

Office of Children and Young People's Services

**Formal Consultation on Proposals for
the Area and Locality Structure**

24 November 2005

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1.0 INTRODUCTION

This consultation document sets out the next phase in the transformation agenda and focuses on the area management structures to deliver improved outcomes for children and families in Cambridgeshire. It is important to emphasise that such transformation does not just come about by reorganising structures. It is also about values, attitudes and relationships and finding the best structure, which can both challenge and enhance the way we work together for the benefit of children, young people and families.

It is also about accountability and ensuring the best structure is in place, which is fit for purpose and clear about governance and responsibility.

The Area Directors have reinforced a number of key principles to achieving these aims:

- Increasing speed of response
- Early intervention and prevention
- Service at the most local practical level
- Potential for establishing multi-agency teams
- Clarity of roles, responsibilities and accountabilities
- Building on existing good practice

It will be important to provide clarity for staff, to conclude this phase of discussions and move on. Support from staff is essential and further time will be taken if necessary to take full account of staff views. Full consideration will also be given to the necessary administrative arrangements needed to support the new structures and workshops for business support staff will be held in January to complete the work.

There will be further developments informed by the collective wisdom of front line staff building on existing good practice.

The formal consultation process begins on 24th November 2005 and will continue until 4th January 2005. Whilst the information set out in this document represents the collective views of the OCYPS Management Team and incorporates views expressed from earlier consultations, further comments on our proposals will be welcomed. Later in the document, there is a reminder of the various ways in which views can be provided. Please do take the opportunity to consider the proposals and provide comments. The Management Team is happy to attend team meetings to provide clarification on the proposals throughout the month, diaries permitting.

Thank you for your continued support and professional commitment as we move through this challenging transitional period.

Gordon Jeyes
Deputy Chief Executive
Office of Children and Young People's Service

2.0 FEEDBACK FROM THE CONSULTATIONS RELATING TO THE HEADS OF SERVICE STRUCTURE

The feedback from the consultation relating to the Heads of Service structure has helped to inform the development of the Area structure. A number of common themes have emerged:

- Some professional groups expressed concern over systems for peer and professional supervision, allied to the importance of case management in the new structure. As an example, colleagues sought clarification on the accountability for the social care functions, which will be delivered within the Areas. Colleagues were keen to ensure that any changes would take place without compromising children's safety.
- Colleagues also highlighted initiatives such as Children's Centres and Extended Schools, which need to be seen as integral to the transformation agenda. They should be considered as significant hubs when decisions are made on the access points for local service delivery.
- All staff, whether front line or "back office", have individual needs, which must be considered during the change and all are entitled to assurances that they will be treated fairly.
- It is right to aspire to delivering a vision, but pragmatism is also important when it comes to deciding how many staff go into a particular team. There must be a suitable office base for staff, with appropriate administrative support.
- Locality Manager posts need to be graded in a way that attracts high calibre staff, who can deliver a new and dynamic service.

This consultation process seeks to address all of these issues and to make sure that there are systems in place to support staff through times of uncertainty and change. It is recognised that the impact on staff of reorganisation places some services at greater risk and the OCYPS Management Team are committed to finding ways of providing support to minimise these risks.

As part of the consultation on 'Vision into Practice', we gained agreement on a number of issues regarding the locality teams. The Children and Young People's Strategic Partnership agreed in principle on 31st May 2005:

"many of the staff that provide services at locality level will work as part of the OCYPS, but many will be employed by PCTs, District Councils or the Voluntary Sector. To accommodate this, multidisciplinary teams will be established that include key staff from the OCYPS who provide services to that locality. Some of these staff would be managed at area level but be linked to a locality team. Some of them would be managed by a Locality Manager....."

The Teams will also include named staff from other partner organisations that provide services to that locality as virtual or extended members. They would not be line managed by the Locality Manager but would be seen as an essential component of an integrated and coordinated locality response. These arrangements will be clarified through the development of working protocols and linking agreements"

3.0 PARTNERSHIPS

Much of the success of the implementation of Every Child Matters and the National Service Framework will depend on the quality and robust nature of our partnership arrangements, particularly as we move into joint inspections and Local Area Agreements. Significant progress has been made with the proposed integration of Connexions into the County Council and this should be concluded during 2006. In addition changes are likely to occur in other partner organisations, most notably the Primary Care Trusts (PCTs). Any further changes and opportunities for joint working, co-location and joint posts will be fully explored and partners consulted as part of the process.

