Timms

Other Cabinet Members consulted Cllr David Wright

Chief Executive

Legal Fay Ford "comments noted"

- Finance John Betts
Simon Smith, Finance
Chris Norton, Finance
- Other Strategic Directors Wendy Fabbro
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION **YES**

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee Subsequent reports to be taken to update on the situation.
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Children and Young People Overview and Scrutiny Committee – 1 September 2011

Impact Assessment on Posts Lost to the Directorate

Recommendations:

That the Committee:

- Notes the position of the four Business Units as a result of the loss of posts;
- Agrees to monitor continuing impact upon children, young people and families as CYPF moves into the People Group;
- Advises Cabinet of potential issues or outcomes that may arise due to the deletion of posts from services that are working with children, young people and families.

1. Background

- 1.1 Overview and Scrutiny requested that the CYPF Transformation Programme Board (TPB) undergoes a study of the posts that have been deleted between April 2010 and June 2011. The total is **141 posts** with 47% of them coming from Learning & Achievement and 57% of the 141 posts being redundancies. (**Appendix A** includes a description of the services with acronyms.)
- 1.2 There were 45 leavers from April to December 2010, and 96 leavers from January to June 2011, of which 90 have left since March 2011. The immediate impact of the majority of those lost posts is hard to measure because there has been so little time since they have left. Many of the job losses described in this report anticipate impact after the June 2011 date referred to above. Each Business Unit will have a different analysis on the potential impact but the point has to be made that this will be based primarily on a mixture of professional judgment and speculation rather than strong evidence at this stage. What will be important to gauge is the impact as the months unfold and as that evidence is gathered. One of the challenges will be the ability to gather the evidence where posts have gone that would have either provided the intelligence or undertaken the analysis.
- 1.3 An analysis of each of the four Business Units has been undertaken that maps out how these posts have been deleted, which services have been affected and what that has meant regarding the continuity of the work. In all cases **those leaving have not been replaced** and each Business Unit has either absorbed the workload or stopped areas of delivery. The downsizing and changing role of the Local Authority is a key priority activity for remaining managers, in addition to service delivery.
- 1.4 The TPB has the responsibility for managing the cuts to budgets, ensuring the capacity to fulfil our statutory obligations, and overseeing the downsizing process carried out through the CYPF Development Programme, which is

exploring alternative ways of providing services through commissioning etc. For the past two years, any vacancy has undergone rigorous scrutiny and has had to be approved for recruitment by the TPB as part of the efficiency monitoring. An immediate impact of this has been reduced capacity to provide full cover during the summer when a significant proportion of the total staff take leave in line with school holidays.

- 1.5 As time goes on, the TPB will monitor the Equalities Impact Assessments and will be able to report back subsequently on this aspect of the savings plan. It will also be important to report any changes in staff absence due to work pressures.
- 1.6 There is significant downsizing that is not recorded within these current figures as we continue with the reductions required of us due to the budgets that have been set, contributing to the 28% downsizing of the Local Authority as a whole. These posts are being deleted over the next few months. We will have completed the de-layering of management posts by December 2011. We have begun the transfer of services to either the third sector (e.g. Positive about Young People) or to being totally traded services (e.g. Outdoor Education, ESW etc.). This is in line with the County Council's ambition to move to being a commissioning organisation and away from direct frontline delivery or support.
- 1.7 The TPB is focussed on ensuring that we are meeting our statutory duties, continuing to look for efficient and effective ways of providing services for our children, young people and families, and using the discipline of the commissioning cycle to ensure that we are targeting our resources at those most in need and looking at the best way to provide the service while achieving best value and quality. As we move to the People Group on the 1 November 2011, this process will continue.

