

Handling Organisational Change Organisational Change Assessment

Family Partnership Service

PURPOSE

The purpose of this document is to set out proposals to create the Council's new Family Partnership Service. In doing so we will:

- Set out proposals to achieve budget savings and efficiencies across the organisation amid significant additional pressure caused by Covid19.
- Set out proposals to make changes to the organisation of the Council's Early Help Service, Manor Contact Centre and the Flying Start Children Centres, together with other posts from the remainder of the Directorate.
- Align the service to the suggested principles of the developing corporate Target Operating Model and Luton's Practice Framework Principles.
- Ensure that services in Luton effectively support the most vulnerable children, young people and families.
- Strengthen statutory services and increase targeted intervention for the most vulnerable children and families.
- Outline the timetable for formal consultation with affected employees and stakeholders and confirm the date of Executive or Administration and Regulation Committee when the final proposals for the changes will be considered.

The Children, Families and Education Directorate Departmental Management Team (DMT) has approved the proposals.

The creation of a new Family Partnership Service is based on the principle of reprioritising services to support the most vulnerable children, young people and families in Luton. The new Service will be formed using a combination of the current resources and workforce from Early Help, Manor Contact Centre, Flying Start Children Centres, together with some posts from the remainder of the Directorate.

BACKGROUND AND CONTEXT

Luton Children's Services are part of a whole council approach working towards Luton 2040. Luton Borough Council's 2040 strategy envisions that people, communities and organisations of Luton work together to realise a town built on fairness, providing opportunities for all residents to reach their full

potential and achieve a good quality of life; and aspires for Luton to be a sustainable, resilient and inspiring place, where communities work together to ensure no one lives in poverty.

To achieve this strategic vision, it has been recognised that organisational changes are required. To enable the Council to best deliver outcomes for residents within the resources available, the Council's Target Operating Model (TOM) has identified six emerging principles:

- a. An agile workforce working flexibly;
- b. A skilled workforce deployed according to priority;
- c. An empowered community delivering services in partnership;
- d. Re-imagined customer services approach, relying heavily on self-service and moving away from face-to-face contact (a 'right first time' approach through easily accessible services and information);
- e. An enhanced focussed offering where the Council invests according to priority; and
- f. An ICT Strategy which is agile enough to enable the new TOM and any future revisions.

In January 2020 an Ofsted ILACs inspection rated Luton's Children's Services as 'Inadequate'. As a result a significant programme of improvement aiming to improve services and get Luton to 'Good' has been established. This included immediate investment in areas of the service which needed to be made safe but these proposals also support this programme of improvement.

However, the Council was previously working to some significant savings targets over a 4 year period to ensure financial sustainability. This already severe financial position has since been exacerbated by the impact of COVID-19, and the Council now has an immediate saving pressure of c£50M, with an in year savings of c£23M to be achieved.

Alongside the rest of the organisation children's services must then review resources and services to;

- Ensure we fulfil our statutory duties to safeguard those who are most in need.
- Support the development of an Edge of Care Team in order to continue to support the Council to meet its statutory obligations.
- Alongside the Corporate review of facilities, ensure that we make best use of facilities/ assets.
- Ensure people and skills are focused on our priorities.
- Align to the emerging TOM principles and key drivers for long term value creation.
- Reduce the current spend.

Due to the need to continue on a programme of improvement, all change and redesign activity must consider the impacts on the improvement programme and outcomes for children, particularly in areas where poor practice was previously identified. The redesign should create services which build the right foundations to ensure children, young people and families who are most vulnerable are protected, resilient and empowered to do more for themselves.

Thus, the objective is to rapidly restructure the council so it is better placed to deliver good quality services with far less resources. If it does not do this, it will, quite simply, become unsustainable very quickly. Some of the changes being considered include a move towards more commissioned services, fewer directly employed staff and a greater emphasis on partnership working. In addition, the council

recognises that it needs to generate new income streams from external sources – particularly from traded services. The council's commercialisation agenda has already played a vital part in preserving front line services. The council will now need to explore further options e.g. shared services to determine whether this is a viable option to assist with meeting the savings target.

The council is legally obliged to inform and consult, at the earliest opportunity, the trades unions and all employees whose jobs and / or terms and conditions of employment are affected. This will be carried out by service managers, who will be advised by HR business managers and their staff.

