

17 March 2014**Agenda Item: 6****REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE****UPDATE ON A REVISED OPERATING MODEL FOR NOTTINGHAMSHIRE
CHILDREN'S SERVICES****Purpose of the Report**

1. To provide the Committee with an update on the design and implementation of a revised operating model for children's services in Nottinghamshire. The report describes the progress that has been made and highlights in particular:
 - a proposed interim senior management structure for 2014/15
 - a revised statement of purpose, underpinning principles and outcomes for Nottinghamshire children's services
2. The report recommends that the Committee notes progress, approves the interim senior management structure and approves the revised purpose, principles and outcomes statement.

Information and Advice

3. A report and presentation were brought to Committee on 14 October 2013 describing the ongoing development of a revised operating model for children's services. The key elements of the model were described as:
 - moving to **streamlined points 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**.
4. The Committee gave its approval in principle to the revised operating model, subject to its further development. The Committee also agreed to receive this update report.
5. Since October progress has been made in a number of ways, including:
 - the further development of, and consultation around, the statement of purpose of the Department. This is described in more detail below

- the development of a one year senior management structure for 2014/15 to support operational changes in the Department and the implementation of the operating model. This is described in more detail below
- the establishment of robust governance structures to (i) deliver the savings required of children's services through the Council's budget savings programme for 2014-17, (ii) contribute to the development and delivery of the operating model and (iii) drive further transformation in the department
- the establishment of Early Help Improvement Groups in each of the three geographical localities (Newark and Sherwood/Bassetlaw, Mansfield/Ashfield and Broxtowe/ Gedling/ Rushcliffe), which will bring together County Council services and partner agencies operating in those localities. Work has started with representatives from services, ICT, Ways of Working and others to establish an integrated, co-located children's services team for one locality as the initial part of a phased roll-out of integrated working arrangements
- agreement that by April 2014 the Early Help Unit will be aligned with the Multi-Agency Safeguarding Hub (MASH) and the Emergency Duty Team, under one Group Manager, as part of the move towards integrated access hubs for children's services
- initiation of work to streamline and improve public and stakeholder web access relating to children's services, based upon the principle of developing a single, easy to access portal for public information
- improvements to the Common Assessment Framework, the 'step up' and 'step down' processes for Children's Social Care cases, and changes to the role of Joint Access Teams
- ongoing revision of the Pathway to Provision guidance document and the description of the Early Help offer prior to publication in March 2014
- communications with staff, managers and leaders about the operating model through design workshops and staff briefings.

Departmental Purpose, Principles and Outcomes

6. Since October the Department has developed and consulted upon a revised statement of purpose, underlying principles and outcomes.
7. The reasons for revisiting these are threefold:
 - they reflect the strategic rationale for improving the Department's operating model
 - they reflect new demands within a changing regulatory framework for children's services
 - they reflect the realities of the Council's current financial circumstances.
8. They have been developed in consultation with staff at five staff briefing events that were held across the Council. Approximately 400 staff members attended these events and their excellent contributions have significantly influenced the final draft document, which is attached as **Appendix A**. The document also reflects the ambitions of elected Members: in particular the continuing focus on achievement in schools, strengthening integration between Children's Social Care and Early Help services, and ensuring that support is prioritised for the most vulnerable.

Proposed Interim Senior Management Structure

9. The Department has consulted on a proposed set of revisions to be made to the Group Manager tier within the Department. The proposals seek to better arrange responsibilities, reflect changes to service delivery, and generate management cost savings.
10. It is an interim one year structure for 2014/15. The proposals reduce the cohort of Group Manager posts from 16 to 13 and will be implemented with effect from April 2014.
11. Below is a summary of the main changes. It is proposed that:-
 - some responsibilities across three of the five Children's Social Care Group Managers be reallocated. This is in response to increased service demand and the changing operating and regulatory context within this Division
 - one of the current three Early Help Group Manager posts to take temporary overarching responsibility for all Early Help services. The reason for this change is to enable the accelerated development of Nottinghamshire's Early Help offer
 - the two existing Group Manager posts for Country Parks & Green Estates and Cultural & Enrichment Services be absorbed into one post. This reflects the current direction of travel of these services and the Council's financial circumstances
 - the Group Manager post for Social, Emotional and Behavioural Difficulties (SEBD) be deleted as it is no longer required. This is because schools are taking greater direct responsibility for SEBD arrangements
 - the post of Group Manager for Business Development and Support be deleted. This change reflects the move towards a joint business support function between two departments; Children, Families and Cultural Services and Adult Social Care, Health and Public Protection.
12. The current and revised structures are shown in **Appendices B and C** respectively.

