

**14 October 2013****Agenda Item: 8****REPORT OF THE CORPORATE DIRECTOR FOR CHILDREN, FAMILIES AND  
CULTURAL SERVICES****DEVELOPING A NEW OPERATING MODEL FOR THE CHILDREN, FAMILIES  
AND CULTURAL SERVICES DEPARTMENT****Purpose of the Report**

1. To provide the Committee with background information prior to a presentation that will be given during the meeting. The presentation will describe the ongoing development of a revised operating model for the Children, Families and Cultural Services department (CFCS).
2. The report recommends that the Committee notes and comments upon the report and the presentation, considers how Members would like to be involved in designing the new operating model and agrees to receive a further progress report in February 2014.

**Information and Advice**

3. Members are aware of the financial challenge currently faced by the Council. Children's services, both locally and nationally, also face a number of other challenges: demand for some care and protection services is rising, national policy is changing in many areas and the Ofsted regulatory framework is also increasingly challenging. Taken together, these factors are the main drivers for the proposed development of a revised operating model for children's services in Nottinghamshire.
4. To support the development of the operating model a Children's Services Transformation Programme has been established. The Programme is focused on:-
  - i. Transformation – The improvement of outcomes for children and young people by aligning services around the journey of the child/young person, targeting support where it is needed most and integrating services to ensure efficiency and effective joint working
  - ii. Cost reduction - Ensuring that services are delivered as efficiently as possible within the resources available to the Council and its partners
  - iii. Operating model - The development of the operating model itself.

Work is already underway in each of these areas.

## Operating model – progress so far

5. Thus far, the revised operating model has been developed following consideration of:
  - the likely impact of the Council's budget pressures over the next three financial years
  - the current and future needs of children and families, and the improved outcomes sought across children's services
  - the strengths and weaknesses of current operating arrangements
  - research into other authorities' operating models and an assessment of other ways of working
  - feedback from briefings with senior and operational managers.
6. The proposed operating model incorporates a number of key components:
  - moving to a **single point of public and professional access** for children's services, through the Council's customer service centre where appropriate
  - developing integrated **access hubs** to triage and allocate service referrals
  - establishing **integrated, multi-disciplinary, co-located teams** based in three geographical localities
  - **establishing centralised specialist services and support services.**
7. The implementation of the new operating model, along with other projects, will help the department to deliver the following benefits:
  - better aligned and integrated services to simplify the journey of children and families through them and secure improved outcomes
  - easier access for families to support and services in their local area
  - freeing up skilled staff to support more complex cases
  - more effective demand management, focussed on delivering services to those in greatest need
  - a greater proportion of resources focussed on early help and intervention, to ensure that effective support to children and families can be delivered without the need for statutory intervention
  - resources more clearly and efficiently allocated on the basis of need.
8. In developing the model further, effective consultation and communication with key stakeholders will be important. To this end, ongoing consultation with staff, managers, service partners and children and families that receive services from the department is planned. The involvement of Members will also be key in ensuring that the new operating model meets the needs of communities, children and families.

## Other Options Considered

9. The report and presentation describe a proposed operating model, which will be refined and developed before being finalised. Different options for the design will be considered throughout.

## **Reasons for Recommendations**

10. To ensure that the Committee has further opportunities to discuss the proposed operating model, and can consider how Members might wish to be involved in designing the new operating model. The guidance of the Committee and involvement of Members will help to ensure that the new operating model meets the needs of communities, children and families.

## **Statutory and Policy Implications**

11. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Financial Implications**

12. At this stage there are no financial implications. The implementation of the operating model may have financial implications which will be described in a later report.

## **Implications for Service Users**

13. At this stage, there are no implications for service users. It is intended that the development and implementation of the operating model will have positive implications for children, young people and families in respect of the range of services they receive, their ease of access to them and the outcomes that result from service delivery. Detailed consultation will take place with service users as part of the refinement of the design of the operating model.

## **Human Resources Implications**

14. At this stage, there it is not possible to specify Human Resources implications. Colleagues from Human Resources are actively involved in the design of the operating model and are providing advice. The normal channels will be used to consult with staff, recognised Trades Unions and Professional Associations.

## **RECOMMENDATIONS**

That the Committee:

- 1) approves, in principle, the revised operating model for children's services in Nottinghamshire, subject to its further development
- 2) gives further consideration to how Committee members may wish to be involved in the development of the operating model
- 3) agrees to receive a further update report in February 2014.

**Anthony May**  
**Corporate Director for Children, Families and Cultural Services**

**For any enquiries about this report please contact:**

Merlin Tinker  
Project Manager, Improvement Programme  
T: 07748 194982  
E: merlin.tinker@nottsccl.gov.uk

**Constitutional Comments (LM 02/10/13)**

15. The Children and Young People's Committee has delegated authority within the Constitution to approve the recommendations in the report.

**Financial Comments (KLA 02/10/13)**

16. There are no financial implications arising directly from this report.

**Background Papers and Published Documents**

None.

**Electoral Division(s) and Member(s) Affected**

All.

C0303