For more information on this, please see the council's transformation strategy. This is available on the intranet. If you do not have access to a computer at work, please ask your manager for copies.

SCOPE

The scope of this employee brief is:

- Staff in the Early Help Service
- Staff in the Manor Contact Centre
- Staff in the Flying Start Children Centres
- And family support workers and other similar posts across other operational services (Family Support Service, Looked After Children Service, Children with Disability Service, Fresh Start and Assessment Service).

The following posts are affected by the proposals:

Service	Staffing structure	Grade
Flying Start Children Centres	Flying Start and Healthy Child Programme Service Manager	M8
	FSCC Development & Integration Manager	M5
	FSCC Neighbourhood Manager	M4
	Senior Performance Analyst	M2
	FSCC Deputy Neighbourhood Manager	M1
	FSCC Business & Support Officer	L6
	Early Years Support Officer	L6
	FSCC Family Worker	L6
	FSCC Support Worker	L3
	FSCC Assistant	L3

	FSCC Admin/Finance Officer	L5
	Apprentice	ED-01
Early Help	Early Intervention Service Manager (funded through Troubled Families Grant)	M8
	Team Manager	M5
	Early Help Programme Manager (funded through Troubled Families Grant)	M5
	Manager Early Help Hub	M4
	Deputy Team Manager	M3
	Early Help Assessment Support Manager	M2
	Senior Practitioner - MASH	M2
	Administration Manager	M1
	Senior Performance Analyst (funded through Troubled Families Grant)	M1
	MASH Early Help Duty Co-Ordinator	L7
	MASH Triage Officer	L6
	Senior Early Help Co-Ordinator	L7
	Senior Family Support Worker	L7
	Early Help Assessment Co-Ordinator	L6
	Family Support Worker	L6
	Family Support Worker (funded through Troubled Families Grant – fixed term)	L6
	Family Researcher	L5
	Administrative Assistant	L4
Fresh Start	Key Worker	L7
Manor Contact Centre	Centre Manager	M3
	Senior Contact Assessment Worker	L7
	Life Story Worker	L6
	Contact Assessment Worker	L6
	Contact Assessment Worker	L5
	Business Administrator	L5
	Senior Administrator	L4
	Administrator	L3
	DV Workers (funded by Troubled Families Grant)	L6

Family Safeguarding Service	Single Point of Contact Manager	M5
	Extremism and Safeguarding Practitioner	M2
	Senior Family Support Worker	L7
	Immigration Worker	L7
	Family Support Worker	L6
	Missing Coordinator	L6
Children with Disabilities Service	Social Work Assistant	L6
LAC – Fostering and Adoption	SGO Officer - Fostering	L6
	Adoption Support Worker	L6
Assessment Service	Young Persons Homelessness Officer	L6

Fixed term/temporary employees within the above roles are also affected by the proposals and will be subject to this consultation and organisational change process, subject to meeting the relevant criteria in Section 7 of the Organisational Change Procedure.

POSTS OUTSIDE THE SCOPE

Early Help MASH posts

The following existing posts based in the Multi Agency Safeguarding Hub (MASH) are outside the scope of these proposals:

- M2 Senior Social Work Practitioner
- L6 MASH Triage Officer.

These specialist posts will remain in the MASH and will continue to be part of the MASH team. A second MASH Triage Officer post also will be created as part of these proposals, and all these posts will be managed by the MASH management team, and they will assume budget responsibility for them.

The remaining MASH Early Help Coordinator post will however remain in the scope of these proposals.

Edge of Care Team

Two L6 Family Support Worker posts have been previously been created in the new Edge of Care Team. These will be funded from vacant posts in the Early Help Service.

These specialist posts will remain in order to continue to support the Council meet its statutory responsibilities and the programme of improvement.

Young Persons Homeless Officer

This specialist L6 post will remain in order to continue to support young people who are homeless, or at risk of homelessness.

Missing Co-ordinator

This specialist L6 post will remain in order to support children and young people who are missing or are reported as missing.

Immigration Worker

This specialist L7 post will remain in order to support children, young people and families with their immigration and who have no recourse to public funds.

Extremism and Safeguarding Practitioner

This specialist M2 post will remain in order to support safeguarding of children, young people and their families at risk of radicalisation and extremism and our responsibilities within the Prevent Programme and Channel Panel.

Senior Performance Analyst Stronger Families

The Troubled Families funding is continuing for 2021/2022 so this externally funded M1 post will remain in order to support the local authority with performance, data and payment by results claims.

