

<b>Annex 4 – Service &amp; Staff Consultation Analysis</b>
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## Children, Young People & Families Service Redesign

1. This annex sets out the main findings from the formal service re-design consultation and staffing consultation, where comments were are not related to human resources matters (e.g. terms and conditions, line management etc.)
2. **Service Consultation**
3. Formal consultation on the service redesign proposal began on the 14 February and closed on the 4 April 2011 and the exercise comprised a consultation document with a feedback form available on the county council website, on hard copy by request and sent directly to stakeholders and partners involved in the production of the Children and Young People's Plan. A special version of the consultation document was prepared for children and young people and this was made available via a range of different approaches as follows:
  - Online survey and Facebook responses (Feb/March 2011)
  - Oxfordshire Youth Parliament (Volunteering and Big Society debates) (Sept 2010 and Feb 2011)
  - Local Area Trust Board meeting with children and young people (Jan 2011)
  - Facts and Figures Conference (March 2011)
  - Consultation meeting: Parent Involvement Network (March 2011)
  - The African Caribbean Project Youth Forum (March 2011)
  - SHIFT (parent/carers of disabled children and young people) (March 2011)
  - Oxfordshire Family Voices (parent/carers of disabled children and young people) (March 2011)
  - Man Enough (Dads)
  - Bicester Youth Council (March 2011)

3. In total, 93 consultation responses were received. In addition, 296 children and young people took part in the consultation and 53 parents and carers also responded. Of the 93 responses received: 77 consultation questionnaires were completed, (of which 61 were submitted online, 14 by email and two by post). In addition, 16 responses were submitted as memos / letters.

The breakdown of responses is as follows:

- 33 from residents
- Five from individual councillors, one from a District Council, one from a Parish Council and four from Town Councils
- Nine from organisations/groups and one from a local strategic partnership
- 15 from individual schools and three from school partnerships
- 13 from directorate staff or on behalf of staff teams

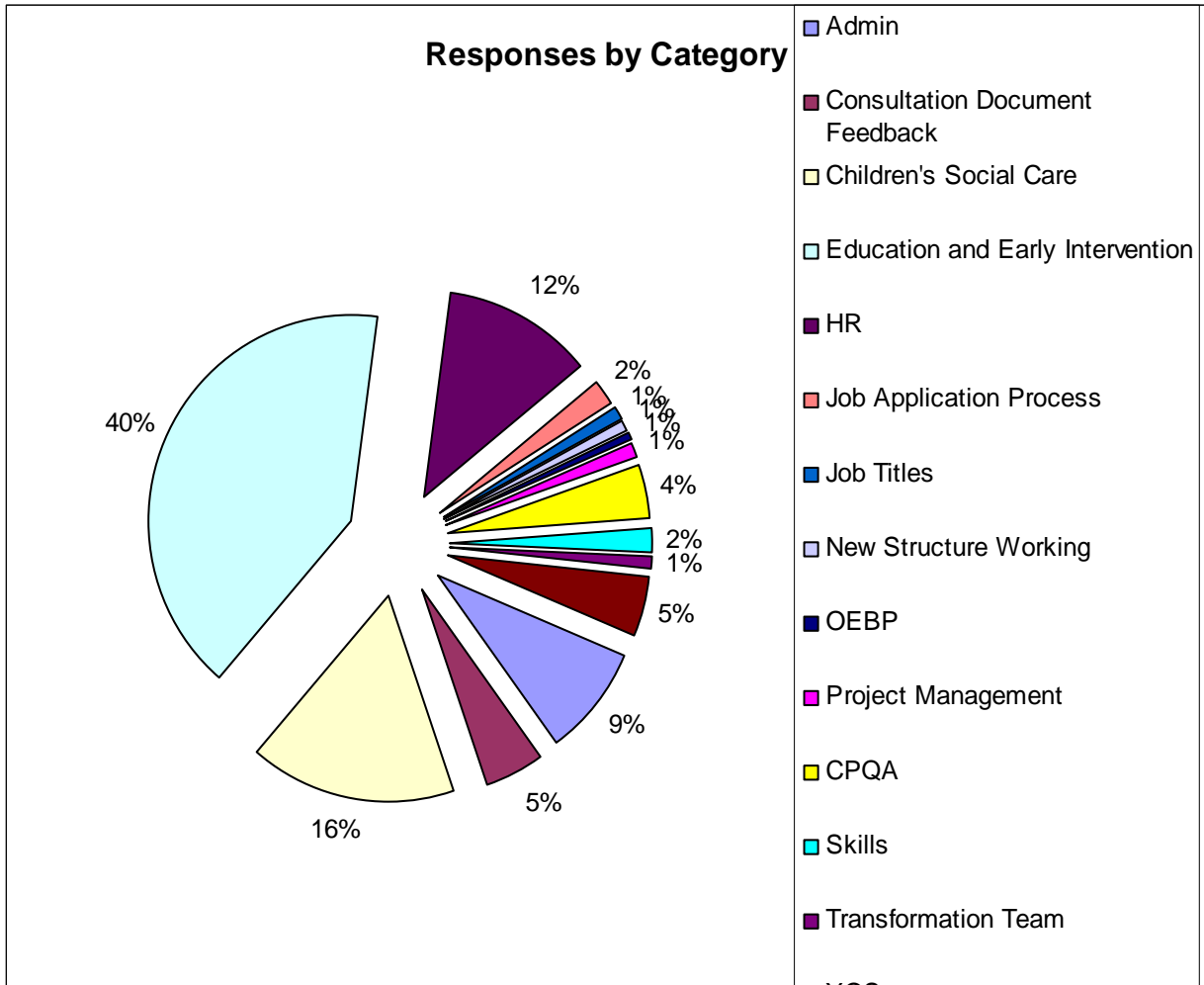
- Eight others who did not specify.