There have been early discussions with Primary Care Trusts about their lead Children's Services Manager becoming a virtual member of each Area Management Team and this is supported in principle. This invitation will be extended to other relevant key partners.

4.0 FORMAL CONSULTATION

The remainder of this paper sets out the formal proposals for the structure of the Office of Children and Young People's Service (OCYPS) at Area level. The external and internal drivers that have influenced the proposed structure were set out in full in the earlier consultation document and this paper now also reflects the aims and aspirations of Cambridgeshire's Change for Children Programme. This is articulated in the Vision.

5.0 THE VISION

Implementation of Children and Young People's Services in Cambridgeshire will focus on:

Ensuring all children and young people achieve their potential

This vision will be pursued by:

- Delivering services for children of the highest quality
- Maximising consultation and ensuring full participation of children, young people, parents/carers and other stakeholders particularly in all those decisions which affect them
- Developing services which are inclusive and accessible
- Reducing inequalities and raising achievement

These aims will be evaluated against the five main outcomes.

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well being

These outcomes require early intervention, emphasis on prevention, multi agency activity and effective partnerships. Integrated working will require:

- Clear governance arrangements
- Partnerships based on mutual dependency and utter reliability

- Joint planning and commissioning
- Pooled budgets
- Shared workforce development and training strategies
- Creation of multi disciplinary teams
- A common assessment framework
- Information sharing protocols

6.0 CONSULTING WITH STAKEHOLDERS

Extensive consultation has already taken place with stakeholders led by the Children's Task Group since April 2003 on behalf of the Children & Young People's Strategic Partnership. The Task Group has driven a series of wide ranging consultations with stakeholders that have informed the development of OCYPS. Throughout the consultation there has been strong support for more integrated service commissioning, planning and delivery supported by shared records, common assessment and pooled budgets.

This paper is a formal consultation document for staff working within the County Council and Connexions. However comments from partners such as the PCTs and voluntary organisations are welcomed. These partners are essential contributors to local delivery alongside or, in due course, as members of area or locality teams.

7.0 MANAGEMENT PRINCIPLES

The new management structure in the Office of Children and Young People should be judged against a number of key management principles. The proposed structures have been designed to support the vision and values of the Office, building structures, which will best serve the public and put the needs and interests of children and young people first.

The management principles are as follows:

- i) Arrangements should be fit for purpose, affordable and sustainable.
- ii) The emphasis should be on flexible and transferable skills, systems and teams.
- iii) Team working and collegiate decision-making should be emphasised with a particular value on the importance of partnership working with others and encouraging staff participation in decision making.
- iv) Roles and responsibilities should be clear with a distinction between strategic and operational management and devolution to the most local, practical and equitable level.
- v) The number of direct reports to a manager should not normally exceed 6, with no more than 3 steps between a Director and basic grade professional staff.
- vi) The benefits and requirements of professional supervision and risk assessment should be taken into account giving staff access to professional support as well as line management. Peer models of professional supervision should be developed.
- vii) Professional confidence should be celebrated, with well-supported staff benefiting from continuing professional development, clear regarding their responsibilities and aware of their accountability.
- viii) Layers of management should be reduced to a minimum and new roles such as Area Manager and Locality manager will replace existing roles.
- ix) The principle shift of resources to front line will be followed.

In developing the OCYPS structure, consideration has also been given to:

- Improving communication
- Creating an environment which encourages creativity, initiative and enthusiasm
- Tackling poor performance
- Being customer focused, energetic and committed
- Having a leadership team that is visible, provides clear strategic direction and leads by example
- Having managers who operate by influence rather than control and hierarchy
- Having managers who delegate effectively by setting a clear framework within which others can operate freely
- All employees being aware of their roles and responsibilities and having an understanding of the roles and responsibilities of others
- All employees being involved in effective service planning and sharing ownership of service aims
- Promotion of partnerships with staff ensuring the participation of service users/customers and providers in decision-making processes
- Maximising opportunities for effective partnership working and service integration with other providers of children's services.

8.0 TIMETABLE

The stages in the area consultation process are summarised below:

Step 1 – Informal Consultation

Options for possible long-term arrangements developed, led by the Deputy Chief Executive
April-July 2005.