Fresh Start Key Worker

The external funding for this 0.5fte post has now been confirmed for 2021/2022 so this L7 post will remain in order to support the local authority to develop this work in the Family Partnership Service.

OTHER INFORMATION

Manor Centre

The Manor Centre will remain a contact centre. The Manor Centre will however be part of this new Family Partnership Service and will be developed to provide a 7 day a week service provision. Family support workers will be encouraged to utilise some of the Manor Centre facilities to deliver integrated services to children and families as well as supervising contact between families and their children. The Manor Centre will be managed by the Practice Manager, Manor Centre Hub post which reports to the Head of MASH and Family Partnership Service.

London Road Centre

London Road will continue to be managed by the Children with Disability Service Manager. The Family Partnership Service delivered from London Road will be managed by the Head of MASH and Family Partnership Service.

Early Years Alliance

The Early Years Alliance (EYA) works in an integrated partnership with Luton Council for the delivery of the 10 year Flying Start Strategy funded through London Luton Airport Limited's Community Investment Fund. As a key long standing partner agency, staff employed through EYA under the banner of Flying Start, provide specialist staff supplementing the delivery of Luton's family support services alongside integrated staff training and professional continuous development across agencies. The EYA staff are not employed by Luton Council and are not directly affected by these proposals but will be consulted as a key stakeholder.

THE CURRENT POSITION

The Luton Threshold Framework 2017 identifies 4 levels of need as detailed below. Luton Children's Services currently provide services across levels 1 to 4.

Level	Description
Level one Universal	All children and families who live in the area have core needs such as parenting, health and education.
Level 2 Additional	Children and families with additional needs who would benefit from or who require extra help to improve education, parenting and/or behaviour, or to meet specific health or emotional needs or to improve material situation.
Level 3 Intensive	Vulnerable children and their families with multiple needs or whose needs are more complex, such as children and families who: <ul style="list-style-type: none"> • Exhibit anti-social or challenging or low level criminal behaviour • Suffer neglect or poor family relationships • Have poor engagement with key services such as school and health • Children not attending school regularly, adults out of work and/or risk of financial exclusion • Where radicalisation is a concern.
Level 4 Specialist	<ul style="list-style-type: none"> • Children and young people who have suffered or are likely to suffer significant harm as a result of abuse or neglect • Children with significant impairment of function/ learning and/or life limiting illness • Have a disability resulting in complex needs • Children subject to criminal court orders in the community or in custody • Children whose parents and wider family are unable to care for them; • Families involved in crime/misuse of drugs at a significant level • Families with significant mental or physical health needs

PROPOSAL

We need your feedback about the proposal set out in this document. This is your opportunity to shape the future of the service that we know is of enormous importance and significance to you. Please remember that these are initial proposals only and that the final proposals will only be known once the formal consultation period has ended.

It is important that the service rises to the challenge of meeting efficiencies whilst continuing to drive forward good standards of service delivery and good outcomes for children, young people and the families in Luton.

Unless otherwise stated the following proposals will be led by Daniel Toth, Service Manager, Assessment Service.

The aim of our proposals is to:

- Reduce the Children's Centres provision
- Build capacity across the voluntary sector
- Optimise the number of staff to deliver family support services
- Confirm the management responsibility for the newly designed Family Partnership Service
- Change the line management responsibility for the Early Help Service
- Change the line management responsibility for the Manor Centre
- Change the line management responsibility for Flying Start Children's Centres.
- To create an in-house Family Partnership Service responsible for delivery of targeted specialist, and holistic interventions with families; direct work and group work.

The proposal is based on a careful initial consideration of a number of variables. We are working towards a localities based model aligned with school clusters and the proposed five strategic community areas Central, North, South, East and West. This would support agile working allowing our workforce to be based across the community. We would seek to build on our specialist knowledge and skills to deliver efficiency and avoid duplication. Therefore we will be considering a number of assets utilised for service delivery in local communities; staffing structures; running costs; skills levels across services; growing needs for targeted outcome focused family interventions.

The proposal is to develop a model of support that encourages families to access and build upon existing family, friends and community networks that aims to empower people to develop their own solutions and goals wherever possible.