2. The Findings

- 2.1 **Strategic Commissioning, Partnerships and Planning** – this Business Unit includes Multi-Agency Commissioning, Commissioning Support Services and SEN & Inclusion services. The analysis of the number of leavers between 1 April and 30 June 2011 shows that from a total of **24 leavers**, 17 have retired and 7 have been made redundant. This included the Head of Service and staff from CSS, IDS, SNI and services that are now in the Resources Group.
 - 2.1.1 Retirement has affected SEN & SNI services but this is an area subject to review in response to legislative changes and our changed relationship with schools. Service redesign must take account of reduced resource, evidence-based practice and new legislative requirements to deliver effective services that represent value for money and improve outcomes for children and young people.
 - 2.1.2 The impact assessment on our CYPF strategic commissioning, partnerships and planning will be the challenge of sustaining the necessary resources for

our preparedness and support for inspections, the gathering, analysis and monitoring of our information and performance, and the support infrastructure of our Children's Trust and Area Partnerships. This in turn could add additional pressure on the other Business Units and Service Managers who will have to undertake more of the support functions.

2.2 Early Intervention & Family Support – this Business Unit includes Family and Parenting, Early Intervention Services (EIS) and Targeted Support for young people. The analysis of the number of leavers between 1 April and 30 June 2011 shows that from a total of **20 leavers**, 13 have retired and 7 have been made redundant. The services affected are EIS Primary, EIS Secondary, EIS LABSS, EIS, Youth & Community and PaYP.

2.2.1 As a result of the recruitment freeze in 2010/11, Youth & Community were carrying approximately 70 vacant posts. 15 posts have been deleted. Targeted Support for young people is being developed in place of Youth & Community with an updated paper going to Cabinet in September 2011.

2.2.2 One service within PaYP has ceased, with the remainder of PaYP business supported to become a social enterprise from 1 July 2011.

2.2.3 The impact assessment for Early Intervention and Family Support will be the challenge of whether voluntary and community groups have the capacity to handle more of the universal services for children, young people and families such as play, positive activities for young people and support to families who have short-term needs.

2.3 Learning & Achievement – this Business Unit has experienced the greatest number of redundancies. The Unit includes support to schools, colleges, Early Years and Childcare and to particularly vulnerable groups of children and young people through the Virtual School for Children in Care, the Ill Health Team and support for Ethnic Minority Achievement and Gypsy Roma Travellers. It also contains the County Music Service. The analysis of the number of leavers from this Business Unit between 1 April and 30 June 2011 shows that from a total of **66 leavers**, 5 have retired, 60 have been made redundant and 1 has left the Directorate for another job.

2.3.1 The services affected by a reduction in grants or the transfer of resources to schools through the Dedicated Schools Grant are:

- Learning Improvement Team
- Education Development Service (EDS)
- County Music Service (CMS)
- Early Years Team
- Intercultural Curriculum Support Service

2.3.2 EDS and work of The National Strategies Team were ended in April 2011. EDS provided a traded service for developing the quality of children's workforce in schools. This ended with the cessation of local and government grant funding. Following a decision of the previous government to develop a new approach to school improvement by devolving funding directly to

schools rather than local authorities, the Warwickshire National Strategies Team ended and the School Improvement Team was significantly downsized. The National School Improvement Partner Programme also ceased and so the support and monitoring function of SIPs has come to an end. The impact of these reductions in the work of the service is that the capacity of the Authority to monitor, support and intervene in schools and settings is significantly less than in previous years. The remaining team is focussed on improving school leadership through headteacher professional development, supporting satisfactory schools to become good or outstanding, and building capacity within schools to promote a system of school improvement based on school-to-school support. In addition, officers will continue to facilitate and contribute to the networking of education and learning providers to ensure there is sufficient, high-quality education and learning places available for children and young people across the county.