Step 2 – Finalising the proposals

Management Team reviewed feedback and other available information and agreed the preferred model for county posts to be issued for consultation.
July – August, 2005

Step 3 – Consultation on the County structure

Consultation document published on the proposals for the County structure.
September, 2005

Step 4 – Results published – County structure

Assimilation process undertaken, appeals considered and posts advertised.
October, 2005

Step 5 - Heads of Service appointments – County structure

Interviews held and appointments to be made by 30.11.05.
November, 2005

Step 6 – Consultation period begins on Area structure

Consultation paper circulated, containing vision, job descriptions, appointment process, etc. Management Team available to attend team meetings, or meet staff individually, diaries permitting.

Closing date for responses: 4th January, 2005

Step 7 – Responses to be reviewed

Management Team to consider responses and provide feedback.

15th January, 2006

Step 8 – Implementation of the new arrangements

Interviews for Area Manager posts will be end at the end of January/early February. Locality Manager interviews will follow.

An early date will be set for the new structure to come into effect. As well as the changes to management posts, this will include confirmation of the team structures and reporting arrangements. (Note: there will inevitably be a period of 'twin-tracking' as colleagues adapt to their new roles and arrangements are made for their previous duties to be undertaken by others.)

January – March, 2006

Step 9 – Full implementation

Appointments to all Area and Locality Manager posts are expected to have been made by 1st April, 2006 and work will be underway to ensure that all Area and Locality Teams are fully operational.

1st April, 2006

9.0 DETAILED PROPOSALS

Based on comments from stakeholders and the responses to earlier consultations, the following structure is proposed for the services that will be delivered at area and locality level within OCYPS. The structure chart illustrating the proposed structure is shown in Appendix 2, indicating the broad functional responsibilities of each post.

The document is primarily concerned with the formal process of consulting County Council staff. Discussions relating to the relationships we have with key partners such as schools and Primary Care Trusts have commenced and our relationship with health professionals will be crucial in delivering a genuine 0-19 service.

We are keen to emphasise at this point that schools will be at the core of this partnership work and are essential to the delivery of an integrated response. They can facilitate participation by children and their families in joint planning and service development.

Therefore, we are keen to encourage response from our partners over the proposals outlined below.

The following sections outline details of the key management posts. It is anticipated that all the post holders will work closely with colleagues working at County, Area and Locality level. A job description and person specification

for each post is available on-line at the following address
<http://camweb/cyps/consult/index.cfm>

The chart on page 13 sets out which groups of staff will be managed at which level with effect from 01/04/06. These proposals have been developed through consultation and careful consideration of staff numbers. These numbers do not include administration staff. It is vital however, to stress that we are as keen to hear from administration staff as any other group as to their views of the proposals contained in this document. Without their active support we will not be able to deliver the Vision.

The Management Team would, however, wish to maintain its commitment to developing services for the future with other partners, specifically Primary Care Trusts, the Mental Health Trust and the Learning and Skills Council.

9.1 Area Management Team

Each of the Areas will be led by an Area Director. Each Director will be supported by a team of 3 Area Managers and a number of Locality Managers. The Area Managers will share collective responsibility for the operational delivery of a range of services. A detailed job description is available for each post, but in summary the Area and Locality Manager roles are as follows:

9.2 Area Manager, Social Care

This role will be responsible for the operational management of social care services within the agreed budget to ensure the safeguarding of children and improve the life chances of looked after children to the standards set within the County's Quality Assurance Framework. The responsibilities will include the implementation of child protection policies and procedures and developing preventative strategies, whilst operating a system of staged intervention with appropriate thresholds. The Area Manager will build the area networks with other agencies and involve service users in the development of services. There will be clear links with the locality teams.

The Area Manager will also have responsibility for ensuring that professional supervision is provided to the social care staff located in the Additional Needs Teams, particularly when safeguarding issues have been identified. The Area Manager, Social Care will be line managed by the Area Director, but will receive professional supervision from the County Head of Social Care.

9.3 Reporting to Area Manager, Social Care

It is anticipated that there will need to be three Team Leaders who will report to the Area Manager. The posts are still under review and job descriptions will be circulated shortly.

The following staff will report to the Area Manager, Social Care. It is anticipated that some of these posts may be assimilated from existing Social Care Managers.