We will provide an integrated support service for those vulnerable families identified at level 3 and 4 of the Luton Threshold document who have:

- Early years children
- Children who need supervised contact
- School-aged children
- Teenage children

To achieve this, our aim is to develop a neighbourhood based Family Partnership Service delivering a range of different types of support based on need. The proposal is for our practitioners to develop close working relationships with nurseries, schools and other key services to deliver targeted and structured interventions to the most vulnerable children and families in the five neighbourhood areas. The support will be offered in two ways, the first will be directly working with a family or family member on a one to one basis, either at one of the hubs or within the family home and the second through group sessions that would be held at one of the hubs.

We will embed this localities based model in the proposed strategic community areas but with staff working in an agile way from the agreed community hubs. The teams will be allocated to 2 main hubs for delivery; Leagrave Centre, with a delivery hub to be decided, and Manor Centre Hub, with 2 satellite locations at London Road Centre, and Beech Hill Children's Centre. Each hub will deliver services across designated community areas.

We will provide support for vulnerable children, young people and their families with the following:

- Domestic abuse
- Mental health issues.
- Drug and/or alcohol misuse.
- Risk of exclusion or those who already excluded from school and attendance issues.
- Early signs of low level neglect.
- Physical chastisement of a child.

Direct family work will be undertaken in line with the 'whole family model' adhering to the following principles already in place for the Troubled Families initiative;

- A dedicated worker or agency helps the family to address the underlying problems as a whole, rather than individual services/agencies responding to the presenting problem of each family member;
- Working with the whole family in a way which recognises how they interact and influence each other rather than viewing them as individuals with a problem;
- Developing a relationship with the family, being persistent and building trust with them in order to challenge them to make the changes they need to, step by step;
- And, where necessary, drawing in specialist services in a sequenced way at the right time for the family rather than services being available on the basis of meeting thresholds and availability.

Alongside this we will develop new partnerships, as well as maintaining our existing service relationships with for example:

- Department of Work and Pensions
- Early Years Alliance
- Health Services and Providers
- Luton Council Public Health and Wellbeing Directorate
- Schools and Nurseries

A consultation has taken place on the Children's Centres redesign with the public and stakeholders and partners were invited to participate in the consultation.

Benefit:

- Cost effective redesign of the management structure.
- Increased autonomy at operational levels.
- Service delivery based on the whole family approach.
- Minimised impact on families and children by creating a new resource service based on shared skills and knowledge.
- Evidence based interactive work with families and children.
- Trained practitioners to deliver in-house family assessments and services.
- Efficiency of resource allocation based on needs
- Tighter working together with Universal/Community resources
- Reduction in building costs and overheads through sharing of resources across the teams.
- Streamlining of service provision across LBC. Single integrated pathways for children and families.
- Target and outcome focused provision. Stronger relationship based interventions.

As part of the Family Partnership Service we are maximising the potential of existing family and friends' networks, to support and enable them to develop their own solutions and arrangements wherever possible. Previously this service was externally commissioned (Family Group Conferencing) but as part of this proposal to integrate services and ensure that support is targeted effectively we will train staff to deliver family meetings and mediation to keep children in their families, prevent family breakdown, and youth homelessness.

The new service will be alignment to Luton's practice framework principles:

- We will use conversations to build relationships with children and their families, we will actively listen to both their strengths and what they need help with. We will create the opportunity to have conversations with our professional networks to help us provide the right support at the right time.
- We will practice with respectful curiosity to help us understand the lived experience of children and young people who need our help. We will be curious about the families past experience. We will encourage curiosity across our professional network, helping us to build strong local relationships.
- We will practice with courage, not being afraid to fail and try new things supporting our children and families through change, modelling courageous conversations to challenge without blame. We will use courage to seek feedback on our practice and create a culture of safe challenge.
- Our practice will be considerate, respectful of diversity and difference, we will practice with care to ensure the best outcomes for our children and their families.

