

Education, Children and Families Organisational Review

Education, Children and Families Committee

30th October 2007

1. Purpose of report

- 1.1 This report sets out the background, scope, process and timescale for an organisational review to be carried out within the Children and Families Department.

2. Background

- 2.1 The Council, at its meeting of 20 September 2007, approved the report "Children and Families Department – Revenue Budget Monitoring – Month Four Position". Action to address forecast budget pressures included the commissioning of organisational reviews in Community Learning and Development and the department's management structure. The report indicated that "Other actions will require a significant effort in terms of HR activity, consultation with staff and trade unions and robust project planning processes, for example reviews of support staffing numbers and structures across the department".
- 2.2 The organisational review therefore will focus on the areas outlined above and more detail is provided in the Terms of Reference proposed below.
- 2.3 The review will be carried out in accordance with the Council's Procedure for the Conduct of Reviews.
- 2.4 An initial estimate of the 2008-09 budget pressure, based on current monitoring and known pressures, is around £14,000,000. A range of management action is being developed to address this pressure and it is anticipated that this review will make a significant contribution to achieving sustainable reductions.

3. Terms of reference – Departmental Organisational Review

Objective

- 3.1 To achieve sustainable reductions in expenditure in 2008-09 and beyond by reducing management support levels across the department and reducing levels of discretionary service.

Scope

- 3.2 Specific areas to be considered are:

- Management support arrangements across the department including streamlining of neighbourhood management
- Community Learning and Development management and service levels and other areas of discretionary service
- Working Together management and services.

Outcome

- 3.3 The reviews will recommend changes in levels of activity, staffing and management support in the areas outlined above and will seek to reduce expenditure in order to reduce forecast budget pressures.

4. Management of Review Process

- 4.1 The review will be directed by a board, chaired by the Director of Children and Families and including all Heads of Service and representatives from Corporate Services.
- 4.2 The lead officer will be the Head of Neighbourhood Services.
- 4.3 The scope of the review is significant and will be taken forward by sub groups focussing on: neighbourhood management and working together; community learning and development, and other areas of discretionary service; and departmental management support.

5. Timetable

- 5.1 Action from the review will be implemented from April 2008 and a report will be submitted to the council by February 2008.

6. Communications and Engagement

- 6.1 The outcomes of the departmental review will have significant implications for staff and services. A communications and engagement strategy will be established to ensure that all staff and stakeholders are kept aware of progress

and that they have opportunities to contribute to the preparation and consideration of options for change.

7. Staffing Implications

- 7.1 The review conclusions will include recommendations for reductions in staffing levels and it is vital that dialogue is maintained throughout the review process with staff and their representatives about the potential impact on staff and the options for dealing with reductions in staffing levels.

8. Principles

- 8.1 The Children and Families Department was established with a strong commitment to delivering coordinated services at local level. The principles of integration and neighbourhood working will continue to underpin the department and these principles will inform the development of options for change in the review process.

9. Financial Implications

- 9.1 The purpose of the departmental review is to reduce forecast budget pressures in 2008-09 and beyond and where possible to improve arrangements for the management and delivery of services. It is too soon to predict the level of reductions which will be achieved but this will become clearer as part of the early work of the review sub groups.

10. Recommendations

It is recommended that the Committee:

- I. Approves the departmental review as detailed in this report
- II. Requests a report on the outcomes of the departmental review by February 2008

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for

Appendices

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**Wards
affected** All

**Background
Papers**