#### **4. Staff Consultation**

5. In parallel with the service consultation, the directorate also undertook a formal staff consultation focusing mainly on the staffing structure required to deliver the proposed service redesign. This consultation included Trade Unions and all staff employed within the directorate. It began on the 1 February and concluded on four April 2011 and included a consultation document and a series of meetings across the county. In total 400 responses have been received from staff.
6. There were a number of general questions asked in our staff consultation and more specific questions in each of the main service areas. The general questions were:
  - Do you have any alternative ideas as to how the structure and re-provision of services can be presented?
  - Having read through the document are there areas that you think have been omitted?
  - Can you identify ways of avoiding having to make staff redundant whilst still meeting the savings targets that have been set?

We have received over 400 responses to the consultation, this has included written feedback provided to staff consultation sessions, and responses sent to the consultation feedback email box. 297 staff took part in consultation events with the Director and her team. 78 managers attended consultation workshops with the Hay Group.

An analysis of the responses is set out on the pie chart below. The majority of the responses concerned Education and Early Intervention – the service with that proposed the most change. The second highest response has been on Children’s Social Care, and the third HR issues.



Of 400 responses

7. 5% of feedback sent to the email box concerned the consultation document and process itself. The other findings have been pulled into themes:
  - Youth Services
  - Loss of Skills
  - Access to Services
  - Staffing Levels
  - Vulnerable Groups
  - Good Practice
  - Transitional Arrangements
  - School Purchasing Services
  - Vulnerable Groups (BAME)
8. We have detailed the issues of concern and the directorate response to these issues in the table at the back of this document. We have also amended our SCIA.
9. The volume of feedback was higher in the manager consultation workshops run by the Hay group. Managers attending the workshops were broadly positive

about the Early Intervention and Prevention changes proposed. They identified the potential to reduce duplication and create better practice through the hub structure. Managers also commented positively on the opportunities offered by combining education and early intervention. Area based teams, managers thought would mean the services are closer to users. The opportunity to have clearer lines of accountability was welcomed. Managers commented on a number of issues they were concerned about, including some participants who felt the evidence base was not clear enough; in general managers felt the consultation document hadn't given them enough detail to comment on benefits, risks, costs and savings. It was reported by Hay that across the managers seminars some managers 'felt angry and upset about the way in which the process of change had been handled'.

10. Issues of pay grading and terms and conditions were raised by staff, managers and Unions. Human Resources is currently assessing the comments made as part of the feedback. All managerial roles have been evaluated against the Hay criteria (Tier 3), further consideration of the detailed feedback is currently underway within the Directorate.