Other Options Considered

13. No other options have been considered.

Reasons for Recommendations

14. The reasons for the recommendations contained in this report are to seek the Committee's approval for the proposed interim senior management structure and the revised departmental purpose, principles and outcomes. In addition, the recommendations seek to ensure that the Committee has further opportunities to discuss the revised operating model. The guidance of the Committee and involvement of Members will help to ensure that the revised operating model meets the needs of communities, children and families.

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, 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.

Financial Implications

16. The revised management structure offers savings to the Council's budget, contributing to the delivery of the £80,000 saving set out in business case A20, published as part of the budget consultation.

Human Resources Implications

17. Consultation on the proposed senior management structure occurred between 15 and 29 January 2014. Colleagues from Human Resources have been actively involved in this process. The normal channels have been used to consult with staff, recognised trades unions and professional associations.
18. Colleagues from Human Resources are also involved in the design of other elements of the operating model and are providing appropriate advice.

RECOMMENDATIONS

That the Committee:

- 1) notes the progress described in the report and comments upon the direction of travel for the operating model
- 2) approves the interim senior management structure for 2014/15
- 3) approves the revised Departmental purpose, principles and outcomes
- 4) agrees to receive a further update report in June 2014.

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Constitutional Comments (LM 21/02/14)

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

Financial Comments (KLA 25/02/14)

20. The financial implications of the report are set out in paragraph 16 above.

Background Papers and Published Documents

Developing a new operating model for the Children, Families and Cultural Services department – report to Children and Young People's Committee on 14 October 2013

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.

Electoral Division(s) and Member(s) Affected

All.

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Children, Families and Cultural Services

Our Purpose

We will:

- **Make best use of our resources to deliver effective children's services, together with our partners**

Services include:

- Safeguarding and child protection services
 - Integrated commissioning of children's health services
 - Early help services
 - Services for children with disabilities
 - Education support services
- **Make best use of our resources to deliver high quality, sustainable cultural services**
 - **Ensure our services are primarily designed around the needs of vulnerable families and communities**

Children, Families and Cultural Services

Our Principles

1. We will target our resources where they are needed most

- We will focus our support on children, young people and families with the greatest need, and those geographical areas where our services are needed most
- We will enforce and apply service delivery thresholds consistently
- We will work with our partners to make best use of our collective resources
- We will maintain and develop an effective workforce, investing in training and development for our staff

2. We will integrate and align our services in localities, and make accessing them as easy as possible

- We will match our staff and resources to the needs of local areas.
- We will work to base our services as close as possible to the children, young people and families that need them
- We will work with our partners, in children's health and adult support services, to coordinate support for vulnerable families
- We will develop more effective arrangements for information sharing

3. We will help children, young people and families as early as possible, to deliver better outcomes for them

- We will work with partners to stop children and families going into crisis
- We will retain core universal services to promote health and life chances and reduce the number of children needing statutory intervention

4. We will keep children together with their families where it is safe to do so

- The safety of children will drive our care and safeguarding decisions

5. We will help and support families to achieve their potential

- We will support schools as the key universal service, helping children to fulfil their potential and to be kept safe
- As young people make the transition to becoming adults, we will support them and their families



Children, Families and Cultural Services

Outcomes

We **want** the following outcomes:

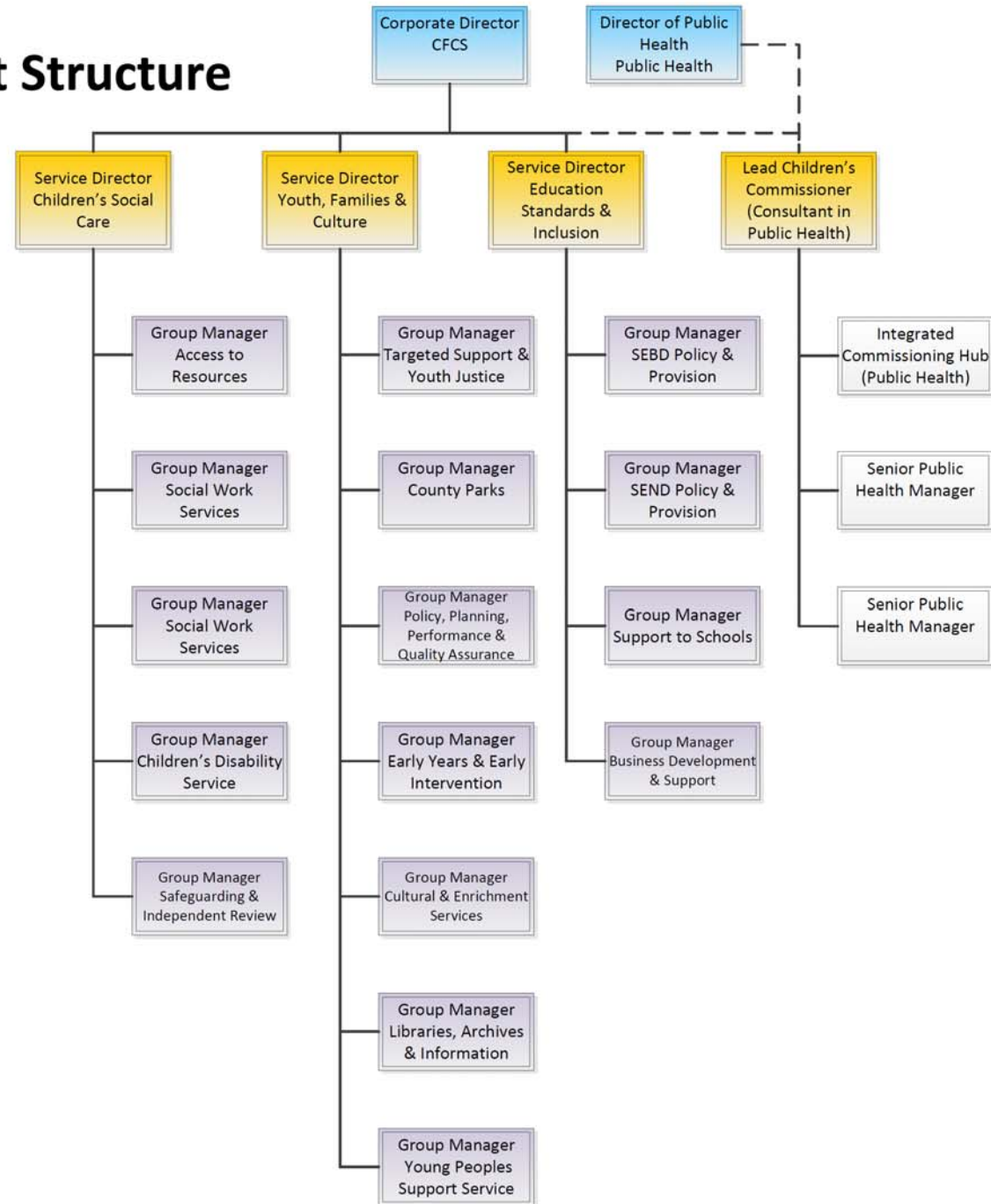
1. The most **vulnerable children will be effectively protected and supported**
2. **Children will stay with their families** wherever this is possible and safe for them
3. **Children in our care will experience high quality and stable support**
4. **Children and young people will attain higher educational standards** than the national average and attend good and outstanding schools
5. **We will close the attainment gap** between disadvantaged children and young people and their peers
6. **Children, young people and their families will receive the early help support** they require to be safe, healthy and thriving
7. **Children and young people will have improved health outcomes**
8. All residents will have **access to high quality and sustainable cultural services**