9.3.1 Social Care Manager, Assessment and Care

This is a new post within each area. The postholder will have responsibility for two Team Leaders in intake/assessment and two Team Leaders for care management/long-term team. The teams will provide all the assessment and care management services.

9.3.2 Team Leader, Looked After Children (LAC)

The Team Leader will report to the Area Manager Social Care and will have responsibility for providing the appropriate social care for looked after children and for securing the child's education, therefore fulfilling the role of the 'corporate parent'. Although they are managed on a county basis, the Education Services for Looked After Children (ESLAC) will have a close link to the Area LAC Teams.

In due course, it will also benefit looked after children if designated health professionals for LAC are also aligned to the Area Teams. There would need to be clear protocols across areas "sharing" children who do not reside in their "home" area. Each Team Leader LAC would hold a responsibility for ensuring appropriate management of out of county placements including those for children placed out of county for educational, social or health needs.

9.3.3 Team Leader, Family Support

This post would manage all the family support services commissioned by social care assessment and care management that are currently managed as part of the county Family Support Services.

9.4 Area Manager, Additional Needs

This role is primarily responsible for the management and delivery of operational services for children and young people who have special educational needs and/or disabilities and their families/carers. The focus will be on children and young people who have complex and multiple needs and who require services from more than one service provider. Many of these are children who will continue to need support for them and their family and carers in the long term including the transition into adulthood. Close links will need to be built and maintained with services for adults to ensure the smoothest possible transition in care and educational provision.

The aim is to develop a more integrated and multi disciplinary response than children and their families currently receive. Feedback from parents and carers gives some clear messages about the need to reduce duplication, share information and develop a more holistic approach.

The Area Manager for Additional Needs will also manage services such as Educational Psychology and Cambridgeshire Access Inclusion and Support Service (CAISTS) that provide support to schools and other settings on special educational needs and behaviour issues. These services will work closely with locality teams, whilst being managed at Area level due to staff numbers.

The Area Manager, Additional Needs will also be responsible for ensuring the inclusion of children with additional needs in mainstream settings and improving their life chances. This will include providing advice and support to

universal providers such as early years settings and schools and developing their capacity to include children with additional needs, while taking account parental views and preferences.

The role will also include ensuring participation by users in service development. The Area Manager, Additional Needs will be responsible for developing clear links with Locality Teams, ensuring appropriate referrals are being made and acted upon. They will also be responsible for making sure that staff in Locality Teams are equipped to provide support to universal providers to develop a more inclusive approach and adopt early intervention strategies in relation to special educational needs and disability issues.

We believe that there is considerable evidence of excellent multi agency working already in place in and around special schools. We would wish to build on that.

In order to establish a truly multi disciplinary service, the role of the Health Service, District Councils and the Voluntary Sector will also be critical to success. Consultation work and discussion with partners so far has confirmed this. This is best established in a phased manner in line with the results of 'Vision into Practice'.

With effect from 1st April 2006 we will create a multi disciplinary team of County Council and Connexions staff in each area as part of a managed process of moving towards the establishment of a multi agency approach. It is envisaged that the Additional Needs Team will be split into 3 functional groupings managed as teams as set out in Appendix 2.

These groupings will be as follows:

Team Leader, Access to Learning

CAISTS Cambridgeshire Access and Inclusion Support Service
Educational Psychology

Team Leader, Support to Early Years

Early Years Special Educational Needs Coordinators
Early Years Specialist Support Teachers
Portage Service

Team Leader, Support to Families

Family Service Coordinators
Community Support Service
Social Workers (children with disabilities)
Residential Units for children with disabilities (respite)
Connexions Additional Needs PAS
Transitions Service (Connexions and Social Care)

9.4 Area Manager, Planning, Partnership & Performance

The postholders will work closely with the Head of Planning and Partnership and the Head of Infrastructure, who report to the Director of Planning and Development. The responsibilities for the post include:

- The performance management of services delivered in the area. This role will link closely to work done at county level, but it is envisaged this person will act, in conjunction with the Area Director, as the key officer to monitor standards locally, both with County Council staff and partner organisations.

