



**Bright Futures – Making It Happen**

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

**CONSULTATION ON THE PROPOSED NEW SERVICE  
DEVELOPMENT TEAM AND THE ASSOCIATED  
PROPOSED RECRUITMENT ARRANGEMENTS**

**Date: 30 June 2009**



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.

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### Annex

A	Proposed Structure – Service Development Team
B	Structure – Commissioning, Performance and Strategy
C	Job Description – Service Development Team Manager
D	Job Description – Senior Systems Implementation/Training Officer
E	Job Description – Training Officer
F	Job Description – 0.5 Information and Training Support Assistant
G	Job Description – 0.3 Business Support Assistant
H	1:1 Meeting Template

## **INTRODUCTION**

1. The Trafford Children and Young People's Service is changing and a key element of this change is the development of a single integrated service delivery process; Integrated Information, Referral, Assessment and Tracking (IIRAT). Linked to this development are several national initiatives i.e. ContactPoint, Integrated Children System (ICS) and e-CAF.
2. With recent staff changes we have had to consider how best we can meet the challenges presented by these projects and our ambition to have a coherent, technologically supported referral and assessment service, we are now proposing a change in the organisational structures and services that will be delivered (Annex A and B).
3. To facilitate service continuity and adherence with national project deadlines, it was necessary to implement interim service and management arrangements.
4. This consultation paper aims to formalise the new service arrangements and invites comments on the structure, and the process and arrangements for appointment and deployment to the posts identified within that.
5. The format and arrangements for this consultation follow those agreed with union representatives across all of the agencies. The Trafford CYPS and its constituent agencies promote a partnership approach to the effective implementation of change and encourage employees and their representatives to share their views and opinions.
6. The period for consultation with staff starts on 30<sup>th</sup> June 2009 and ends on 29<sup>th</sup> July 2009.

## **BACKGROUND**

### Procedural arrangements

7. During the Phase 4 multi-agency consultation, joint multi-agency organisational change guidance was agreed and further supplemented by a joint consultation protocol. This consultation and the arrangements set out within are in line with this agreed guidance and the process of appointing staff to posts as set out in the Phase 6 multi-agency consultation.

### Appointment Processes

8. The Phase 6 consultation document established the principle that an appointment process will be used where posts have been created and/or current posts have been dis-established from the structure.

9. A 'ring-fence' of employees whose posts are being dis-established will be identified against each new post and a selection process undertaken (including an interview) to appoint the most suitable person to each post. This was the process used to make appointments to the Corporate Director and Director posts for the multi-agency service, and subsequent appointments to the Heads of Service, Operations Managers, Deputy Operations Managers and the new management arrangements within the MARAT service.

## **PROPOSALS AND RATIONALE**

10. It is proposed that a Service Development Team is established under the Director for Commissioning, Performance and Strategy (Annex A and B).

### Ring-Fencing arrangements

11. The current roles and responsibilities of postholders have been used to identify:
  - those posts that should be considered as part of the Service Development Team;
  - 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 posts against which postholders should be ring-fenced.

### Service Development Team Manager

12. Following a review of the current service structure and the needs of the service, it is proposed that the post of Senior Projects Manager (currently within the Information and Performance Service) is disestablished and that the duties of this post are best placed within the new service development team. It is further proposed that the majority of the duties associated with the post of Senior Projects Manager are incorporated into the new post of Service Development Team Manager, together with additional duties to reflect the nature of this new post (Annex C).
13. It is therefore proposed that the Senior Project Manager be ringfenced to the new Service Development Team Manager post

### Senior Systems Implementation/Training Officer

14. It is proposed that the Project Officer (Information and Performance Service) post is disestablished.

It is proposed that a new post of Senior Systems Implementation/Training Officer (Annex D) is established within the new Service Development Team, and that the Project Officer (Information and Performance Service) is ring-fenced to this new post.

## Training Officer

15. It is proposed that the Training Officer (Information and Performance Service) and Training Officer (Commissioning Team) posts are disestablished.

It is proposed that a new post of Training Officer (Service Development Team) (Annex E) is established and that the Training Officer (Information and Performance) and Training Officer (Commissioning Team) are ring-fenced to this new post.

## Information and Training Support Assistant, and Business Support Assistant

16. Due to service needs, two new posts were created, to provide support across a number of teams. A 0.5 Information and Training Support Assistant post (Annex F) and a 0.3 Business Support Assistant (Annex G) are therefore being/have been recruited to.
17. It is proposed that the 0.5 Information and Training Support Assistant post will be a shared resource between the Service Development Team and Information and Performance Service. The 0.3 Business Support Assistant post will be a shared resource between the Service Development Team and Communications and Engagement Service. It is proposed that both posts will be based in the Service Development Team.

## Deployment Arrangements

18. Due to the nature of their duties and responsibilities, it is considered that the following posts are best placed within the Service Development Team and are therefore deployed in. All posts will be deployed on a permanent basis;
  - Project Support Officer, currently in the Project Team
  - Data Quality Officer, currently in the Information and Performance Service
  - Systems Support Officer, currently in the Information and Performance Service
  - Implementation Officer, currently in the Project Team
  - Data Quality/Training Support, (new post being recruited to)
  - Business Support Assistant, (new post being recruited to)
19. **Consultation Question 1**
  - a) Do you agree with the structure as presented, if not please explain why.
  - b) Do you agree with the proposals and rationale for ring-fencing?
  - c) Do you agree with the proposals for deployment?