CFCS

Senior Management Structure

2013/14

Appendix B

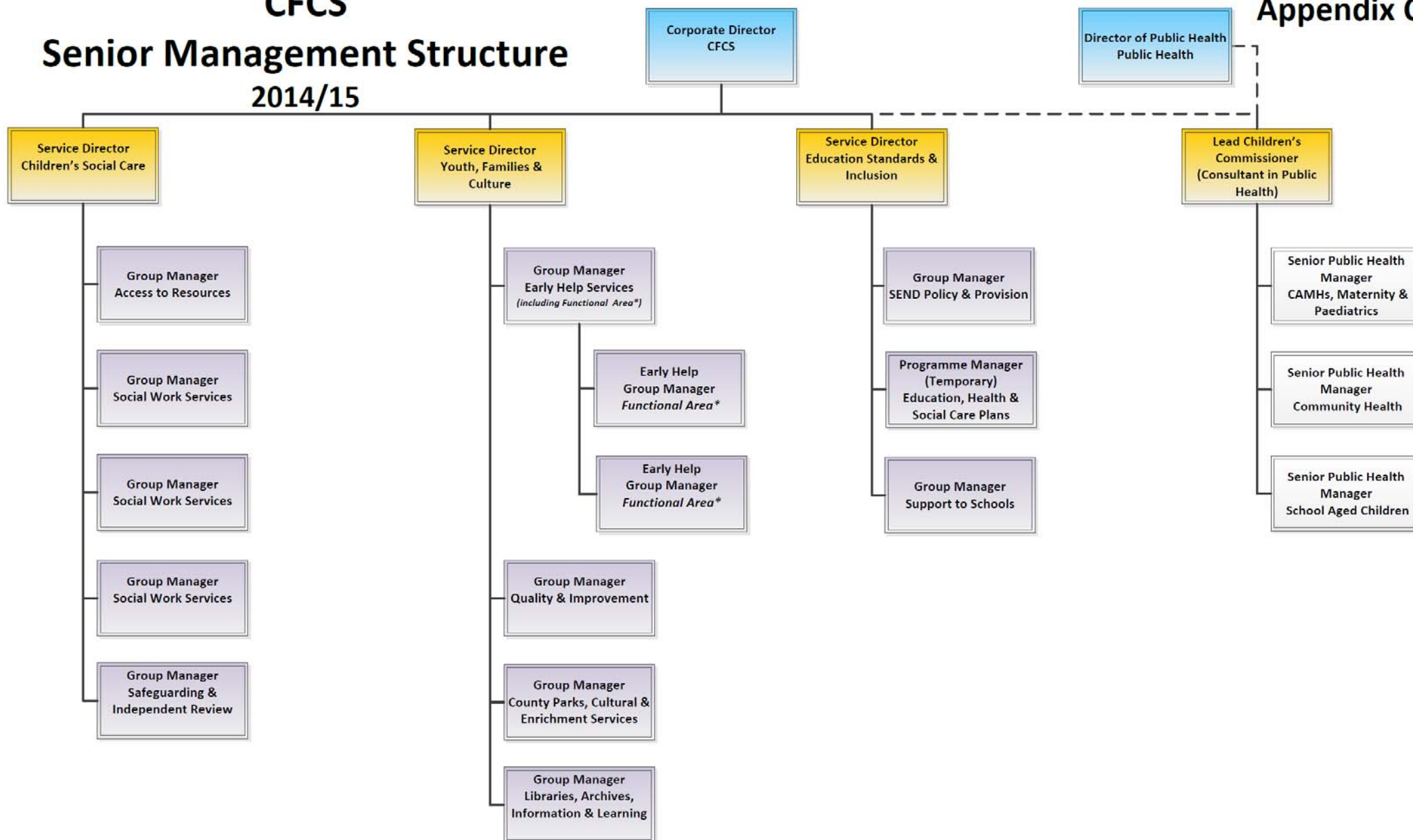


CFCS

Senior Management Structure

2014/15

Appendix C



* Allocated from three Early Help Areas:
 1. Targeted Support & Youth Justice
 2. Early Help
 3. Young People's Service

Posts, not FTE are displayed