- 2.3.3 Changes to CMS (the reduction in management posts and new terms and conditions for staff) have been designed to put the service on a fully traded basis from September 2011, following the loss of County Council funding from April 2011. Grant-funded services are targeted at widening opportunities. Tuition and other activities have to be funded by schools or parents.
- 2.3.4 ICSS provided support and advice for the development of English as an additional language, intercultural activities to support community cohesion and a home-school liaison service for families where English was not the first language. From 1 September 2011, the service will transform into the Ethnic Minority Achievement Support Team. A reduced team will provide language assessments for new arrivals. A reduced-capacity service will trade other activities with schools. Following redundancies, the service will no longer provide intercultural activities. All tuition classes for community languages ceased on 31 July. The full impact of these changes will be carefully monitored in terms of the achievement and engagement of ethnic minority pupils, especially those from harder-to-reach groups.
- 2.3.5 Posts have not been filled in the Early Years Team following the loss of the Early Intervention Grant and a fundamental review of the service is being carried out. Further reductions in staffing will follow from 1 September 2011.
- 2.3.6 Similarly, there will be further losses to the Healthy Schools Team and the Extended Services Team from 1 September 2011. These will all result in a reduced service in schools with remaining services targeted at areas of greatest need. The impact will be monitored through our Needs Assessment data. The functions of the Student Finance Team were transferred out of the Council to the Student Loan Company in April 2011.
- 2.3.7 The impact of this reduction for Learning and Achievement is on the willingness and capacity of schools to become self-improving autonomous institutions without the level of support provided by the Local Authority in the past. For the Authority, there is a risk that it will have less information about the performance of maintained schools and settings leading to a reduced

ability to intervene early if the performance of an institution declines. The transfer of funding from local authorities to schools means the ending of the Healthy Schools Team and The Extended Services Team. This will mean the functions and responsibilities of these services to promote the health and wellbeing of children and young people will lie with schools themselves rather than Local Authority support services.

2.4 **Safeguarding** – this Business Unit includes all of our Child Protection, Looked after Children and Adoption Services. The analysis of the number of leavers between 1 April and 30 June 2011 shows that, of the **14 leavers**, all have retired.

2.4.1 The loss of these posts has primarily been a consequence of the managerial de-layering exercise. This means that frontline services have largely been protected. However, we need to be aware that there are more children and young people coming to the Safeguarding Team's attention and so capacity has been further stretched. Furthermore, the increase in the volume of work means that we need more Foster Carers and Adopters at a time when our capacity to recruit and support them has diminished. We are also asking more of our hard-pressed frontline managers. Finally, the Munro Review of Child Protection charges employers to reduce workloads of frontline social work staff, to relieve the administrative burden that they face and to increase management support. This will not be achievable under current circumstances.

2.5 **Supply Pool Staff** – the analysis of the number of leavers between 1 April and 30 June 2011 shows that from the **17 leavers**, 10 have retired and 7 have been made redundant. The CYPF pool has reduced by 8 staff, while the teaching pool has reduced by 7 staff and 2 youth workers.

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Heads of Service: Mark Gore, Elizabeth Featherstone, Phil Sawbridge, Liz Holt

Strategic Director: Marion Davis

Portfolio Holder: Cllr Heather Timms

17 August 2011

Agenda No 7, Appendix A

Impact Assessment on Posts Lost to the Directorate

Table showing posts reduced April 2010 to June 2011:

CYPF Directorate	Early Retirement	Retirement	Redundancy	Left CYPF	Total
Learning & Achievement	2	3	60	1	66 47%
Commissioning, Partnerships & Planning	3	14	7	0	24 17%
Early Intervention & Family Support	6	7	7	0	20 14%
Safeguarding	2	12	0	0	14 10%
Pool Staff	3	7	7	0	17 12%
Totals	16 11%	43 30%	81 57%	1	141 100%

Acronyms to services:

Strategic Commissioning, Partnerships & Planning

IDS Integrated Disability Services
 SNI Special Needs and Inclusion (including Education Psychologists)
 ICT Information, Communication, Technology Development Services

Early Intervention & Family Support

EIS Early Intervention Services including Primary & Transition; Secondary & Progression
 LABSS Learning and Behaviour Support Services
 PaYP Positive about Young People

Learning & Achievement

EDS Education Development Services
 ICSS Inter Curriculum Support Services