

DANIELS REVIEW

Scottish Government commissioned The Centre for Excellence for Children’s Care and Protection (CELCIS) to undertake research to help inform decision making about how best to deliver children’s services in Scotland in light of the proposed introduction of the National Care Service, and its commitment to Keep the Promise of the Independent Care Review (2020). The Scottish Government will decide which, if any, children’s health and social care services are to be included in the National Care Service. An Independent Steering Group chaired by Professor Brigid Daniel, Professor Emerita at Queen Margaret University, Edinburgh, has supported the design, implementation and delivery of the research study.

The commissioned research study aims to answer the question, **“What is needed to ensure that children, young people and families get the help they need, when they need it?”** and has four separate research strands and concluding summary report.

STRAND 1 – Rapid Evidence Review

In June 2023, CELCIS published a report on the first strand of work titled, [Children’s Services Reform Research: Rapid evidence Review](#). High level findings are in **bold text**.

There is a lack of evidence of models of systems-level integration. The studies reviewed were based to a large extent on service and team integrations, rather than macro-level system integrations. This means that whilst the evidence may be strong in relation to what works at service-level integration, it gives little information as to the impacts, benefits, and challenges, that may be encountered in system-level integration.

Integration should be viewed as an outcome of a range of components. Through the process of the review, CELCIS developed a ‘components of integration model’ which combines the different perspectives of what integration ‘is’ across the papers. The value of this model lies in allowing a more nuanced understanding of integration, not as a singular process activity.



Figure 1: Components model of integration

Shared culture, with committed leadership at all levels is important. A shared culture with committed leadership at all levels appears to be a significant facilitator for integration. Strategically, leaders need to drive change and connect with those implementing change. Operationally, the workforce needs time to build new relationships across different professional peer groups and have the support from and confidence of leaders, including managers, to develop new shared ways of working which take years, not months.

CELCIS found that Governments need to support transformational reform programmes involving integration through clear direction, aligning legislative and policy agendas, properly resourcing integrated efforts and providing the necessary context for integration.

Professionals need appropriate support, resources and time during the process of integration. Implementation of an integrated service or system requires significant, long-term, commitment and resourcing from the highest levels of political and policy leadership. Where integrated services worked well together, there were benefits of improved levels of professional skills and knowledge, greater sharing of knowledge and expertise, and changes to practice including more time working directly with children, young people, and their families.

Supporting and supportive relationships are vital to integration. Relationships are vital in providing support to children and their families. The importance of relationships also extends to how integration is experienced and facilitated by and for professionals. It is important to allow time for trusting relationships to develop. Time spent together with a consistent professional allows understanding, and the trust that comes with that, to develop. Young people, parents and carers alike reflected on the importance of a strong relationship with a relevant professional. There are links to being co-located, but the evidence indicates that co-location without the additional time needed to meet, discuss, build and maintain those relationships is not sufficient.

Holistic practice with children, young people and families is important. The importance of holistic practice was a consistent theme. Whilst only a few services may have explicitly set out to provide holistic support, the importance of seeing the child, young person, parent, carer, and family in the round, appeared in many papers.

More evidence is needed about the impact of integration on rights. Across the evidence reviewed, there was a lack of discussion or consideration of the rights implications of integrative efforts. Many papers at some point referred to the 'empowerment' of individuals, as well as the importance of people needing and using services being central in identifying and shaping the provision of appropriate services, but there was no discussion of these ideas from a rights-based perspective.

It is important to involve children and families in the design and implementation of integration. There was limited evidence that those who use the support of services helped shape them. Understanding the experiences of children, young people, parents and carers is vitally important. The Promise of the Independent Care Review in Scotland (2020) noted the tendency of services and systems to measure predominantly process based indicators, which are often easier to measure, rather than the things which are meaningful to children and families.

Conclusion of Stand 1.

There were very few longitudinal studies available for review, and even fewer which looked beyond a two-year timescale in their assessment of the integration efforts. As a result, evidence for structural integration is limited.

STRAND 2 – Case Studies

In late June 2023, CELCIS published a report on the second strand of work titled, [Case-studies-transformational-reform-programmes](#). Key findings are again listed in **bold text**.

5 countries (Finland, Northern Ireland, the Netherlands, New Zealand and the Republic of Ireland) were considered as ‘case studies’ to understand each country’s children’s social care models and the connections to health, education and adult social care structures. CELCIS looked for approaches taken to the national, regional and local organisational delivery and governance and also considered what could be learned from Scotland’s experiences of national service reorganisation through the development of Police Scotland.