- Planning and development work – this will include the preparation of an Area Plan and the monitoring of the targets outlined in the plan.
- Joint commissioning of services, where appropriate, in conjunction with OCYPS colleagues and partners in the locality and area
- Co-ordinating the partnership arrangements for the service, with particular reference both to the Local Strategic Partnership and the Children and Young Peoples Strategic Partnership
- Agreeing protocols and partnership arrangements within OCYPS and with key partners, such as schools, the District Council and the Voluntary Sector
- Promoting the services provided by the County Council in a proactive manner, particularly targeting children, young people, their parents and carers
- Leading workforce development and organisational development initiatives on behalf of the Area Management Team
- Coordinating participation and engagement of children, young people and families.

Whilst this post will not have any operational responsibility it will need to deliver on modelling the radical approach to improving outcomes for children and young people. There is the potential for this post to manage jointly funded posts that may be created in future with partners.

9.5 Locality Managers

The Locality Managers will manage Locality Teams of multi-disciplinary staff. It has been agreed that there will be fourteen localities based on secondary school catchment areas across the county, which are shown in Area clusters below:

South Cambridgeshire and Cambridge City

- Sawston and Linton
- Cottenham and Swavesey
- Bassingbourn, Melbourn, Comberton and Gamlingay
- Cambridge North
- Cambridge South

Huntingdonshire

- Huntingdon
- Sawtry and Ramsey
- St Ives
- St Neots

East Cambridgeshire and Fenland

- March and Chatteris
- Whittlesey
- Wisbech
- Ely, Littleport and Witchford
- Bottisham and Soham

Considerable discussion has taken place surrounding which staff should be allocated to work at County, Area and Locality level. The functions to be provided at County, Area and Locality level should be set out in the following table. It is worth stressing that this table does not include those services that it has already been determined will operate at County level.

County	Area	Locality
<ul style="list-style-type: none"> • ESLAC • LAC Nurse • LAC Psychologist • CREDS • Traveller Team • PSHE • Student Assessment • Social Care Child Protection & Review • Education Child Protection • SCIP Coordinator • Fostering & Adoption • Adoption Policy & Practice Manager • Link Service for children with disabilities • Young People's Residential units (long term) • Youth Offending Service • Social Care Children's Participation Officer • Connexions Involving Young People Co-ordinator • Parent Partnership Service • Visual Impairment • Hearing Support • Leaving Care Team • Emergency Duty Team • School Effectiveness 	<ul style="list-style-type: none"> • Pre-school specialist teachers • Area SENCOS for early years • Portage • Family Service co-ordinators • Community Support co-ordinators • CAISTS • Educational Psychology • Social Workers (children with disabilities) • Social Care Field Care Teams and Children's Health Team • Child & family Workers • Family Support Workers • Connexions Additional Needs PAs • Transition Co-ordinators • Transition Social Workers • Residential Units for children with disabilities (respite) 	<ul style="list-style-type: none"> • Early Years mentors • Universal PAs • Hybrid PAs • Intensive PAs • Outreach PAs • Information & Advice workers • Education Welfare Officers • Youth workers • Secondary Support and Inclusion Service In School Support Teachers • Children's Centre Representatives (where appropriate)

As part of the planning process, provisional allocations have been made to indicate the numbers of staff who will be allocated to each of the locality teams. This should give an indicative feel to the size and scope of each patch, but it is important to stress that these figures still require further review.

Team	Head Count	FTE
Huntingdon	13	10.71
Sawtry & Ramsey	8	4.74
St Ives	6	3.3
St Neots	8	6.61
March & Chatteris	11	8.4
Whittlesey	5	1.5
Wisbech	12	10.81
Ely, Littleport & Witchford	10	7.15
Bottisham & Soham	6	4.5
Sawston & Linton	6	3.6
Cottenham & Swavesey	6	4.1
Bassingbourn, Melbourn, Comberton & Gamlingay	6	3.84
Cambridge North	13	11.01
Cambridge South	17	13.06

These figures are based on teams which will include:

- Personal Advisors (Connexions)
- Information & Advice Workers (Connexions)
- Client Researchers (where applicable) (Connexions)
- Education Welfare Officers
- In School Behaviour Support Teachers
- Level 3 Youth Workers
- Early Years Mentors and Children's Centre Representatives

Despite the disparity in size, it is envisaged that there will be a Locality Manager allocated to each locality, to ensure genuine community representation and management. To overcome the work differentials, some functional tasks will be allocated to Locality Managers with smaller teams. There will be an expectation that each Locality Manager will continue to play a part in their own specialist field. The amount they contribute will be proportionate to the size of the team. This functional role may also involve professional supervision across the Area.

