

Report to CABINET

Right Start and School Nursing Staff Consultation Outcome

Portfolio Holder:

Councillor Brownridge, Cabinet Member for Adult Social Care and Health.
Councillor Mushtaq, Cabinet Member for Children & Young People.

Officer Contact: Rebecca Fletcher, Director of Public Health and Matthew Bulmer, Director of Education Skills and Early Years.

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Date: 18 November 2024

Reason for Decision

Cabinet approval was granted in June 2024 to enter into a period of formal workforce engagement and consultation regarding the Right Start and School Nursing Service, which is currently delivered under a Section 75 Partnership Agreement between Oldham Council and Northern Care Alliance (NCA)

This report seeks approval to commence implementation of the service redesign of the Right Start and School Nursing service to create a new Integrated Children and Families Service.

Staff consultation on these proposals took place between 7 August 2024 and 21 September 2024.

A number of changes to the proposal have been made as a result. The report provides further details of the engagement and consultation which has taken place.

Executive Summary

This report explains how the council will introduce a new operating model for the Integrated Children and Families Service. The new model replaces the current Right Start and School Nursing Service. It updates Cabinet on the outcome of the formal consultation and implementation process and adjustments to the proposed model and seeks Cabinet ratification to proceed to

implementation. The critical part of this change is the TUPE of 32 staff from Northern Care Alliance to Oldham Council.

Oldham Council has recognised the need to review its delivery model in order to improve public services for families, children and young people with less cost. Whilst the current Right Start and School Nursing Service is pivotal to the delivery of these strategic aspirations, it is not structured in a way that will enable the effective delivery of the Health Child Programme or the Family Hub and Start for Life Programme.

The new service model and associate staffing structure will support families to be resilient, self-reliant and independent whilst having access to help when they need it in a timely, safe and appropriate way.

The model:

- lays the foundation for future collaboration across the community and voluntary sector as well as with our partner agencies.
- enables families to experience seamless transition through the types and levels of support they require throughout their family journey.
- provides timely support and interventions to vulnerable families to address safeguarding concerns and reduce risks to children and young people.

A task group with representatives from Oldham Council and NCA, including Human Resources has provided the opportunity for collaboration and scrutiny on the proposal. Staff feedback through the formal consultation with union representatives and scrutiny by senior managers within Oldham Council and NCA have resulted in refinements to the new model. These are set out in detail in the report.

Recommendations

1. Cabinet approves the new operating model, which has been refined following detailed discussions with staff, formal consultation with unions and scrutiny by the 0-19 Governance Operational Group and the Children and Families Early Help Board
2. Cabinet authorises officers to take the necessary actions to implement the restructure effective from 19 November including the TUPE of key posts from NCA to Oldham Council and the authorising of any potential redundancies.

Right Start and School Nursing Staff Consultation Outcome

1 Background

- 1.1 Cabinet approval was granted in June 2024 to enter into a period of formal consultation regarding the Right Start and School Nursing Service.
- 1.2 The reasons for the service redesign and the summary of the proposal were laid out in the *Improving our Services for Children, Young People and their Families* paper. The paper outlined key changes to the delivery model and structural changes affecting staff which have been subject to formal consultation procedures which started on the 7 August 2024. This paper seeks formal Cabinet approval to move to the new operating model in the light of that consultation.
- 1.3 The service redesign and staff restructure sought to strengthen the collaboration between Oldham Council and NCA ensuring shared management and accountability for all aspects of the service. The new structure will facilitate the delivery of a more flexible and agile service. There will be a better balance between the different elements of the service. There will also be a greater focus on meeting the needs of more complex families through the creation of a new targeted team. The proposed model responds to some of the feedback from staff across both organizations in relation to challenges currently within the service.
- 1.4 The restructuring of this service covered in this report should be seen in the overall context of the Family Hub and Start for Life Programme and Oldham's Early Help offer which aim to deliver better outcomes for all our children and young people and reduce the numbers escalating into social care.
- 1.5 Notwithstanding the potential ongoing financial and resource challenges, the new delivery model and structure aims to improve services, performance and outcomes for all aspects of the service.
- 1.6 The new service model and associate staffing structure will support families to be resilient, self-reliant and independent whilst having access to help when they need it in a timely, safe and appropriate way. The model:
- lays the foundation for future collaboration across the community and voluntary sector as well as with our partner agencies.
 - Improves families' experiences through the types and levels of support they require throughout their family journey.
 - provides timely support and interventions to vulnerable families to address safeguarding concerns and reduce risks to children and young people.

2 Current Position

- 2.1 A task group with representatives from Oldham Council and NCA, including Human Resources meets on a weekly basis to oversee the service redesign transformation activity. This has provided the opportunity for collaboration and scrutiny on the proposal.
- 2.2 Staff feedback through formal consultation with union representatives and scrutiny by senior managers and governance boards within Oldham Council and NCA have resulted in refinements to the new model.

3 **Options/Alternatives**

3.1 Option 1

That Cabinet approves progressing to the implementation phase for the service redesign of the Right Start and School Nursing service to create a new Integrated Children and Families Service

Option 2

Do not approve progressing to the implementation phase.

This poses a significant risk as the status quo model is not an option for Oldham Council as it is not affordable within the allocated budget and the service is not operating effectively.

4 **Preferred Option**

4.1 Option 1 for the reasons set out above.

5 **Consultation**

5.1 **Consultation with Staff and Unions**

5.2 Lead officers from Oldham Council and NCA, including Human Resources held informal discussions with NHS and Council unions during August 2024.

5.3 Formal consultation with staff and trade unions took place on the 7 and 8 August. This has been complimented by groups discussions and one-to-one session which has provided the whole service with an opportunity to comment on the proposals.

6 **Equality Impact, including implications for Children and Young People**

6.1 Yes.

7 **Key Decision**

7.1 Yes.

8 **Key Decision Reference**

8.1 This item has been included on the Forward Plan under reference CHS-07-24

12 **Background Papers**

12.1 The following is a list of background papers on which this report is based in accordance with the requirements of Section 100(1) of the Local Government Act 1972. It does not include documents which would disclose exempt or confidential information as defined by the Act:

File Ref: HSC-03-24

Name of File: Improving our services for children, young people and their families. Oldham Integrated Children and Family Service: Approval to proceed to staff consultation on a proposed new structure.

Records held in: [Agenda for Cabinet on Monday, 17th June, 2024, 6.00 pm \(oldham.gov.uk\)](https://www.oldham.gov.uk/agenda-for-cabinet-on-monday-17th-june-2024-6.00-pm)

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