POSTS IN SCOPE

These current posts are in scope and directly affected by these proposals:

Job Title	Grade	FTE Posts	Headcount FTE	Vacancy FTE	Number of staff in post
Service Manager Early Help	M8	1	1	0	1
Service Manager Flying Start & Healthy Child Programme	M8	1	1	0	1
FSCC Development & Integration Manager	M5	1	1	0	1
Team Manager - Early Help Team	M5	1	1	0	1
Programme and Partnership Manager	M5	1	1	0	1
Single Point of Contact Manager	M5	1	1	0	1
Manager - Early Help Hub	M4	1	1	0	1
FSCC Neighbourhood Manager	M4	4	2	2	2
Centre Manager Manor Contact Centre	M3	1	0	1	0
Deputy Team Manager-Early Help Team	M3	3.15	2.65	0.5	3
Senior Performance Analyst FSCC	M2	1	1	0	1
Early Help Assessment Support Manager	M2	1	1	0	1
FSCC Deputy Neighbourhood Manager	M1	4	2	2	2
Admin Manager Early Help	M1	0.87	0.87	0	1
Senior Family Support Worker - Early Help Team	L7	3.73	3.73	0	4
Senior Early Help Coordinator	L7	1	1	0	1
Multi Agency Safeguarding Hub - Early Help Duty Coordinator	L7	1	1	0	1
Senior Family Support Worker (FSS)	L7	4	4	0	4
Senior Contact Assessment Worker (Manor)	L7	3	2	1	2
Family Support Worker (FSS)	L6	3	3	0	3
Early Help Assessment Coordinator - Early Help Hub	L6	4	3	1	3
Family Support Worker - Early Help	L6	16.64	9.23	7.41	10
FSCC Family Worker	L6	22	15.79	6.21	19
Business & Support Officer FSCC	L6	1	0	1	0
Early Years Support Officer FSCC	L6	4	2	2	2
SGO Officer - Fostering	L6	0.5	0.5	0	1
Life Story Worker	L6	0.5	0.5	0	1
Adoption Support Worker	L6	0.5	0	0.5	0
Domestic Violence Workers	L6	2	0	2	0
Social Worker Assistant (Disabilities)	L6	1	1	0	1

Contact Assessment Worker (Manor)	L6	6.42	6.42	0	7
FSCC Admin/Finance Officer	L5	3.81	1.81	2	2
Family Researcher Early Help	L5	1	0	1	0
Contact Assessment Worker (Manor)	L5	4.41	4.41	0	5
Business Administrator (Manor)	L5	1	0	1	0
Senior Administrator (Manor)	L4	1	1	0	1
Administrative Assistant Early Help	L4	2	1	1	1
FSCC Support Worker	L3	14	8.55	5.45	15
FSCC Assistant	L3	8.5	5.56	2.94	7
Administrators (Manor)	L3	1	1	0	1
Totals		133.03	93.02	40.01	108

We will create or continue with the following posts:

Proposed Posts	FTE	Grade
Leagrave Hub		
Practice Manager	1	M5
Practice Lead	4	M3
Senior Performance Analyst	1	M2
Senior Performance Analyst – Stronger Families	1	M1
Senior Family Support Worker	5	L7
Family Support Workers	26	L6
Early Years Support Worker	2	L6
Young Persons Homeless Officer	1	L6
Admin	3	L4
Sub Total	44 posts	
Manor Centre Hub		
Practice Manager	1	M5
Practice Lead	3	M3
Extremism and Safeguarding Practitioner	1	M2
Senior Family Support Worker	5	L7
Immigration Worker	1	L7
Fresh Start Key Worker	0.5	L7
Family Support Workers	25	L6
Missing Co-ordinator	1	L6
Admin	3	L4
Sub Total	40.5 posts	

Total Proposed Posts	84.50 posts	
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This model, together with other non-staff budget savings, will achieve the target saving of £1.593M budget reduction.

The proposed restructure will be managed in accordance with the Council's Organisational Change Procedure.

Employees affected by proposals for post deletion will be considered for new posts in the proposed revised structure in the first instance and the process will be conducted in line with the Council's Organisational Procedure. However as there are limited opportunities in the structure employees will also be considered for opportunities through general redeployment. There may be a risk that employees may not be able to demonstrate their suitability for the new roles.

Job Descriptions

As a result of service redesign the following posts will be created with generic job descriptions:

- Head of Service
- Practice Manager
- Practice Lead
- Senior Performance Analyst
- Senior Family Support Worker
- Family Support Worker
- Early Years Support Worker
- Administrator

The responsibilities of the new Family Partnership Service includes oversight of work with children, young people and families at level 4, specialist statutory social work services. Therefore, an essential requirement for the Head of Service and Practice Manager posts are to have a recognised social work qualification, and be registered with Social Work England. The Practice Lead posts will be required to have a relevant professional qualification or a relevant graduate level qualification, or equivalent, in social care, education, health or children's services, and substantial relevant experience, training and competence.

