



Bright Futures – Making It Happen

**Improving Quality of Life Outcomes for
Children and Young People**

FINAL COMMUNICATION FOLLOWING

**CONSULTATION ON THE PROPOSED RING FENCING OF
THE HEAD OF SPEECH AND LANGUAGE THERAPY
POSTHOLDER TO THE VACANT HEAD OF SERVICE
(COMPLEX AND ADDITIONAL NEEDS) POST AND THE
ASSOCIATED PROPOSED RECRUITMENT
ARRANGEMENTS**

Date: 9 February 2009



TRAFFORD
COUNCIL

Trafford Healthcare **NHS**
NHS Trust

Trafford **NHS**
Primary Care Trust

Trafford CYPS brings together council and health services to improve outcomes for children, young people, their families and schools.

CONTENTS

Chapter	Paragraphs	Page
Introduction	1-6	2
Consultation Arrangements	7-8	3
Agreed Arrangements	9-12	3
Implementation	13-20	4-5
Monitoring, Review and Evaluation	21	5
Raising concerns	22-23	5

Addendum

- A Consultation Feedback and Responses
- B Job Description – HoS Complex and Additional Needs
- C Structure – Complex and Additional Needs Services
- D Structure – Senior Management Structure
- E TCYPS Candidate Details and Employment History Form

INTRODUCTION

1. Implementation of the multi-agency service for children and young people, *Trafford Children and Young People's Service* is being achieved through a series of implementation phases. This will result in a single integrated service delivery process, and a number of multi-agency teams bringing together Council and Health services, and staff.
2. There has previously been consultation and agreement on the organisational structures and services that will make up the new multi-agency service. A number of these services were implemented in September 2008:
 - Children in Care
 - Multi-Agency Referral and Assessment Service

In December 2008, changes to the accommodation arrangements and as a result, the implementation timescales were announced. Recent developments should enable the remaining services to be implemented as follows;

- West Area Family Support Service from April 2009
 - Complex and Additional Needs Service from April or September 2009
 - North and South Area Family Support Services from January 2010
3. Following interviews over the last 12 months, the management team for Trafford CYPS and the new multi-agency services has now been established. A number of these management posts remain vacant.
 4. During the intervening period there has been a review of the TCYPS governance arrangements and further formal consultation. In addition, the Trafford Provider Services has begun work on a new Adults Allied Health Professionals strategy to include professional leadership and management arrangements for adult's services. This also includes an ongoing examination of the nature of and staffing implications for the associated possible establishment of an integrated care organisation.
 5. This work highlighted the need to re-examine the PCT posts that could be directly affected by the establishment of the new multi-agency service and in particular those posts at, or equivalent to, the vacant Head of Service post.

Following that re-examination, it was proposed that the Head of Speech and Language Therapy post was one that was directly affected by the establishment of the TCYPS and as such should in the first instance, be ring-fenced against the vacant Head of Service, Complex and Additional Needs.

6. The consultation paper invited comments on this proposal, and the process and arrangements for ring-fenced recruitment to the vacant Head of Service, Complex and Additional Needs.

CONSULTATION ARRANGEMENTS

7. The consultation process included:
 - a staff communication to all staff notifying them of the consultation arrangements and deadline for feedback;
 - publishing of the papers on each of the partner agency intranet sites;
 - sharing of the consultation paper with representatives from those unions who represent Council and NHS staff;
 - distribution of the consultation paper to those directly affected by the proposals;
 - service specific team meetings;
 - one to one meetings;
 - discussions with other stakeholders.

8. Feedback from the consultation was collated and discussed with senior officers of the TCYPS and Trafford PCT. A response to the feedback was then formulated and presented to the February Project Board for consideration. The feedback and management response is detailed in Annex A.

AGREED ARRANGEMENTS

9. It is confirmed that the Head of Speech and Language Therapy post is directly affected by the establishment of the TCYPS and as such is ring-fenced against the vacant Head of Service, Complex and Additional Needs.

Rationale

10. A number of concerns were raised during the consultation with respect to professional and clinical governance, and professional leadership vis-à-vis the speech and language therapy service. The Trafford Provider Services, Joint Commissioners and TCYPS, were satisfied that work currently being undertaken following feedback from the recent TCYPS Clinical Governance consultation and the new Provider Services Adult Allied Health Professionals Strategy will lead to a resolution of these concerns.

11. The Trafford Provider Services, through its Adult Allied Health Professionals strategy will be involving staff in giving due consideration to the leadership arrangements for the adult speech and language therapy service.

12. As a result, it is believed that the Head of CAN post constitutes suitable alternative employment against which the Head of Speech and Language Therapy post should be ring-fenced.

IMPLEMENTATION METHODOLOGY

Ring-fencing Arrangements and Rationale

13. The current roles and responsibilities of postholders have been used to identify:
 - those posts that should be considered as part of the Trafford Multi-Agency CYPS;
 - those posts that will be directly affected by the establishment of new posts; and thus,
 - those postholders that will be subject to an appointment process; and
 - the new posts against which postholders should be ring-fenced.

Appointment Methodology

14. There will be no short-listing. The ring-fenced manager will be required to submit a Candidate Details and Employment History Form, (Annex C). This form asks for factual information about their qualifications, current and previous employment, plus a brief statement of what they can offer to the development of the multi-agency service.
15. From the person specification a small number of 'key attributes' (in regard to Knowledge and Understanding, Skills and Abilities, and Personal Qualities) have been identified. This is to enable the ring-fenced candidate to have a manageable number of criteria that they can prepare for and be assessed against by the Appointments Panel.
16. The interview for the Heads of Service post will last no more than one hour. A standard set of questions will be used and it will start with a presentation. Candidates will be able to deliver their presentation in whatever way they are comfortable with.
17. The Appointments Panel will comprise the four Directors, the TCYPS Senior HR Project Manager, plus a senior manager from the PCT who will chair the panel.
18. The ring-fenced candidate will be able accessing appropriate training in relation to the appointment process.

Commencement of Appointment and Transitional Arrangements

19. The candidate will take up their new appointment with effect from 1 April 2009. There will be transitional arrangements to take account of the phased establishment of the multi-agency services.

Failure to appoint

20. The Partner Agencies are committed, through their existing policies and procedures, to ensuring that the skills and knowledge within staff groups matches present and future requirements. All reasonable steps will therefore be taken to avoid redundancy by, wherever possible, facilitating redeployment.

IMPLEMENTATION TIMETABLE

Action	By
Final Communication Document issued	09/02/09
Appeal deadline	23/02/09
Submission of Candidate details form	25/02/08
Issue interview invitation letter and prepared questions	27/02/09
Interviews	11/03/09
Appointments effective from	01/04/09

Monitoring, review and evaluation

21. Informal monitoring will take place through normal communication mechanisms which will include staff's regular team meetings. There will be a formal review of the implementation of the service in twelve months time.

Raising Concerns

22. Staff who are concerned about the deployment arrangements and the management decisions taken, which are outlined within this final communication document are strongly encouraged to seek clarification on their specific point from:

Carol Baker-Longshaw Joint Director Services for Children, Young People and Families (Strategic Professional Lead for Healthcare)

23. Those staff who remain concerned should write to Mr. Phil Titterington, Senior HR Project Manager, **by 23 February 2009**, stating the nature of their concern. All concerns will be acknowledged and forwarded to the appropriate HR department.

Mr. PV Titterington
Senior HR Project Manager
Trafford Children and Young People's Service
Trafford Town Hall, Talbot Road,
Old Trafford, M32 0EL
Email: phil.titterington@trafford.gov.uk