## Summary of Findings

5. The following table groups together the main themes expressed in the consultation and the directorate response.

### a) Proposal to create a new Integrated Early Intervention Service for Oxfordshire

Theme	Raised by	Directorate Response
<p><b>Youth Services</b></p> <p>Loss of value to youth services in particular – a strong theme about relationship between young people and youth workers and over-reliance on voluntary sector.</p> <p>More time should be given to centres to allow communities to come up with local solutions</p>	<p>Children, and young people (CYP), Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>Currently the council fully funds 26 young people’s centres and supports a further eight in minor ways e.g. through peppercorn rents, one session a week of 3.7 hours etc.</p> <p>As part of our proposals we would continue to fund youth work in seven hubs and six satellites – i.e. 13 centres should continue to receive a strong identifiable service provided by the county council – there would be open access sessions and some targeted sessions as is the case now. A further six centres are on school sites and we are in discussions with headteachers to explore continuity of provision locally.</p> <p>All communities are being encouraged to consider community led services supported by the Big Society Fund. For youth services, areas’ local councillors are leading plans to make sure that a service continues in their locality, be it provided by local people from the business and voluntary, community and faith sector. We have already received a number of positive proposals. Should all of those proposals come to fruition, the coverage across the county should continue at similar levels to now. We have decided as a result of the comments received through the consultation to support the infrastructure organisations for a further year in order that they can support the locally led groups.</p>
<p><b>Loss of skills</b></p> <p>How will we avoid losing specialist expertise, skills and knowledge in one single</p>	<p>CYP, Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>Recruitment to the posts in the Early Intervention Service would be designed to make sure that we recruit a balance of professional skills and experience into each team. Funding would be available to specifically ensure that professional practice and expertise is developed and refreshed. All staff would be expected to have core skills and competencies in working</p>

Theme	Raised by	Directorate Response
integrated service?		<p>with children, young people and families and these will make up the generic skills of all workers.</p> <p>The directorate is working in partnership with Oxford University which is providing a support and challenge role on many aspects around delivering services through a multi-disciplinary team. Research shows that staff with five years or more experience in their own specialist area are more able to retain that expertise and to work effectively as part of a multi-disciplinary team. We would therefore add this as a requirement for some of the posts in the Early Intervention Service.</p>
<p><b>Access to services</b></p> <p>Has the geographical coverage and access to services been fully thought through?</p>	<p>CYP, Parents and Carers, Public/Stakeholder s/Partners, Staff</p>	<p>Services currently delivering prevention and early intervention work are based in one of three centres: Banbury, Oxford City and Abingdon and they cover the needs of children, young people and families across the whole county on an outreach basis.</p> <p>The new service would see staff based in seven centres (hubs), which would mean a more local and responsive approach resulting in improved local knowledge and coverage. It is not intended that service users would all have to go to the hubs to receive a service. The staff would travel to them either at home or at a local children's centre or school or young people's centre etc. as appropriate.</p>
<p><b>Staffing levels</b></p> <p>Will the reductions in staffing mean that services are not able to cope with demand?</p>	<p>CYP, Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>Even within the current structure there are some services that cannot cope immediately with all the demands placed upon them and there are waiting times for services. Reduced funding does inevitably mean that reductions have to be made; the proposed new early intervention service aspires to ensure that this position will not worsen.</p> <p>We have recognised that there are risks associated with this and these would be managed as part of the implementation programme.</p>

Theme	Raised by	Directorate Response
<p><b>Vulnerable groups</b></p> <p>Will individual groups be disproportionately disadvantaged e.g. disabled children and young people?</p>	<p>CYP, Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>The directorate is not proposing to make any reductions to services currently dedicated to providing for children with special educational needs and disabilities, nor reduce the provision for children excluded from schools.</p> <p>There may, however, be some impact if sessions formerly provided in some young people's centres do not continue. The directorate is and would continue to work hard to encourage local groups to play a key part in continuing to support local developments. This is part of the council's response to the Big Society.</p>
<p><b>Good practice</b></p> <p>Will we lose existing good practice including support for volunteering and feeling safe (especially for disabled children and young people)?</p>	<p>CYP, Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>Throughout the proposed redesign, the directorate has continued to look at evidence of what works locally and nationally and has built a strong evidence base. The directorate intends to retain good practice and in the new arrangements would continue to make sure that good practice is recorded and evidenced in order to influence future decisions about funding and to inform the evaluation of service changes.</p>
<p><b>Transitional arrangements</b></p> <p>How will we make sure there are safe transitional arrangements in place between moving from one way of working to another?</p>	<p>CYP, Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>A project has been set up to make sure that the Early Intervention Service could be set up and ready to work effectively from the start September 2011. All stakeholders have been invited to join the groups that would work on the following themes: Buildings and ICT systems, Budget and finance, Data- baseline, sharing and processes, Transition and workforce development, Communication, governance and meetings structure, Referral processes, sphere of influence and partnerships and evaluation.</p>