The job description provides more detail, however, the Locality Manager's primary task will be to manage the delivery of the multidisciplinary service, focusing on the identification of problems, and to implement preventative strategies. It is important to stress that the Team will have a strong delivery role in addition to acting as a referral point to specialist services.

Both the Area Manager and Locality Managers will replace existing managerial roles and should not be seen as an additional tier of management.

It is also envisaged that as the Teams become more embedded in daily service delivery, they are likely to grow in size, particularly as joint working develops. An early function of the Team will therefore be to develop arrangements with local providers working within the health sector to ensure that a true 0-19 service can be initiated from the start.

The grade of Locality Manager will be reviewed in April 2007.

10.0 APPOINTMENT PROCESS

Following normal County Council processes, careful consideration has been given to how posts should be filled in the new structure. The likely transfer of the Connexions Service to the County Council during 2006 means that the early involvement of Connexions staff in OCYPS is important and the intention is, therefore, to open all vacancies to members of the Connexions Team.

No staff are currently considered at risk of redundancy, either within Connexions or within OCYPS. It is anticipated that the vast majority, if not all, of the posts will be filled from the wealth of experience and skills colleagues bring, who are already working within OCYPS or Connexions.

The appointment process will be undertaken in two phases: firstly, by assimilation where there is a clear match between the post holder's current role and a post in the new structure; and secondly by internal advertisement to all staff within OCYPS and Connexions. Where posts remain vacant thereafter, they will be advertised externally in the normal way.

A provisional assimilation process has taken place for Area and Locality Manager posts in the proposed new structure. As far as possible at this stage the proposed Area Manager posts have been compared against existing posts in the pre-April 2006 structure. Using the Council's 80:20 rule, colleagues whose posts have changed by less than 20% in the new structure can expect to be assimilated into the new structure. In all other cases, colleagues would be able to apply for the new posts as outlined above.

Based on the job descriptions proposed within this consultation document, early indications are that the impact of the new structure would be as follows:

New Job Title	Match/No match	Substantive Post holder Yes/No
Area Manager, Social Care	No match	No
Area Manager, Additional Needs	No match	No
Area Manager, Planning, Partnership and Performance	No match	No
Locality Managers	No match	No
Social Care Manager	Unable to assess until job descriptions are available	
Team Leader: Intake/Assessment Team Leader: Care management Team Leader: Looked after Children Team Leader: Family Support	Unable to assess until job descriptions are available	

It is important to ensure that 'business' is maintained as normal during the transitional period. Therefore, those who are not appointed to a new Head of Service post, or to a post as an Area Manager or Locality Manager will continue in their existing role until such time as further arrangements are made. In addition responsibility for cases/work has to remain with the current accountable officer until formally handed over and written acceptance confirmed.

10.2 Job evaluation

Unchanged or marginally changed posts in the new structure do not need to be re-evaluated at this time. All Area and Locality Manager posts are considered to be new, since they arise from posts that have changed substantially i.e. by more than 20%. Based on the new job descriptions, the posts have been evaluated using the HAY job evaluation process and will be paid on the Management Band pay scale, details of which are available via the intranet at http://camweb/personel/pay_ranges.cfm. The grades for the new posts have been confirmed as follows:

Post	Evaluated Grade
Area Manager, Social Care	MB5
Area Manager, Additional Needs	MB5
Area Manager, Planning Partnership and Performance	MB3
Locality Managers (To be reviewed in April 2007)	MB2

10.3 Appeals against assimilation decisions

Where a colleague wishes to challenge an assimilation decision, the normal County Council appeals process will apply. This is a two stage process, as follows:

Stage 1

Any appeal must be submitted in writing to the Head of Human Resources, OCYPS within ten working days of the employee receiving a decision on slotting-in or appointment. The letter must set out the reasons for the appeal and the outcome sought. The case will be reviewed and a decision provided in writing within five working days.

Stage 2

If the employee remains dissatisfied they must write to the Head of Human Resources, OCYPS outlining the reasons and grounds for their dissatisfaction with the assimilation process. Arrangements will be made for the Deputy Chief Executive (or his delegated representative) to meet the employee and manager involved in the first stage of the appeal within 20 working days of receipt of the written notification. All parties will be notified of the outcome within five working days of the meeting. The decision at this stage will be final.

