

29 September 2014**Agenda Item: 13****REPORT OF THE CORPORATE DIRECTOR FOR CHILDREN, FAMILIES AND
CULTURAL SERVICES****QUALITY AND IMPROVEMENT GROUP – STAFFING STRUCTURE****Purpose of the Report**

1. The purpose of this report is to seek approval from the Committee for a revised staffing structure to support the planning, quality assurance, information and systems management, and workforce development functions within the Children, Families and Cultural Services department.

Information and Advice

2. The new Quality and Improvement Group was established from 1 April 2014, following earlier reports to Children and Young People's Committee at its meetings on 14 October 2013 and 17 March 2014 which set out the development of a revised operating model for children's services, including bringing together a suite of specialist support services within the department under a single point of leadership.
3. The purpose of the Quality and Improvement Group is to provide a range of support functions which, through an appropriate mix of information, advice, support and challenge, enable the front line services within the department to meet their priorities vis-à-vis delivering continuously improving services to children, young people and families in Nottinghamshire. The Group follows the principle that services should be child-centred and integrated to best and most efficiently meet the needs of children, young people and families.
4. The Group is derived from the former Planning, Performance and Quality Assurance Group, but the proposed staffing structure reflects the outcome of a number of initiatives over the past few months – both within the department (i.e. the development of the new operating model described above) and more widely across the Council. These have led to a significant movement of staff both out of and into the new Quality and Improvement Group.
5. For example, responsibility for all school property matters has recently transferred to the Council's corporate property service and with it the transfer of staff and associated budgets from the former departmental Capital Projects Team to the Environment and Resources department. In addition, under the auspices of the Council's Strategic Management Framework, a number of colleagues engaged in performance review and in undertaking statutory data collections to/from central government will over the coming

weeks transfer to the Policy, Planning and Corporate Services department to join a new team that will manage these functions across all of the Council's services.

6. At the same time, the act of establishing a centralised suite of specialist support services to support front line services' work with children and families has brought together within the Quality and Improvement Group a number of individual staff and larger teams that were hitherto managed within different parts of the Children, Families and Cultural Services Department. The proposed structure for the new Group is attached as **Appendix 1**. It contains four discrete service areas set out below, together with their respective key priorities:

(a) Information and Systems

- managing and developing the department's ICT systems, notably *Capita1*, *Framework-i* and *Careworks*, to reflect departmental and corporate priorities
- providing child-focused, system-wide and service wide management information reports
- developing business reporting tools so that managers and practitioners can independently access management information (MI)
- undertaking strategic data analysis including for the Joint Strategic Needs Assessment
- supporting the department in delivering its responsibilities for information governance, data security and information sharing/data processing agreements.

(b) Quality Assurance and Improvement

- implementing the department's quality assurance framework, including supporting QA activity, analysing QA intelligence (case file auditing, staff forums, service user feedback, learning from complaints etc.), and producing quarterly quality assurance reports to inform service improvement activity, including workforce development
- supporting and enabling a 'single assessment framework' approach to service delivery
- coordinating departmental readiness for regulatory inspections (Ofsted)
- Supporting strategy, policy development and commissioning activity across the department
- providing project management capacity to support service improvement activity determined by QA and management information.

(c) Workforce Development

- developing and implementing the department's workforce development plan
- coordinating workforce development activity across the department
- working with colleagues from the Council's Workforce and Organisation Development Team, acting as lead commissioner of activity to develop the children's workforce.

(d) Department Support Services

- providing executive support to the department's senior leadership team, and to the Children's Trust Board
 - coordination of the department's responsibilities in relation to risk management, health & safety, and emergency management
 - lead responsibility for departmental accommodation issues, such as establishing locality service arrangements, and coordinating the work of Nominated Property Officers.
7. The Group has been established at the same time as delivering budget savings of £1.35m during 2014/15. It is anticipated that the Group will contribute further savings towards the Department's continuing financial challenges over the coming years and savings proposals for the period 2015-2018 are included within those from across the department to be considered by Elected Members over the coming months.
8. In the meantime, there are no compulsory redundancies arising from the proposals contained in this report. The structure outlined in **Appendix 1** is affordable within the Group's remaining budget, which has been derived from the transfer of existing budgets commensurate with the movement in and out of staff and with the new areas of responsibility that fall to the Group. A revised senior staffing structure, notably at Team Manager level, is being established to reflect the revised responsibilities and to put in place appropriate line management responsibilities for the staff transferring into the Group and those remaining from the former Planning, Performance and Quality Assurance service. Staff will be enabled into the new posts via the Council's normal procedures, following a period of consultation / feedback with those affected.

Other Options Considered

9. The remit of the Quality and Improvement Group has emerged from the work to develop and the new operating model for children's services, whilst the staffing structure has been determined via a period of consultation and engagement with staff from inside and outside of the Group.

Reason/s for Recommendation/s

10. The proposals outlined in this report to clarify the role and remit of the functions that support the front-line services within the Department, and to bring together a number of teams under a single point of leadership, will help to ensure that the front line services across the department will continue to receive the range and level of support that they require at a cost that remains affordable.

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 only), 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.

Human Resources Implications (BC 18/09/14)

12. The new posts identified within this report will be subject to job evaluation and, where appropriate, staff will be enabled into these posts using the Council's enabling procedure. All staff affected will be subject to the Council's agreed consultation processes.

RECOMMENDATION/S

- 1) That the staffing structure for the Quality and Improvement Group, as set out in the report, be approved.

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Constitutional Comments (SG 03/09/14)

13. The proposals in this report fall within the remit of this Committee. The Committee has responsibility for the approval of departmental staffing structures. The Employment Procedure Rules provide that the report to Committee include the required advice and HR comments and that the recognised trade unions be consulted on all proposed changes to staffing structures (and any views given should be fully considered prior to a decision being made).

Financial Comments (KLA 10/09/14)

14. The financial implications of the report are set out in paragraphs 7 and 8 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.

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

Update on a revised operating model for Nottinghamshire Children's Services – report to Children and Young People's Committee on 17 March 2014

Electoral Division(s) and Member(s) Affected

All.
C0481

Proposed Staffing Structure for Quality & Improvement Group 2014/15