Common reasons for embarking on a transformational reform programme included systems being:

- **Fragmented across national, regional and local structures;**
- **Marginalised within a larger health and social care system for all ages.**
- **Practice being risk-oriented, deficit-based and centred on crisis management.**
- **Limited participation of children, young people and families in decisions and planning that affect their lives.**
- **An imbalance in service funding and provision towards specialist and reactive services rather than early help and preventative services.**

Each of the 5 countries identified a positive and ambitious ‘vision’ of what the reforms would achieve including:

- **Closer integration of national, regional and local organisations to enable more joined up planning, funding and delivery of children’s health and social care services.**
- **Re-balancing service funding and provision towards early help and preventative services which, in turn, aim to improve children’s outcomes.**
- **Improved access to services for children and families, including enhanced or seamless transitions between different services.**
- **Embedding of children’s rights and building a new relationship between services and children and families – one characterised by professionals practicing in a positive, strengths-based, and empowering manner.**
- **Enhanced working between practitioners from different services.**
- **Improved workforce supports through professionalising the children’s social care workforce and opening up career development and progression opportunities.**

Implementation is a prolonged, complex and challenging process. Across all six case studies, there was a recognition that transformational change is not a single event but a prolonged process, taking many years to: create a new structure or agency and its associated governance arrangements, data and IT infrastructure; build a shared organisational or multi-agency culture; establish national practice models and implement new ways of working, and/or build constructive relationships with children, families and partner organisations.

Transformational reform programmes are complex. The success of structural reforms is dependent on changes in organisational and professional cultures and practice, public expenditure levels, attention being paid to addressing wider structural inequalities, and workforce recruitment and retention levels. Without attention to these, the 'push factors' that were the catalyst for the reform programmes will continue.

Transformational reform programmes require transformational leadership.

From the case studies, CELCIS identified the key characteristics of such leadership as including:

- An understanding of complex, multi-disciplinary systems and how to bring about changes in such systems
- Recognition of the need to have a theory of change that sets out the structural, process and/or practice change(s) involved and the expected outcomes and impacts of these, and
- Effective and inclusive communication of the reforms to internal and external stakeholders and audiences, explaining clearly what the change is, how it will be brought about, and why it is needed.

A conducive and settled domestic environment is required. Given their long-term nature, any transformational reform programme will be subject to external, unanticipated events. Notwithstanding these, at a domestic political level, this study found that a conducive and settled domestic environment should be sought when introducing and implementing major transformational reform programmes, including:

- Cross-party political support for the transformational reform programme, thus enabling continuity of support should there be electoral change.
- Creating 'buy-in' and support for the reforms from the public.
- Providing long-term budgetary stability that can ensure the required investment levels are available over the reform programme's multiyear timeframe.
- Keeping the number of transformational change programmes progressed at any one time to a minimum.

Successful implementation needs strong foundations. The study found that a series of inter-related foundations need to be in place for the successful implementation of transformational reform programmes. Driven by transformational leadership, the foundations encompass the need for thorough planning and appraisal of the reform programme at its inception stage and the development of a clearly articulated theory of change through to the importance of having long-term political and implementation support for the reform.

There were commonalities in the structures and functions present at the national, regional, local and locality levels.

The transformational reform programmes each took a different form but, despite their differences, CELCIS found there were commonalities to the structures and functions:

- At the national level, there was a lead government department and/or national children and family agency that set national policy and legislation, and was responsible for implementing the transformational reform programmes, working in partnership with multiple stakeholder organisations. Also at the national level were the children's services inspectorate and children's rights commissioner functions.

- At the regional level, health services for children and adults were widely planned and delivered.
- At the local (authority) level, children and families' social care services were jointly planned for, managed and increasingly commissioned.
- At the locality level, branded, multi-agency teams and hubs operated (often in co-located sites) to provide prevention and early intervention support. Services and joint working at this level were found to be most impactful on the lives of children and families.

Strong national leadership and investment is required for the design and implementation of transformational reform. Across the case studies, stakeholders had asked for stronger national leadership and investment in the following areas:

- National leadership in delivering on children's health and social care needs.
- National practice guidance, standards, models and tools that provide clarity to multi-agency practitioners and can support inter-agency working.
- Integrated IT systems that can support information sharing and recording.
- National measures or indicators of children's outcomes and a national data information system that supports consistent recording and reporting of these.
- National workforce planning.
- Standardisation of procurement processes and requirements.

The locality level is the main setting for integrated working. The crucial level of service delivery was at the locality level. It is characterised by co-located, multi-agency staff working flexibly together to listen to and meet the needs of children, young people and families before they require more specialist and statutory support. The learning from the case studies is that these structures benefit from having a consistent public recognition across the country and operate at a level where they each serve an average catchment size of 40,000-60,000 people.

