



**Bright Futures – Making It Happen**

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

**CONSULTATION ON THE PROPOSED NEW MULTI  
AGENCY REFERRAL AND ASSESSMENT TEAM (MARAT)  
STRUCTURE AND THE ASSOCIATED PROPOSED  
RECRUITMENT ARRANGEMENTS**

**Date: 27<sup>th</sup> January 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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- A Job Description - MARAT Team Manager
- B Job Description – MARAT Team Leader
- C Job Description – MARAT Housing and Domestic Abuse Officer
- D Structure – MARAS
- E Application Form
- F 1:1 Meeting Template

## 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

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. One of the remaining vacant management posts was the Operational Manager for MARAS. Following a review at that time, the decision was made to disestablish that post and put in place alternative management arrangements. The MARAS structure has now been reviewed and it is proposed that each team within MARAS have their own management structure. Safeguarding and SEN already have effective management arrangements in place. It is proposed that a permanent Team Manager post and a Team Leader post are established for the MARAT.
  5. Following the review of the MARAT structure and the needs of the service, it is also proposed that the post of Children's Support Worker is disestablished as the participation aspect of this role is already being met by the Children's Rights Service. The assessment and time limited intervention associated with the post will still need to be covered. It is proposed that a Housing and Domestic Abuse Officer post is established to cover those remaining duties and address the issue of the increasing number of child protection plans which involve domestic abuse. Given the extent of the overlap in the duties, it is proposed that the postholder currently in the disestablished Children's Support Worker post is ringfenced to the new post of Housing and Domestic Abuse Officer.
  6. This consultation paper invites comments on these proposals, and the process and arrangements for ring-fenced recruitment to these posts.

7. 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.
8. The period for consultation with staff starts on 27<sup>th</sup> January 2009 and ends on 26<sup>th</sup> February 2009.

## **BACKGROUND**

### Change Management Processes

9. Joint multi-agency organisational change guidance was incorporated within the Phase 4 consultation. In line with Council, Primary Care Trust and Healthcare NHS Trust Organisational Change policies, joint guidance was set out for managers, staff and appropriate recognised union representatives regarding the process of appointing staff to posts within the staffing structures of the new integrated Children and Young People's multi-agency service.

### Appointment Processes

10. The process for appointing staff to one of the six multi-agency services was set out in the Phase 6 consultation document issued on 2 January 2008. This established the principle that an appointment process will be used where posts have been created in the new multi-agency structure and/or current posts have been dis-established from the structure.
11. 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 and Deputy Operations Managers.

## **PROPOSALS AND RATIONALE**

### *Proposal*

12. It is proposed that the Team Manager and Team Leader posts are advertised internally and ringfenced to staff in the MARAT.
13. It is proposed that the post of Housing and Domestic Abuse Officer is ringfenced to the postholder currently in the Children's Support Worker post.

## *Rationale*

14. It is believed that the MARAT are best managed through a management structure of a Team Manager and Team Leader, instead of an Operational Manager. Consideration has been given to the fact that the current postholders who are acting up in these posts have been doing so for an extended period of time as a secondment/development opportunity. However, in line with the council's recruitment and equal opportunities policies which aim to ensure equality of opportunity, all staff within MARAT who meet the minimum essential requirements can apply for these posts on a permanent basis. It is therefore considered appropriate for the posts to be advertised internally and ringfenced to staff within MARAT in the first instance. If the posts are not filled, then they will be advertised internally to staff within the Council, Trafford Healthcare NHS Trust and Trafford PCT.
15. It is believed that the Housing and Domestic Abuse Officer post constitutes suitable alternative employment against which the Children's Support Worker should be ring-fenced.
16. **Consultation Question 1**
  - Do you agree with the proposal and rationale for ring-fencing?
  - If not, what alternative arrangements would you like to see and why?

## **IMPLEMENTATION METHODOLOGY**

### *Ring-fencing Arrangements and Rationale*

17. 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*

18. Applicants will be required to submit an 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.

19. The interviews will last no more than 45 minutes. A standard set of questions will be used and interviews for the posts of Team Manager and Team Leader will start with two questions that will be given in advance.
20. The Appointments Panel will comprise the Head of Service (MARAS), a Senior Manager from Health, a Senior Representative from the Police and a Senior HR Advisor.

*Commencement of Appointment and Transitional Arrangements*

21. 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.

*Failure to appoint*

22. 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.
23. The implementation timetable is as follows:

<b>Action</b>	<b>By when?</b>
Commencement of consultation	27/01/09
Consultation on proposals and 1:1 meetings held	26/02/09
Close of consultation	26/02/09
Analysis of consultation feedback by TCYPS Project Board	04/03/09
Final Communications Document issued	By 13/03/09
Appeal Deadline	27/03/09
Submission of application form	03/04/09
Shortlisting	w/c 06/04/09
Issue invitation letter	09/04/09
Interviews	w/c 20/04/09
Post Start Date/Appointment letter issued	w/c 20/04/09

**CONSULTATION METHODOLOGY**

24. The consultation period will run from 27<sup>th</sup> January 2009 and end on 26<sup>th</sup> February 2009.
25. 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 agreed by multi-agency is attached (Annex D). 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 colleague.

26. Comments need to be sent to Janice Craven, Children and Young People's Service, 2<sup>nd</sup> Floor, Room 206E, Trafford Town Hall, Talbot Road, Stretford, Manchester, M32 0TH ([janice.craven@trafford.gov.uk](mailto:janice.craven@trafford.gov.uk)). Responses can be made by individuals, teams or groups by 4.30pm on 26<sup>th</sup> February 2009.

**27. Consultation Question 2:**

- 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?

**APPEAL MECHANISM**

28. 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**

29. 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 MARAT STRUCTURE AND THE ASSOCIATED PROPOSED RINGFENCING AND RECRUITMENT ARRANGEMENTS

Name:

Service:

Question	Answer
<p>30. <b>Consultation Question 1</b></p> <ul style="list-style-type: none"><li>• Do you agree with the proposal and rationale for ring-fencing?</li><li>• If not, what alternative arrangements would you like to see and why?</li></ul>	

Question	Answer
<p data-bbox="188 284 636 316"><b>31. Consultation Question 2</b></p> <ul data-bbox="264 360 909 762" style="list-style-type: none"><li data-bbox="264 360 875 427">• Do you agree with the implementation methodology including:<ul data-bbox="331 434 909 762" style="list-style-type: none"><li data-bbox="331 434 831 501">○ Ring-fence arrangements and rationale?</li><li data-bbox="331 507 797 539">○ Appointment methodology?</li><li data-bbox="331 545 909 612">○ Application process and associated form?</li><li data-bbox="331 619 568 651">○ Interviews?</li><li data-bbox="331 657 864 724">○ Commencement of appointment and transitional arrangements?</li><li data-bbox="331 730 741 762">○ Appointment timetable?</li></ul></li></ul> <p data-bbox="188 801 864 868">If not, what alternative arrangements would you like to see and why?</p>	

Question	Answer
<p data-bbox="188 284 450 316"><b>Other Comments</b></p> <p data-bbox="188 357 913 424">32. Are there any other comments you would like to make?</p>	

Please return to Janice Craven, Children and Young People's Service, Room 206E, 2<sup>nd</sup> Floor, Trafford Town Hall, Talbot Road, Stretford, Manchester, M32 0TH ([janice.craven@trafford.gov.uk](mailto:janice.craven@trafford.gov.uk)). Responses can be made by individuals, teams or groups by 4.30pm on 26<sup>th</sup> February 2009.