

Growth & Change Programme

Executive Summary & Response Form

Reasons for change

These are three-fold:

1. **Improving our performance** - Existing operational problems that need to be resolved such as the shortcomings highlighted by the SSI Inspection, continuing discrepancies between high and low achieving schools, and the need to reduce the number of out-county placements.
2. **Responding to National issues and legislation** - Requirements of the Children Bill and the new inspection regime that will be in place from Autumn 2005.
3. **Improving multi-professional working** - The need to establish a clearer framework for professional activity and accountability for education and social care functions within an integrated service.

Work on the Growth & Change programme has taken place over the last 10 months following the Director's paper "Keeping the child at the centre," published in November 2003, which set out the case for change.

Work to date:

- Appointment of a new Director of CSF and 3 Deputy Directors
- A review of School Standards & curriculum Division
- A review of our self planning and self-evaluation framework

Key proposals:

- The present structure of six separate Divisions should be replaced with:
 - a Strategic Core with a clearly defined range of responsibilities, and
 - a number of self-managing area teams with clear accountability for all aspects of service delivery within a single service framework
- Within each area, front-line service delivery teams should be organised on the basis of District Council boundaries, apart from those with a specialist function which need to operate across the area as a whole
- Leadership and senior management support should be strengthened within each of the area teams to improve consistency, practice standards and co-ordination. This will include the appointment of Head of Local Children's Services who will be a member of the CSF Board and be directly accountable for all aspects of local service delivery
- Revised team structures should be introduced to enable staff to work together more effectively when they need to, and singly where one professional group is best placed to address an issue or problem.
- Service delivery teams should operate from 3 Principal Bases alongside other County Council services. Within each of the 3 areas, CSF services would then be organised into "locality teams" each covering one district council area. Certain specialist services such as initial assessment, support for Looked After Children, admissions or hospital education would need to operate across a whole area
- In addition to the 3 Principal Bases, CSF should develop a network of local satellite bases and public access points in collaboration with other partners (e.g. Adult Care Services, Primary Care Trusts, Extended Schools, Child Development Centres and District Councils).

Response form for comments on the proposals for revised service provision and structures for CSF

1. **Proposals 1-4 set out the management framework for CSF. Do you think the framework will achieve our aims set out in section 2 of the consultation document?**

Y
N

Do you have suggestions on how any of these proposals could be improved?

2. **Are the structures and compositions of the teams working under the leadership of the Deputies appropriate? (proposal 5)**

Y
N

Are there any aspects that you wish to comment on or offer suggestions?

3. **Will the proposal to strengthen leadership and management support within the area teams help us to improve our performance? (proposal 6)**

Y
N

Are the proposed structures and compositions of the teams appropriate?

Y
N

4. **Given that we need to deliver our services as close to the ground in local communities as possible do you think proposal 7 will enable us to do this?**

Y
N

Have we identified the right specialist teams to operate across the area as a whole?

Y
N

Are there any aspects that you wish to comment on or offer suggestions?

5. Given that we need to move to 3 principal bases in line with the corporate property review do you have any suggestions about where the Principal Bases would ideally be located? (proposal 9)

6. Do you have any suggestions as to how we can best align our services with Primary Care Trusts and Adult Care Services? (See Appendix 6)

Option A		Option C	
Option B		Option D	

Is there another option that you would suggest?

7. Do you agree that we should develop a network of satellite bases and workstations in collaboration with partners? (proposal 10)

Y
N

What facilities would you expect these bases to offer to enable you to work effectively in your “patch” rather than needing to return to your Principal Administrative Base?

Do you have any suggestions as to where these satellite bases would be and which partners we could co-locate with?

8. Do you have any suggestions about how the phasing and implementation arrangements are carried out to cause least disruption and enable services not to be affected?

9. Any other comments

Please return this form to Anne Garratt Room 152 County Hall, SG13 8DF or via E-mail (anne.garratt@hertsc.gov.uk) by 29 October. Thank you for your help.