Continued attention needs to be paid to the interfaces between services.

Across the health and social care case studies, persistent challenges were evident in how children, young people and families can access more specialist services, such as disability and mental health services, and how to support young people's transitions to adult services. The dynamic nature of the interfaces between different services, for example, due to changing waiting list sizes, mean that continued attention is needed into how services work together so that these are seamless for children, young people and families.

Continued attention needs to be paid to workforce recruitment and retention.

The impact of worsening workforce recruitment and retention challenges must also be understood. These have a direct impact on staffing and resource levels, waiting lists for services, and impede opportunities for more strategic planning and developments.

Wider policy agendas influence - and must be influenced by the experiences of children and families. Across the case studies, services were reporting increasing and more complex needs among children and families, with rising poverty levels and the impact of the COVID-19 pandemic contributing to this. The children's health and

social care system and services alone cannot tackle these wider economic and societal challenges. Other government departments, such as housing and social security departments, need to listen to the circumstances that children and families are experiencing and actively consider how their policy and funding decisions can play their part in responding to their needs.

Integrated children’s health and social care systems require a range of features to be in place. Figure 3 uses learning from the case studies to put forward the features that support integration.



Figure 3: Features of Integrated Children's Health and Social Care Systems

Conclusion of Strand 2

The conclusion from these case studies is that there is no one approach that can be recommended for implementation in Scotland. However, there is learning to be taken from the case studies, not least the consensus around the functions that require national leadership, investment and development; the critical importance of facilitating multi-agency working at the most local level to children and families; and the need to attend to the factors that support effective implementation of reforms.

Findings strongly steer the focus on locality working to improve outcomes for children and families. The report also recognises the criticality of the interface between children and adult services.

STRAND 3 – Mapping integration and outcomes across Scotland

The [Third strand](#) of work was published by CELCIS in August 2023. This report presents a statistical analysis of the available quantitative data on integration and outcomes in order to understand if the last major structural reform of health and social care services in Scotland changed outcomes for children. Key findings are listed in **bold text**.

CELCIS developed a methodology to determine if different approaches to structural integration are associated with changes to a range of outcome indicators. To do this, they categorised local authority areas based on the extent of integration. CELCIS then looked at 25 quantitative datasets and associated trend data as outlined in the visual, and used statistical modelling to determine if change was associated with different approaches to the structural integration of children's services.



There is no consistent evidence of an association between structural integration and outcomes. The analysis found no statistically significant association between the level of structural integration of children's services in local authority areas for twenty-two of the twenty-five indicators assessed.

While not connected to the structural integration of services, outcomes are changing for children, young people and families. Analysis of trends over time showed that changes are taking place in the outcomes of children, young people and families. However, there is no consistent evidence of an association between structural integration and outcomes. Many factors may be influencing the change observed, but there was no consistent evidence that the level of structural integration was associated with these changes.

Context matters: deprivation, population density and the COVID-19 pandemic have all had an impact on the lives and health and social care needs of children and families. CELCIS looked specifically at factors believed to be having an impact on children's outcomes. These were deprivation, population density, the effects of the COVID-19 pandemic and the associated public health restrictions, and whether the local authority had a coterminous health board (that is, whether the local authority and health board had the same boundary). CELCIS found that changes within 16 of the 25 indicators were significantly associated with the level of deprivation within a local authority area, and changes within 9 of the indicators were associated with the population density of the authority area. The impact of the COVID-19 pandemic was also present: statistically significant changes were associated with the pandemic in 14 of the 25 indicators involved. No relationship between children's outcomes and whether local authorities and health boards shared the same boundary was identified.

The quality of children's data in Scotland needs to improve. The breadth and quality of children's data available within Scotland impacted on the analysis. CELCIS identified areas where there continue to be gaps in what is collected and therefore what is known about children's outcomes, the experiences of children and their families, and the wellbeing of the children's services workforce.

There are geographical patterns in the approach to structural integration in Scotland. The level of structural integration of children's services does not appear to be randomly distributed geographically across Scotland. There is somewhat of an east/west divide in terms of the local authority areas that have not structurally integrated children's services and those that have.

Conclusion of Strand 3

Analysis found that there is no consistent evidence to suggest that the level of structural integration of children's services within Health and Social Care Partnerships is associated with changes to outcomes for children, young people and their families in the period studied.

STRAND 4 – The views and experiences of the children's services workforce

In November 2023, CELCIS published the final strand of work titled, [The views and experiences of the children's services workforce](#) which seeks to understand the perspectives and experiences of Scotland's children's services workforce. High level findings are in **bold text**.