- d) If not, what alternative arrangements would you like to see and why?

## **IMPLEMENTATION METHODOLOGY**

### *Appointment Methodology*

20. Applicants will be required to submit an application form (the standard Council application form) to ensure that they meet all minimum essential requirements from the person specification. They will also be asked to write a statement to evidence what they can offer to the development of the multi-agency service.
21. Interviews will last between 30 - 40 minutes. A standard set of questions will be used.
22. The Appointments Panel for the Service Development Manager will comprise of the Director for Commissioning, Performance and Strategy, a health representative and a Senior HR Advisor. The appointment panel for the remaining posts will comprise of the Service Development Manager, the Information and Performance Manager and a Senior HR Advisor.

### *Commencement of Appointment and Transitional Arrangements*

23. Candidates will ideally take up their new appointments with immediate effect, subject to the needs of the service. If the service demands that they cannot start immediately, they will start after their contractual period of notice at the latest, in agreement with their line manager.

After the interviews have been completed and decisions made, any candidates who have been unsuccessful in obtaining a post within the new structure will be deployed into temporary alternative employment whilst redeployment is sought.

### *Failure to appoint*

24. The Council is committed, through its 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.

25. The implementation timetable is as follows:

<b>Action</b>	<b>By when?</b>
Commencement of consultation	30/06
Consultation on proposals and 1:1 meetings held	29/07
Close of consultation	29/07
Analysis of consultation feedback by Director Commissioning, Performance and Strategy	05/08
Final Communications Document issued	07/08
Appeal Deadline	21/08
Submission of application form for Manager post	28/08
Shortlisting for Manager post	04/09
Issue interview invitation letter for Manager post	04/09
Interviews for Manager post	11/09
Post start date/appointment letter issued for Manager post	14/09
Submission of application form for other posts	11/09
Shortlisting for other posts	18/09
Issue interview invitation letter for other posts	21/09
Interviews for other posts	30/09
Post Start Date/Appointment letter issued	01/10

## **CONSULTATION METHODOLOGY**

26. The consultation period will run from Tuesday 30<sup>th</sup> June 2009 and end on 29<sup>th</sup> July 2009.
27. The affected members of staff will be invited to attend 1:1 meetings with their manager to discuss the changes. The 1:1 meeting template is attached (Annex H). A representative from the HR Department will also be present if required and staff will be entitled to be accompanied by a Trade Union Representative or work colleague.
28. Comments should be sent to Louise Lisle or Sandra Salter, Children and Young People's Service, 3<sup>rd</sup> Floor extension, Business Support Services, Trafford Town Hall, Talbot Road, Stretford, Manchester, M32 0TH ([louise.lisle@trafford.gov.uk](mailto:louise.lisle@trafford.gov.uk) or [sandra.salter@trafford.gov.uk](mailto:sandra.salter@trafford.gov.uk)). Responses can be made by individuals, teams or groups by 5pm on 29<sup>th</sup> July 2009.
29. **Consultation Question 2:**
- a. Do you agree with the implementation methodology including:

- Ring-fence arrangements and rationale?
- Appointment methodology?
- Application process and associated form?
- Interviews?
- Commencement of appointment and transitional arrangements?
- Appointment timetable?

If not, what alternative arrangements would you like to see and why?

b. Other Comments

### **APPEAL MECHANISM**

30. All staff will be given the opportunity to appeal against the final decision. It is hoped that staff will feel able to raise any concerns that they may have informally in the first instance.

### **MONITORING AND EVALUATION**

31. These revised arrangements will be reviewed informally through normal team meeting arrangements and more formally after 6 and 12 months.

**RESPONSE FORM**

**CONSULTATION ON THE PROPOSED NEW SERVICE DEVELOPMENT TEAM AND THE ASSOCIATED PROPOSED RINGFENCING AND RECRUITMENT ARRANGEMENTS**

**Name:**

**Service:**

<b>Question</b>	<b>Answer</b>
<p><b>32. Consultation Question 1</b></p> <p>a) Do you agree with the structure as presented, if not please explain why.</p> <p>b) Do you agree with the proposals and rationale for ring-fencing?</p> <p>c) Do you agree with the proposals for deployment?</p> <p>d) If not, what alternative arrangements would you like to see and why?</p>	

Question	Answer
<p><b>33. Consultation Question 2</b></p> <p>a. Do you agree with the implementation methodology including:</p> <ul style="list-style-type: none"> <li>• Ring-fence arrangements and rationale?</li> <li>• Appointment methodology?</li> <li>• Application process and associated form?</li> <li>• Interviews?</li> <li>• Commencement of appointment and transitional arrangements?</li> <li>• Appointment timetable?</li> </ul> <p>If not, what alternative arrangements would you like to see and why?</p> <p>b. Other Comments</p>	

Question	Answer
<p><b>Other Comments</b></p> <p>34. Are there any other comments you would like to make?</p>	

Please return to Louise Lisle or Sandra Salter, Children and Young People's Service, 3<sup>rd</sup> Floor extension, Business Support Services, Trafford Town Hall, Talbot Road, Stretford, Manchester, M32 0TH ([louise.lisle@trafford.gov.uk](mailto:louise.lisle@trafford.gov.uk) or [sandra.salter@trafford.gov.uk](mailto:sandra.salter@trafford.gov.uk)). Responses can be made by individuals, teams or groups by 5pm on 29<sup>th</sup> July 2009.