10.4 Applying For Posts

In order to keep the process as simple as possible, colleagues will be asked to complete an abbreviated application indicating the post(s) for which they wish to apply. Where a colleagues wishes to apply for more than one post, it will be necessary to complete a separate application form for each post.

Further information regarding the selection process will be circulated once the consultation period has been concluded. Colleagues may wish to note that interviews are likely to take place from mid- January 2006. Colleagues who are appointed to the posts will move into their new roles on a gradual basis and, as indicated earlier, there will continue to be a need for some, if not all, to continue to manage their existing roles on a 'twin track' basis for a temporary period. All appointments will, however, be held to take effect from 1st April 2006, in order to assist in providing clarity for colleagues across the OCYPS.

10.5 Advice on the process

Please contact Joyce Fenton, Head of Human Resources, OCYPS on 01223 717925 or at joyce.fenton@cambridgeshire.gov.uk if you have queries regarding any part of either the assimilation or the selection process.

11.0 CONSULTATION

One of the County Council's strengths is the effectiveness of the partnerships with key stakeholders. The existing arrangements for consulting employee representatives will continue in the transitional period and thereafter as the vision for OCYPS becomes a reality.

Consultation will continue with the following trade unions and staff associations and their support and input to this important debate is most welcome:

Unison	GMB	TGWU	NUT	NASUWT
ATL	SHA	NAHT	PAT	NATFHE

12.0 COMMENTS ON THESE PROPOSALS

If you have specific service queries, these should be raised with one of the Area Directors or the relevant Director in the first instance.

As indicated earlier, members of the Management Team will be happy to respond to requests for their attendance at team meetings during the consultation period, diaries permitting. It is important that colleagues have a full understanding of the proposals contained in the document, so colleagues are encouraged to use the 'Ask Gordon' e-mail address <http://camweb/cyps/tb/threads.cfm> as an alternative means of raising any queries.

The formal consultation period begins today. Please send any comments or suggestions you may have on the proposed structure, the job descriptions or the appointment process to Kathy Chapman, Executive Officer, kathy.chapman@cambridgeshire.gov.uk by **midday on 4th January 2005**.

APPENDIX 1 – THE COUNCIL'S VISION & VALUES

The Council's vision

To achieve a robust local economy for communities that are safe, healthy and socially inclusive, within a sustainable environment.

The Council's Values

- **Customer focus** - putting the customer at the heart of all we do
- **Partnership** - improving services by pulling in the same direction with our partners
- **Accountability** - being open and accessible and encouraging the public to participate
- **Value for money** - achieving good or excellent services while spending public money wisely
- **Equity** - serving all our communities well, making sure services are accessible to all and fairly allocated

The Council's Priorities 2005 to 2009

Learning for life

- seeking the highest attainment for children in our schools, we will
 - support all children and families in the pre-school years
 - help all children achieve the highest standards and enjoy their time at school
 - support young people to become active and informed citizens of Cambridgeshire
 - encourage participation and achievement in learning by increasing choice and opportunities for learners and potential learners

Promoting Independence

- safeguarding vulnerable adults and children, we will
 - work with children, young people and families to stop present difficulties becoming future problems
 - protect vulnerable people who may be at risk and support them in the lives they choose

Building Cambridgeshire Communities

- enabling economic growth, but not at the expense of the environment, we will
 - provide for the growth which will take place in the county
 - make sure that growth in the county is supported by sustainable transport
 - improve accessibility in our towns and villages

- protect and enhance the quality of our environment
- make Cambridgeshire a safe place to live, work and visit
- meet the reading, learning and information needs of all
- improve customers' access to our services whether from our website, the Contact Centre, or when they use our buildings

Objectives of Reshaping

The Council will

- Be a highly responsive organisation
- Have robust, streamlined processes, which meet the needs of customers
- Manage its resources and performance more effectively

The Council's employees will

- Support the Council's vision
- Work creatively across the departments
- Have the freedom to provide flexible solutions for our customers
- Be supported effectively by managers who remove barriers to best practice

Customer focus will be improved through

- The empowerment of front-line staff
- Modernised, efficient and simplified business processes designed around the needs of our customers

APPENDIX 2 - STRUCTURE