CELCIS defined the children's services workforce as practitioners who provide support, care and/or protection for children, young people and families who need the support of services including social work, health, early learning and childcare, education, youth justice, police and third sector services.

CELCIS encouraged engagement with an online survey, ran a series of focus groups and interviews where participants were asked about their experiences of local services for children, young people and families, including statutory, universal, third sector and specialist services; multiagency working; continuity of support when young people transition from children's services to adult services; children, young people and families' relationships with practitioners and participation in decision-making; the support the workforce receives and needs; and their experiences of leadership and the ability of leaders to bring about change.

The COVID-19 pandemic has had a profound impact on Scotland's children's services. This research highlights how significant the impact of the COVID-19 pandemic has been on Scotland's children's services. Reflecting on experiences before the pandemic, services were perceived to have been improving (with the exception of young people's transitions to adult services), but the experience of the pandemic has halted many of these improvements and led to a perception that local services for children, young people and families have got worse. The members of the workforce who worked through the COVID-19 pandemic report being exhausted, and this is exacerbated by the need to respond to greater demand and the more complex needs of children, young people and families post pandemic.

Scotland's children's services are responding to greater diversity and complexity of need. Increasing levels of mental health difficulties and additional support needs among children, young people and families are increasing the demand for services. At the same time, the rising cost of living is contributing to more children, young people and families experiencing the pressures of poverty and housing instability. Cuts to public sector budgets, the closure of key services, and the staffing crisis in the recruitment and retention of people to the children's services workforce, are making it more challenging to respond as the level of investment in services and in the workforce is not keeping up with demand.

The children's services workforce is in crisis and urgently needs investment.

The children's services workforce is passionate, highly committed, and working extremely hard to build supportive relationships with Scotland's children, young people and families and best meet their needs. However, it is a workforce that has been in crisis for some time with unmanageable workloads and high levels of sickness, absence, turnover and vacancies. National and co-ordinated attention and investment in the workforce is needed.

The legislative, policy and funding landscape is cluttered and inadvertently hindering implementation. The volume of policies, frameworks, legislation and programmes across Scotland's children's services landscape in recent years has led to a cluttered landscape. The foundations on which Scotland's children's services are built, particularly the UNCRC (1989), Getting It Right For Every Child (2012), and The Promise of the Independent Care Review (2020), are widely supported and endorsed. However, these are not always fully aligned and the number of additional legislative, policy and funding developments targeted at different parts of the children's services system. The workforce find this challenging and confusing. New developments, which often have unrealistic timeframes for implementation and assessment of their impact, are diverting leadership and workforce attention and resources.

There are persistent longstanding gaps and weaknesses in services and transitions. A number of longstanding service gaps and weaknesses in Scotland's children's services continue to persist. Some are specific to children's services including:

- The provision of preventative and early intervention services, such as family support and parenting services.
- Access to specialist health services, particularly mental health services.
- Access to supports for children with additional support needs.

Other gaps and weaknesses stretch across children's and adult services:

- Holistic family support where adult services and children's services work together to respond to the needs of families as a whole.
- Transitions for young people into support from adult services.
- Recovery services for children, young people and adults who have experienced trauma for as long as they need these.

A different approach to implementing change is needed, not least having a dedicated long-term national and local focus on each of these gaps and weaknesses that builds on Scotland's growing understanding of what it takes to implement change.

The workforce needs long-term clarity, commitment and investment from national and local leaders. More co-ordinated leadership across all levels is needed to address the many challenges faced by Scotland's children's services. Key functions that the workforce said need to be in place are:

- Long-term clarity of policy direction and vision over a 10-20 year timeframe.
- Co-ordination between national and local leadership so that the long-term vision and agreed policy direction is held at all structural levels and geographies.
- Long-term commitment to children, young people and families so that support can follow them as long as they need it.

- A strong national children's services voice so that the needs of the sector are not lost in wider policy discussions.
- An agreed set of outcomes, and supporting indicators, that are tied to the long-term vision.
- The provision of longer-term funding, but with flexibility in commissioning to meet local needs.
- The design of effective policies and programmes that is built on a clear description of how and why a change is expected to happen.

The expectations and requirements of leaders are significant. Scotland's children's services leaders therefore also need to be supported, including technical support around change methodologies, and mentoring and peer support.

