

19 September 2016**Agenda Item: 07**

REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE

CHANGES TO THE STAFFING ESTABLISHMENT IN EARLY HELP AND YOUTH JUSTICE SERVICES

Purpose of the Report

1. To seek approval for changes to the staffing establishment of the Early Help and Youth Justice Services in light of the budget and business cases for change approved by Full Council on 26 February 2015 and 25 February 2016 and changes to partnership contributions to the Youth Justice Service.

Information and Advice

2. The Early Help group of services delivered by Nottinghamshire County Council include the Young People's Service, the Early Childhood and Early Help Locality Service and the School Swimming Service. All three service areas have conducted reviews to ensure that they are placed to deliver on the Council's strategic vision and to continue to deliver high quality services at a time of reducing funding. The wider business cases for the Young People's Service and Early Childhood and Early Help Locality Service, which include the staffing changes within this report, were agreed at the meetings of Full Council on 26 February 2015 (Business Cases B05) and 25 February 2016 (Business Cases B09 and B10). Overall, the County Council is facing a significant budget shortfall by 2020 caused by reductions in Government funding and rising demand for social care services. The School Swimming Service must reduce its reliance on Council subsidies and prepare for an alternative delivery model in the future.
3. The Youth Justice Service is run by Nottinghamshire County Council and is charged with preventing offending and re-offending by children and young people. The service has Nottinghamshire Police, the local Clinical Commissioning Groups and the National Probation Service as statutory partners. Reductions in partnership contributions from 2017 necessitate a reduction of staffing in the Youth Justice Service. A review has been undertaken to ensure that despite the funding reductions the service can continue to deliver on its responsibilities. There has been a significant decrease in young people in contact with the criminal justice system over the past five years.

The Young People's Service

4. The Young People's Service is required to make savings of £50,000 by April 2017 and a further £138,700 by April 2018 as part of budget reductions across the Council. The service's role in delivering Nottinghamshire's Youth Offer of access to high quality, safe and enjoyable positive social education activities in the communities of highest need and

to facilitate a structure for young people to voice their opinions and to shape the services provided for them by the Council and other organisations remain a high priority for the Council.

5. As part of a package of wider measures the service reviewed its delivery and staffing structure through a formal consultation with partners, staff, service users and recognised trade unions. These changes to staffing aim to reduce management and to ensure that there is the right skill mix, expertise and capacity in front line teams. The senior management responsibility for the Young People's Services and School Swimming will be merged with the Group Manager for Early Help Services as part of these proposals. Overall, staffing within the Youth Service group (which includes the School Swimming Service as detailed below) will reduce from 91.24 full time equivalents (fte) to 83.39, a reduction of 7.85. In summary, Committee is asked to consider:
- disestablishing 1 full time equivalent (fte) Group Manager (Adolescent and Locality Early Help Services) (Hay Band G) post from 31/3/2017
 - disestablishing 3 fte Youth Service Locality Manager (Hay Band E) posts from 31/3/2017
 - disestablishing 2 fte Youth Service Senior Practitioner posts from 31/3/2017
 - disestablishing 5.77 fte Youth Worker (term time only) posts from 31/3/2017
 - disestablishing 1 fte Youth Service Logistics and Operations (Hay Band A) post from 31/3/2017
 - disestablishing 1 fte Youth Service Technical Specialist (Hay Band A) post from 31/3/2017
 - disestablishing 1.1 fte Youth Service Facilities Assistant (Grade 4) posts from 31/3/2017
 - disestablishing 3.3 fte Youth Worker (term time only) posts from 31/3/2018
 - disestablishing 0.66 fte Youth Support Worker (term time only) post from 31/3/2018
 - establishing 6.38 fte Youth Service Senior Practitioner (JNC 26-31) (term time only plus 10 days) posts from 1/4/2017
 - establishing 1 fte Youth Service Senior Operations and Logistics Technical Specialist (Hay Band B) post from 1/4/2017
 - establishing 1 fte Youth Service Commissioned Projects Senior Practitioner (Hay Band C) post from 1/8/2016
 - establishing 1 fte Youth Service (County Wide) (JNC 26-31) Senior Practitioner post from 1/4/2017
 - establishing 1.3 fte Youth Worker posts from 1/4/2017
 - establishing 0.2 fte Youth Worker post from 1/4/2018
 - establishing 1 fte Youth Service Building Manager (Grade 4) post from 1/4/2017.