## b) Proposal to Redesign Education Services in Response to National Policy Changes

Theme	Raised by	Directorate Response
<p><b>Staffing levels</b></p> <p>Will the reductions in staffing mean that services are not able to cope with demand?</p>	<p>Children and young people (CYP), Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>In response to national legislation placed on all local authorities (LAs), the number of county council posts focusing on school improvement is already being reduced.</p> <p>However, the Education Management team will also hold a budget from which they will purchase support as it is required and where needed. This might include making agreements with other LAs to provide jointly, buying in private providers or employing expertise from other school staff or from Local Leaders in Education or National Leaders in Education</p>
<p><b>Schools purchasing services</b></p> <p>Schools won't, or won't be able to afford to buy in the services that young people need for example, behaviour support and especially Educational Psychologists.</p>	<p>CYP, Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>School budgets have been less affected by the spending cuts than the county council.</p> <p>The overall funding for the county for 11-16 year olds remains the same, although the funding allocations and changes in pupil numbers mean some schools are a slightly better financial position than others. Where a school has a Sixth Form there are more significant cuts which will influence how schools manage their provision.</p> <p>Technically, schools should have sufficient funding to buy non statutory services as is the expectation nationally and the decisions about what to buy, how much and where from rests solely with schools.</p>
<p><b>Vulnerable groups</b></p> <p>Will BAME groups and children and young people with SEN/Learning Difficulties and Disabilities (LDD) be disadvantaged; will waiting lists for services get longer?</p>	<p>CYP, Parents and Carers, Public / Stakeholders / Partners / Staff</p>	<p>The funding formerly held by the local authority to provide services to support the achievement of children from Black , Asian and Minority Ethnic (BAME) communities and Travellers has now been delegated to schools so that they can purchase the staffing they require on a school or partnership basis.</p> <p>Where possible and in particular where we know there is further change to come, the directorate has left things as stable as possible in order to avoid two sets of changes e.g. SEN.</p>



Theme	Raised by	Directorate Response
		The directorate is considering proposals to continue employing the Out of School Liaison Officers (OSLOs) who work with special schools.
<p><b>Good practice</b></p> <p>Will we lose existing good practice in supporting schools to improve?</p>	<p>CYP, Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>The design of the proposed service has taken into account the work that has had most impact would retain that style of working as part of the directorate's strategy for improving schools.</p> <p>A letter received on 1 March has informed the Director that strategy has to be with the Secretary of State by 15 April 2011. The directorate will continue to support satisfactory schools and those in a special category to improve. The directorate has recently held three full briefing sessions for headteachers and chairs of governors across the county to answer many of the questions raised in this consultation in more detail.</p>
<p><b>Process</b></p> <p>The speed of change means that mistakes will be made and we will not be able to properly support our schools that need it.</p>	<p>CYP, Parents and Carers, Public / Stakeholders / Partners, Staff</p>	<p>The directorate recognises that the speed and breadth of change being required nationally is unprecedented. The directorate is working closely with all stakeholders to manage the transitions in challenging circumstances. Where possible and in particular where we know there is further change to come, the directorate has left things as stable as possible in order to avoid two sets of changes e.g. SEN.</p> <p>Headteachers have told us that they have welcomed the briefings the directorate has given them to add more detail to the proposals and to involve them in the more detailed shaping up of the service delivery plans.</p>

### c) Proposal to Redesign Children's Social Care Services in response to national policy changes

Theme	Raised by	Directorate Response
<p><b>Staffing levels</b></p> <p>Will the reductions in staffing mean that services are not able to cope with demand?</p>	Stakeholders	There are no reductions in children's social care services.
<p><b>Team Organisation</b></p> <p>What will the team organisation be to provide services to children in need and those subject to protection plans and proceedings?</p>	Staff	<p>Having received comments from a wide range of staff, the directorate has decided to retain the current organisational shape. This will ensure that there will be a dedicated family support service in each of the areas. This will provide a Child in Need Service, a Child Protection Service and will be responsible for managing proceedings for children and young people where care is considered to be the best interest option. The size and number of teams in each area is still to be determined.</p>
<p><b>Good practice</b></p> <p>Will we lose existing good practice for disabled children and young people including children on the autistic spectrum, OCD and ADHD?</p> <p>The proposal for breaking up the countywide service in the Looked After and Leaving Care Service into areas and proposing management of teams of children and young people aged 0-25 will pose significant difficulty. What is the alternative?</p>	Staff	<p>In the proposals, the council's commitment to disabled children will have a greater focus. The work with disabled children and their families will be countywide thereby ensuring consistency of provision and improved learning opportunities.</p> <p>Currently area based teams work effectively with disability services and it is anticipated that this will continue.</p> <p>Following representation from staff to retain current arrangements, it has been determined that the dedicated countywide Leaving Care Service will remain in place. Details regarding how the transfer protocols and other related arrangements will be developed in the coming months</p>