Service structures need to enable and support practitioners to work together at the local level. CELCIS did not find any association between different levels of structural integration and the workforce's experiences of services, nor did the workforce share any strong opinions on what a restructure of Scotland's children's services could or should look like. Instead, the main sentiment expressed about any potential restructure of Scotland's children's services was one of unease, including that:

- It would lead to significant upheaval at a time when the sector is under substantial pressure.
- Whatever the design of the restructure, no structure can encompass all services that children, young people and families need. There will consequently always be some boundaries where different services will need to work together to support children, young people and families.
- There is an 'opportunity cost' argument that the financial and human resources necessary to deliver a restructure would be better allocated to improving services, building relationships, and investing in the workforce.
- There was concern around whether Scotland's children's services leadership has the necessary skills, knowledge and capacity to deliver a significant restructure.

While there was no strong support for a significant national and/or local restructure in services and delivery, there was recognition that structures could facilitate enhanced multi-agency working to the benefit of children, young people and families. At the national level, there could be benefit in:

- Developing a national statement of service expectations to support more consistent services and practice across the country.
- Establishing nationally consistent means of referral and points of access into different services.
- Investing in an integrated data and IT infrastructure.

For the workforce, the priority was given to partnership working arrangements at the local or community level that enable practitioners to work closely and flexibly with colleagues from other services. Any strengthening of national structures, bodies or functions would therefore need to allow for 'local footprints and flexibility' so that local, community needs are responded to.

Every service type should be valued as a key strategic and delivery partner.

Multi-agency working requires respect for all service types and practitioner roles. Any hierarchies that exist between different professions must be challenged with the aim of fostering a culture of respect and team-working to best meet the needs of children, young people and families. There is a particularly strong need to more fully involve third sector organisations in the planning and commissioning of services, and to listen to the voices of practitioners that often know individual children, young people and families best (for example, early learning and childcare and/or family support workers) in the assessment, planning and delivery of child's plans. Addressing imbalances in pay, terms and conditions across different services and sectors can support this sense of equity and respect across partners.

An integrated IT and data infrastructure would support practitioners to work together. The multiple IT and management information systems that exist within and across different services is a common frustration, impeding practice and how children, young people and families can best be supported. There was therefore a desire expressed for integrated IT and data systems that facilitate the efficient sharing of information, and also support the development of multi-agency chronologies, assessments and child's plans. There is also a need for a common set of outcomes and quality indicators that all services can work towards and report on. This would help to simplify and standardise reporting, but more importantly, help to ensure all services are oriented towards the same national vision and policy direction to support children, young people and families.

Conclusion of Strand 4

CELCIS found a passionate, highly committed workforce that is working extremely hard to build supportive relationships with Scotland's children, young people and families to meet their needs but that it is a workforce which faces many challenges in being able to do their best to improve outcomes for the people they work with. CELCIS identified a number of issues to be addressed at all levels of the system but did not draw the conclusion that structural reform would provide a means of doing so.

CONCLUDING SUMMARY – [Children's Services Reform Research](#): Learning and implications for Scotland was published on 13th December 2023.

The concluding report distils findings from the 4 earlier strands of work into a set of study-wide findings focussed on what is needed to improve the wellbeing of children, young people and families rather than simply identify which services should be 'in' or 'out' of the National Care Service.

The research concluded that there is no clear structural solution that can be recommended for implementation. The review of existing national and international evidence did however highlight the importance of relationships between children, young people, families and the practitioners who support them, and of multi-agency working at the local/community level.

Across all four strands of work there was evidence of consistent challenges around access to services, workforce recruitment and retention, stable funding and in successfully translating the aims and vision of change into improving outcomes for children, young people and families.

Examination and analysis of experiences regarding structural integration in Scotland did not find evidence of a clear relationship between structural integration and outcomes for children, young people and families, or between structural integration and the experiences and views of the children's services workforce. The evidence throughout this study emphasised that whilst structures do matter in a variety of ways, what matters most is not the structure itself, but how the structure enables the workforce to provide the help and support that children, young people and families need, when they need this.

Any change to the structure and delivery of children's services must focus on creating the optimal conditions needed to enable success in improving the lives of the children, young people and families who need the support of services. The study has identified a range of elements that contribute to developing these optimal conditions:

- Supportive, trusting and consistent relationships between children, young people and families, and the practitioners who support them.
- A focus on realising rights and improving the participation of children, young people and families in decisions which affect their lives.
- Local, high quality and long-term funded service provision that is non-stigmatising and responsive to the wide range of needs of children and young people, families and communities.
- A sufficient and skilled workforce who have manageable workloads and receive the support they need from leaders at all levels.
- Some functions being led at a national level, including development and implementation of national policy and guidance, workforce planning and data infrastructure to support local service delivery.
- Structures which actively enable the workforce to provide the help and support that children, young people and families need, and to work together in partnership seamlessly across service and system boundaries.
- Effective and wide-reaching measures to combat the poverty faced by many children and families.
- A simplified and aligned legislative and policy landscape.
- An approach to planning and implementing change that acknowledges the complexity of human relations and systems, makes the best use of existing evidence but also pays attention to emerging learning. The approach needs to use both technical strategies and innovation to overcome barriers and achieve sustainable outcomes, being supported by people skilled in complex change, sufficiently resourced and with a long-term commitment.