Current and proposed structure charts are attached as **Appendices 1, 2 and 3.**

Early Childhood and Early Help Locality Service

6. The Early Childhood and Early Help Locality Service is required to make savings of as part of budget reductions across the Council. These savings will be achieved in part through a staffing restructure and through a forthcoming review of the Early Years Specialist Advisory Team. The service will continue to deliver the Council's statutory early

years duties as well as Children's Centre services via its contractual arrangements with Nottinghamshire Healthcare Trust. Strategic oversight of parenting approaches, child poverty and life chances, and locality partnership arrangements will be absorbed into the wider departmental structure. A review of current staffing structures has been undertaken and Committee is asked to consider the changes below. This would reduce the service's staffing from 22.8 fte to 18.5 fte.

- disestablishing 0.8 fte Child Poverty and Parenting Manager (Hay Band D) post from 31/3/2017
- disestablishing 2.8 fte Locality Manager (Hay Band D) posts from 31/3/2017
- disestablishing 1 fte Team Manager – Performance and Quality (Hay Band D) post from 31/3/2017
- disestablishing 1 fte Lead Officer (Education of Two Year Olds) (Hay Band D) post from 31/3/2017
- disestablishing 1 fte Senior Professional Practitioner (Hay Band D) post from 31/3/2017
- disestablishing 2.2 fte Early Years Teacher (Soulbury) posts from 31/3/2017
- establishing 1 fte Strategic Early Years Manager (Hay Band E) post from 1/4/2017
- establishing 1.5 fte Early Years Project Officer posts (Hay Band C) from 1/4/2017
- establishing 1 fte Early Childhood Commissioning Manager (Hay Band D) post from 1/4/2017
- establishing 1 fte Contract and Performance Manager (Hay Band B) post from 1/4/2017.

Current and proposed structure charts are attached as **Appendices 4 and 5**.

School Swimming Service

7. A report regarding future options for the delivery of a swimming service to schools was considered by Children and Young People's Committee on 20 June 2016. The report outlined the need to restructure the staffing of the service to ensure that it can operate within its budget with a view to a decision on a future model of service delivery. Committee is asked to consider the following proposals:
 - disestablishing 1.71 fte School Swimming Service Manager post from 31/8/2017
 - disestablishing 0.66 fte Administration Assistant post (Grade 4) from 31/8/2017
 - disestablishing 2 fte Administration Assistant posts (Grade 3) from 31/8/2017
 - establishing 0.75 fte Logistics and Operations Technical Specialist (grade to be evaluated) post from 1/9/2016
 - establishing 1 fte Team Manager (grade to be evaluated) post from 1/9/2017
 - establishing 1.32 fte Senior Practitioner (grade to be evaluated) post from 1/9/2017
 - establishing 0.75 fte Administration Assistant (Grade 4) posts from 1/9/2017
 - establishing Sessional Senior Instructors (grade to be evaluated) posts from 1/9/2017 at a volume determined by service need
 - establishing Sessional Instructors (Grade 5) posts from 1/9/2017 at a volume determined by service need

Current and proposed structure charts are included within **Appendices 1, 2 and 3.**

The Youth Justice Service

8. The Youth Justice Service is funded by the County Council along with a ring-fenced government grant and contributions from the National Probation Service, Nottinghamshire Police, Public Health Grant and a contribution from the Police and Crime Commissioner, administered through the Safer Nottinghamshire Board (SNB). The main grant from government, which comes via the Youth Justice Board, has reduced by 19% since April 2015 and is projected to reduce further. Funding from the Public Health Grant is due to be cut by 50% in 2017 and the amount received from the National Probation Service is also due to reduce by 89%. The current projection is that Police and SNB funding will reduce between 25-33%. Overall, youth funding will reduce by 23% over the coming 12 months. There have been considerable reductions in the number of young people in the Youth Justice system in recent years due to effective prevention strategies which has led to a drop in the workload overall. Those young people who remain in the system are some of the most difficult and damaged and the revised structure takes into account the skills and intensity of work needed to improve their outcomes and to protect the public from harm. Along with reductions to running and contractual costs, reductions in overall staffing levels are required to produce a balanced budget. Committee is asked to consider the following staffing proposals:

- disestablishing 1 fte Youth Justice Operations Manager post (Hay Band F) from 31/3/2017
- disestablishing 1 fte Operational Support Team Manager post (Hay Band D) from 31/3/2017
- disestablishing 1 fte Outreach Team Manager post (Hay Band D) from 31/3/2017
- disestablishing 1 fte Youth Justice Senior Practitioner post (Hay Band B) from 31/3/2017
- disestablishing 1 fte Development Worker post (Hay Band B) from 31/3/2017
- disestablishing 7.14 fte Youth Justice Case Manager posts (Hay Band A/B) from 31/3/2017
- disestablishing 1.6 fte Youth Justice Service Officer posts (Grade 5) from 31/3/2017
- disestablishing 4 fte Youth Work Coordinator (JNC) posts from 31/3/2017
- establishing 0.6 fte Project Manager – Youth Justice Change post (grade to be evaluated) from 1/3/2017 fixed term until 31/8/2020
- establishing 1 fte Youth Justice Interventions Manager post (grade to be evaluated)
- establishing 3 fte Area Interventions Worker posts from 1/4/2017 (grade to be evaluated).

Current and proposed structure charts are attached as **Appendices 6 and 7.** Staffing will reduce from 52.74 full time equivalents to 39.6, a reduction of 13.14 full time staff.

Other Options Considered

9. A range of staffing options have been considered and the final proposal reflects the outcomes of consultations with staff, Trades Unions and partner agencies.

Reason/s for Recommendation/s

10. The recommendation supports the decision made by Full Council on 26 February 2015 and 25 February 2016 and the continued delivery of statutory youth justice services whilst reducing the contribution from partner agencies.

Statutory and Policy Implications

11. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Implications for Service Users

12. Implications for service users have been fully explored through the business cases presented to Full Council. Equality Impact Assessments have been completed for each services proposal. Both young people who offend and victims of crime will continue to experience services delivered in line with national quality standards,

Human Resources Implications

13. A range of staffing options have been considered and the final proposal reflects the outcomes of consultations with staff, Trades Unions and partner agencies. Changes to staffing will be undertaken utilising the established procedures.

Crime and Disorder Implications

14. Section 38 of the Crime and Disorder Act (1998) places a duty on the local authority with named partners to secure all of the appropriate youth justice services for the local area. The staffing changes in this report and the wider proposed changes to the delivery of the Youth Justice Service will mean that the local authority can continue to provide a service at the necessary level to comply with the legislation.

Financial Implications

15. Changes to the staffing of the Young People's Service will generate savings of £85,000 per annum and a further £140,000 from 2017-18. The deletion of the Group Manager post will contribute an additional £70,000 to the Family Service budget reduction business case. Overall, the reductions achieve the staff related savings required in the range of the related business cases.

16. The changes to the structure in Early Years & Early Help Locality Services if agreed will contribute £163,000 towards the overall business case and reduced funding based on the anticipated grades for posts.
17. Changes to the School Swimming Service will save £20,000 per annum which will help with the sustainability of the service as decisions are made about a future delivery model. This saving also takes into account a change in the way that sessional staff are utilised which will not have a direct implication for the staffing structure.
18. The Youth Justice Service staffing proposals would save £417,000 per annum based on the anticipated grading of posts. This will contribute to required savings due to reductions in external funding including the reductions from the Public Health Grant.

RECOMMENDATIONS

- 1) That the changes to the staffing establishment of the Early Help and Youth Justice Services, as detailed in the report, be approved.

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Constitutional Comments (initials xx/xx/16)

19.

Financial Comments (CDS 31/08/16)

20. The financial implications of the report are set out in paragraphs 15-18 above.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Annual Budget reports to Full Council on 26 February 2015 and 25 February 2016
Equality Impact Assessments

Electoral Division(s) and Member(s) Affected

All.

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