The Head of Service post will be part of a separate Organisational Change Assessment and consultation in 2021.

Where staff already have these or similar job roles, but there are a reduced number of posts available, the appropriate organisational change process will need to be undertaken. This will be confirmed by Human Resources. This applies to the following existing posts which will be deleted from their current Services but a similar post re-created in the new Family Partnership Service:

- M2 FSCC Senior Performance Analyst
- L7 Senior Family Support Worker, in various teams

- L6 Early Years Support Officer
- L6 Family Support Worker, in various teams
- L5, L4 and L3 Business/Finance/Family Researcher/Administration Officers, in various teams

Where job descriptions are revised to incorporate new areas of responsibility, or where the job evaluation process determines a different grade to that of the current grade, the appropriate organisational change process will need to be undertaken. This will be advised by Human Resources.

In addition to the family support worker role, the generic job descriptions for L7 Senior Family Workers and L6 Family Support Workers will include deployment in and direct support for statutory social work services, together with other areas of specialism, including:

- Family Safeguarding Service
- Assessment Service
- Multi-Agency Safeguarding Hub
- Manor Centre contact supervision. This will include evening and weekend working for which staff will be able to claim an additional payment.

Specialist Roles

The following specialist posts will continue and are out of scope of these proposals:

- **MASH**
 - M2 Senior Social Work Practitioner
 - L6 MASH Triage Officer, and a second post created.
- **Family Partnership Service**
 - M2 Extremism and Safeguarding Practitioner
 - M1 Stronger Families Senior Performance Analyst, funded through Troubled Families Grant
 - L7 Immigration Worker
 - L7 Fresh Start Key Worker, funded through Public Health.
 - L6 Young Persons Homeless Officer
 - L6 Missing Co-ordinator

We will delete the following posts:

Flying Start Children Centres

- Flying Start and Healthy Child Programme Service Manager
- FSCC Development & Integration Manager
- FSCC Neighbourhood Manager
- FSCC Deputy Neighbourhood Manager
- FSCC Business & Support Officer
- FSCC Support Worker
- FSCC Assistant
- Apprentice

Early Help Service

- Early Intervention Service Manager (funded by Troubled Families Grant)
- Team Manager

- Early Help Programme Manager (funded by Troubled Families Grant)
- Manager Early Help Hub
- Deputy Team Manager
- Early Help Assessment Support Manager
- Administration Manager
- MASH Early Help Co-Ordinator
- Senior Early Help Co-Ordinator
- Early Help Assessment Co-Ordinator

Fresh Start

- Fresh Start Key Worker

Manor Contact Centre

- Centre Manager
- Life Story Worker
- L7 Senior Contact Assessment Worker
- L6 Contact Assessment Worker
- L5 Contact Assessment Worker
- Domestic Violence Workers (funded by Troubled Families Grant)

Family Safeguarding Service

- Single Point of Contact Manager

Children with Disability Service

- Social Work Assistant

Looked After Children Service

- SGO Worker– Fostering
- Adoption Support Worker

Agile Working

Although the new service will operate from 2 main hubs and 2 satellite locations, it is expected that all personnel will be able to access IT systems remotely, enabling working from home as and when possible. Efficient flexible arrangements will be considered to accommodate a robust service delivery. Family support workers will be encouraged to develop links and partnerships with local voluntary organisations and schools to deliver services across the 5 geographical areas.

Integrated Impact Assessment

An Integrated Impact Assessment (IIA) on staff will be drafted and will be made available to the Trades Unions. The IIA will be reviewed at the end of the consultation period and the outcome will be reported to Administration and Regulation Committee.

As there are proposed post deletions unfortunately we do anticipate numerous redundancies and all affected post holders will be consulted separately. Where employees are at risk of redundancy, the Council will endeavour to seek to offer suitable alternative employment where this is available

For the reduction in the number of staff the council will seek expressions of interest for Voluntary Redundancy in the first instance, with no commitment from either party. Voluntary redundancy will only be considered for employees affected by proposals for post deletions and reductions. In the event that there are no/insufficient volunteers the selection process will then be by either using the downsizing matrix criteria or by a job matching exercise and 'ring fenced' interview process as appropriate.