The Independent Steering Group note that working to ensure that these elements are in place will assist Scotland to continue to work towards fulfilling its aim to be the best place in the world for children and young people to grow up in.

The Steering Group further note that the integration of services is often thought to be a solution to the challenges of providing seamless, timely and well-managed services, but the process of integration is complex and nuanced, with many factors that can facilitate or impede the ability to achieve the aims behind integration. Close attention needs to be paid to the very real examples and evidence brought together in this study to use this learning to shape the way forward for improving children's services for all Scotland's children, young people and their families.

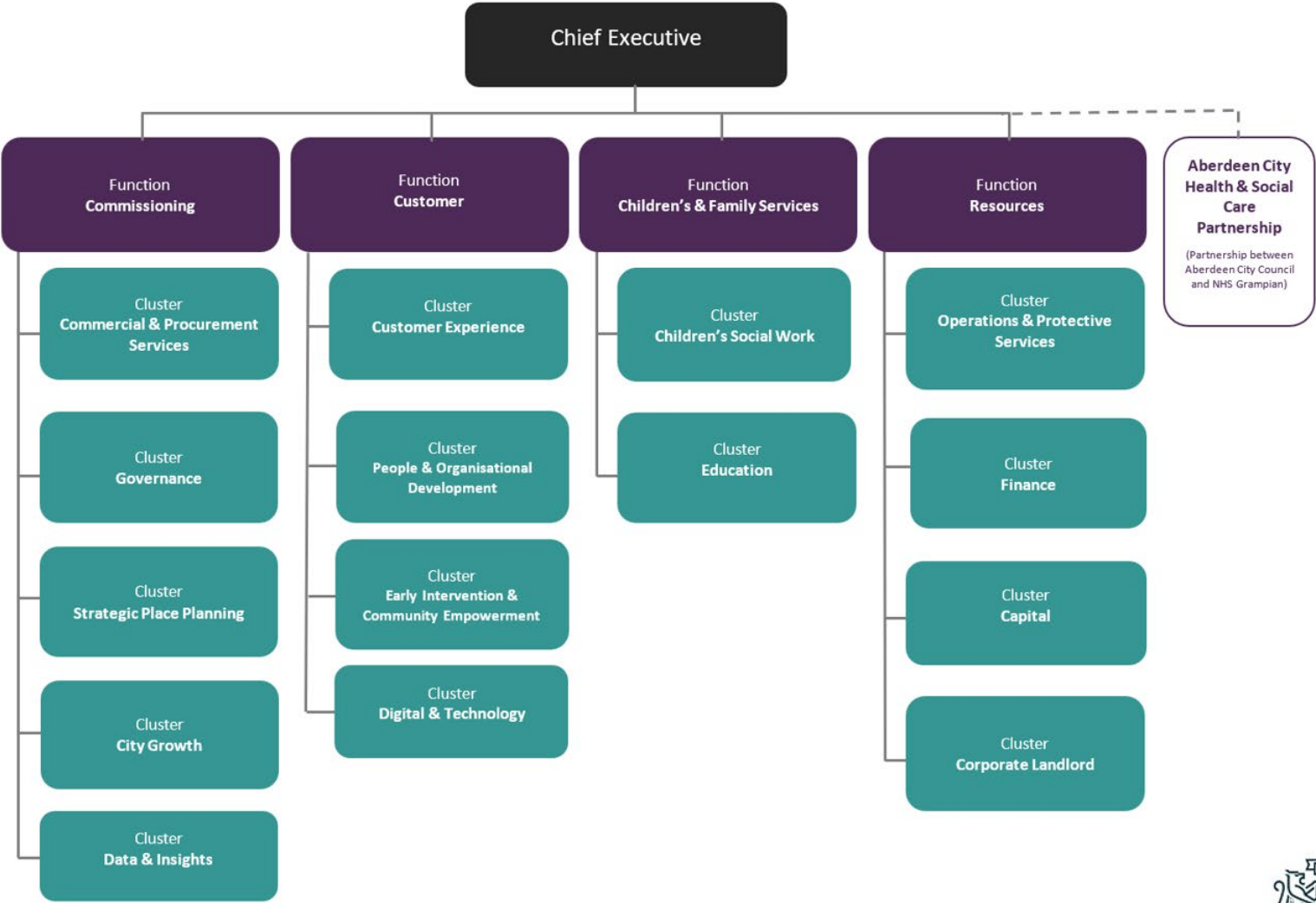
Consultation and Trade Union Engagement

Alongside the consultation required for full council, engagement has taken place with those staff members directly affected by the proposals; whose comment and feedback has been encompassed within the final report and appendices.

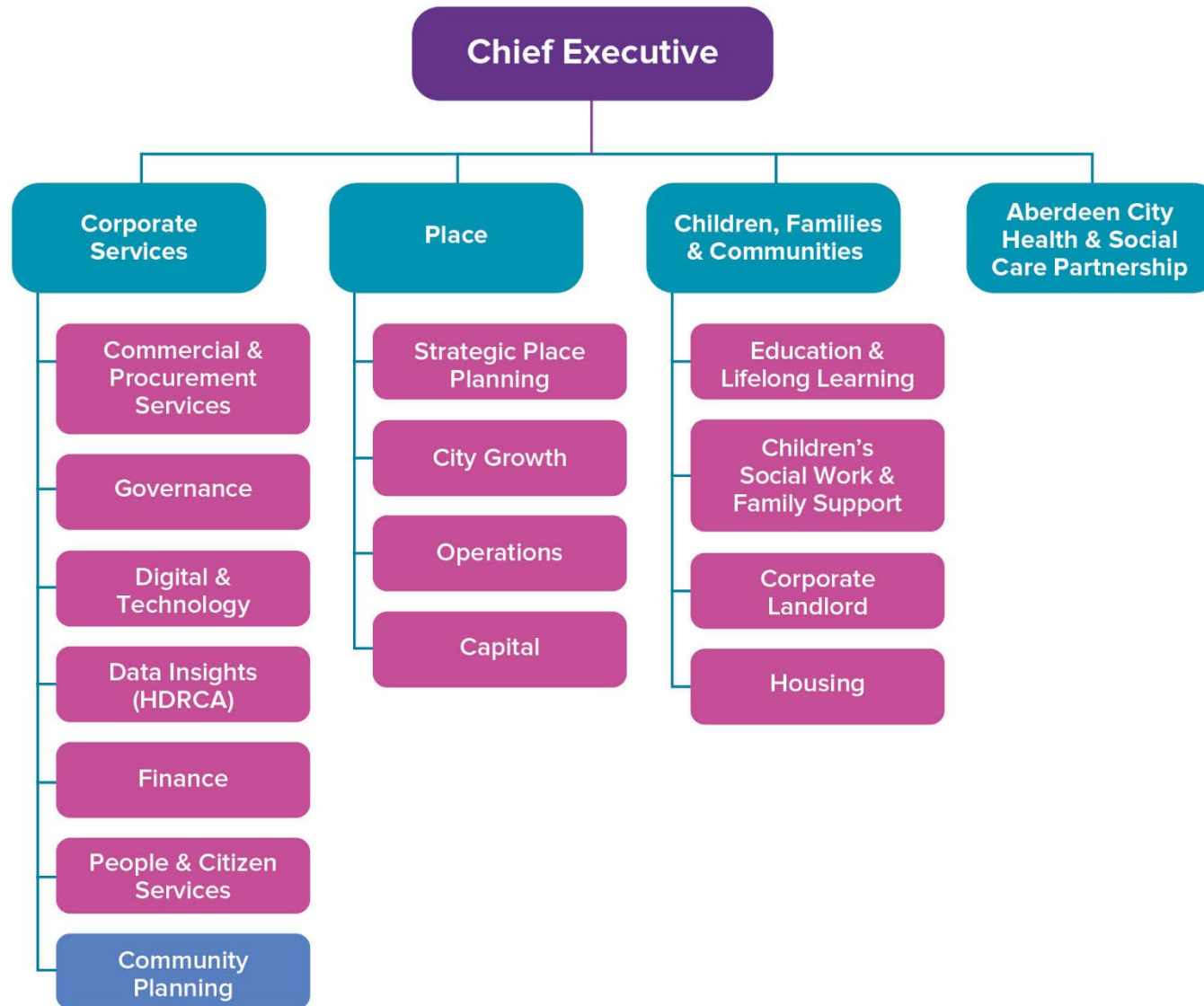
Weekly People & Organisational Development meetings with Trade Unions and the weekly Executive Director and Unions Engagement (DUE) meetings have been ongoing as standard. Alongside these, since January 2023, have been monthly People & Transformation meetings between Trade Union colleagues, the Executive Director of Customer and the Chief Officer People & OD. These sessions have shared the organisation design progress with TU colleagues throughout this time, seeking their input and feedback. In addition, there has been time with the Chief Executive to discuss the structure further at the weekly Executive Director Union Engagement meeting. Trade Union colleagues were invited to submit written responses (please see below table for these).