Existing Structures

Current structures are detailed in Appendix 1

Proposed structures

Proposed structures are detailed in Appendix 2

Risks

- Failure to implement these proposals will result in a failure to meet the identified budget reductions.
- Delay of programme will have a serious financial and reputational risk for the council.
- Failure to implement these proposals will affect the ability of Children Services to develop and improve the delivery of services to vulnerable children, young people and families.
- Programme may impact on the focus of OFSTED improvement plan
- Several of the venues that would cease to be used by Flying Start could result in substantial clawback if the venues were no longer used for early years or early help service provision, the aim is to hand them to other EY providers to minimise the risk.
- Some community venues will lose income as a result of reduction in Flying Start services
- Loss of income for partners may impact on delivery of universal services
- Risk of negative feedback from public and stakeholder consultation.
- Significant number of post reductions and staff redundancies
- Children, Young people and Family's needs not being met due to impact of change programme on staff productivity and morale.
- The impact on partner agencies to deliver services e.g. antenatal clinics, healthy child programme, bump to babe, etc.
- The uptake of the 2 year old disadvantage funding is likely to be impacted
- Possible impact on the Early Years statutory duties
- We will not be able to identify vulnerable families at level 1 and 2, universal partners will have responsibility for addressing all needs at these levels.

- Reduction in the support to the Luton Health and Wellbeing strategy and the 'starting and developing well' priority from the Luton 2040 vision.

Consultation and next steps

The Council's Handling Organisational Change policy will be used throughout the process.

- DMT approval of the Project Initiation Document – 29th July 2020
- CLMT briefing on the Project - 30th July 2020
- Consultation with the Portfolio Holder/Leader – 30th July 2020
- Public and Stakeholder consultation 3rd August to 20th September 2020
- Outcome of public and stakeholder consultation DMT 29th September 2020 & CLMT 1st October 2020.
- Policy Group - 6th October 2020
- TU consultation - 14th October 2020
- OCA staff consultation 19th October – 18th December 2020
- Scrutiny CSRG – 21st January 2021
- Executive - 9th February 2021
- Notices from - 28th February 2021
- Implementation period - 1st March – end of May 2021
- New Service structure commences - 1st June 2021

During the period of formal consultation:

- Employees affected by proposals for post deletions or changes to job descriptions/change of line management will not be automatically scheduled for a one to one meeting, but may request one with their Manager if they so require.
- Group staff meetings will be arranged as necessary.
- Continual and open dialogue on further suggestions and ideas to arrive at the best proposals for change given the circumstances in which the Council finds itself are encouraged.
- All affected employees have the opportunity to **e mail** their views about the proposals to **LBC CL Consultation Feedback**. Each e-mail received will be logged and a response provided. Q&A document to track responses will be distributed.
- Detailed documentation (including draft job descriptions within the new structure) will be made available to affected staff during consultation.
- Trade Unions will be involved throughout.

- Consultation will include opportunities for key stakeholders to give their comments on the proposal(s).
- We will report to the Executive Committee on 9th February 2021 with the final service proposals. Subject to the Committee's decision the implementation of changes will commence immediately after this Committee meeting and implementation is scheduled to be complete by 1st June 2021
- If applicable, formal notices of redundancy will only be served following approval for the changes from the Executive Committee.
- Dismissals are likely take effect from 28th February 2021.

Implementation

Implementation will be in line with the Council's Handling Organisational Change policy.

An outcome of consultation document an implementation plan will be circulated once consultation closes and the final proposal(s) likely to be presented to Committee for approval become clear. The plan can be amended at any point, as a result of formal consultation or Committee's decision.

In general, implementation will commence immediately.

Human Resources will advise on technical/procedural aspects of implementation plans.

Employee Support

Changing times can often be difficult. A confidential support service is available to staff through **Health Assured Limited** they can be contacted on **0800 030 5182** OR via www.healthassuredeap.com, Username = **Luton**, Password = **Council**.

Careers support, advice and information is available from the National Careers Service. You can contact them on **0800 100 900** or visit their website at nationalcareersservice.direct.gov.uk

Support is also available from the Luton Town Centre Chaplaincy. The Town Chaplaincy Team offers a confidential, independent, non-judgemental listening ear to anyone regardless of faith or no faith. The Town Chaplains are available between 12-2pm Monday, Tuesday and Thursday at Luton Town Hall. The Team can also be contacted on the following numbers:

01582 545037 07528 498677 07557 686218

Further information from www.lutontcc.org.uk or email info@lutontcc.org.uk