<u>Trade Union</u>	<u>Trade Union's Response</u>
<u>Unison</u>	(Unison sought clarification regarding Chief Officer placing in the new structure and were provided with this.) "Unison recognises the need for restructure, following the retiral of the Executive Director Resources. We welcome the detail around the new Chief Officer remit to provide clarity moving forward."
<u>GMB</u>	"GMB note the content of the report. We recognise the financial difficulties that have necessitated the reforms to organisational design and welcome the commitment to no compulsory redundancies from all political groups. No further comment at this moment."
<u>Unite</u>	"Unite note the content of the report, recognise financial difficulties of the council and appreciate the ongoing commitment to no compulsory redundancies. No further comment at this time."
<u>EIS</u>	"The EIS notes this report and welcomes the opportunity to comment at TOM meetings between Andy McDonald and sister trade unions. At this point we have no further observations to make."

Current Structure



Proposed Structure



KEY:



JOB MATCHING PROCESS – FIRST AND SECOND TIER RESTRUCTURE 2024

Context of Job Matching Process

Scope

This process is solely for the purpose of matching employees to posts in relation to the First and Second Tier restructure.

Determining the management structure

Once a new structure has been proposed it will be shared with all substantive Chief Officers and Directors.

Consultation with Trades Unions

Meaningful consultation with the Trades Unions will be undertaken throughout the process.

Steps in the Job Matching Process

Matching Pool - Eligibility

Job matching pools for Chief Official posts will be restricted to current Directors and Chief Officers .

Classification of posts for Job Matching

There will be 3 classifications for job matching:

- i) **‘Existing’ Posts** - are the same or very similar to jobs in the former structure.

It should be recognised that, in some cases, all the functions of an existing post may appear in a proposed role, however this will not constitute a direct match where there are also other functions present within the proposed job.

- ii) **‘Redesigned / Amalgamated’ Posts** – are changed posts which still contain substantial functions (defined as more than half) of the job in the former structure.

In this situation a ‘significant link’ will be established

- iii) **‘New’ Posts** – may contain limited functions of jobs in the former structure but are significantly different i.e. less than half the functions of the former job are contained within a new post.

In this situation no Director or Chief Officer will be able to make a link to the new post, which may be held for redeployment purposes or advertised.

Establishing a Claim

Directors and Chief Officers who are within the relevant matching pool and considered to have a **direct match** would have a claim to **one** job in the new structure. This is also usually the case for most of those in the matching pool with a **significant link**. However, in very exceptional circumstances, where the functions of a job have been equally split in two, the current job holder may be eligible to make a claim to the two jobs into which those duties have transferred.

In the case of a **new post**, no Director or Chief Officer will be able to make a 'claim' on that post.

Direct matches and significant links will be identified by the People & OD Cluster and agreed by the Chief Executive, with affected staff being notified accordingly. Should a Director or Chief Officer wish to make a further claim, this will be done on the job matching form which will be attached to the notification of direct matches and/or significant links. The job matching form must be returned to the Chief Executive/appropriate Director within **3 working days** of issue to allow them to be assessed.

How Identified Claims will be Progressed

Where a Director/Chief Officer has a direct match established, they will be confirmed in the post without the need for an interview or assessment meeting.

Where a Director/Chief Officer has a significant link to an amalgamated post, and they are the only candidate, an assessment meeting will take place. The assessment will discuss the new areas of the job portfolio to ensure that any development needs are identified. Following the assessment, and where there is mutual agreement that the identified gap in development is achievable, the Director/Chief Officer will be confirmed in post. For the sake of clarity, where the development gap is assessed as not being achievable, the Director/Chief Officer will not be matched to the job and in this situation they will be subject to provisions of the redeployment process. Where a significant link has been established by two or more Directors/Chief Officers there will be a competitive interview.

Job Matching Interviews

Where appropriate, a matching panel will be arranged and conducted within **10 working days** of receipt of job matching claim forms.

Successful and unsuccessful candidates will be notified of the outcome of their interview within **two working days**.

Right of Appeal

A Director/Chief Officer will have a right of appeal against the job matching decision. An appeal must be raised in writing with the Chief Executive within **five working days** of being informed of the decision. An appeal hearing will be arranged as soon as possible and heard by a Director or the Chief Executive.

Displaced Employees

For any employees who are displaced by the process, every effort will be made to redeploy them to other **suitable** roles in accordance with the Councils Redeployment Process.