

9 March 2015

Agenda Item: 10

REPORT OF THE TEMPORARY DEPUTY DIRECTOR, CHILDREN, FAMILIES AND CULTURAL SERVICES

CHANGES TO EARLY HELP STAFFING STRUCTURES

Purpose of the Report

1. This report seeks approval for a revised staffing structure within Early Help Services.

Information and Advice

Integrated Family Support Model – Staffing Structure

2. A report entitled 'Redefining your Council – Transformation and Spending Proposals' was approved by Policy Committee on 12 November 2014. Included within the proposals (within Combined Appendix B:B09) was the proposal to establish an Integrated Family Support Model. A consultation on the model and the organisational and staffing structures to support it was carried out between 1 December 2014 and 16 January 2015. During the consultation period we invited and gathered views from a wide range of stakeholders.
3. Children and Young People's Committee received a report and presentation on 8 December 2014 on the Integrated Family Services Review which outlined the aim of establishing a model to use available resources as effectively as possible to support services for children, young people (aged 0 – 19 years) and their families who are, or are at risk of, needing a statutory intervention from Children's Social Care. The revised model will deliver programmes of assessment and interventions will be streamlined, consistent and based upon the best available evidence. This will include the offer to the most vulnerable families provided by Children's Centres. This service will combine resources from Early Help and Children's Social Care and will include Early Help Case Management (support for vulnerable families and young people who are at risk of entering the formal social care system), and a range of practical, supportive and therapeutic interventions aimed at individuals or family units which can be utilised by Early Help Case Managers, Social Workers in Children's Social Care and the Youth Offending Teams.
4. 600 consultation packs were sent to families and children and young people that currently use family support services and 81 service user responses were received. 1,100 NCC employees, Nottinghamshire Children and Families Partnership (NCFP) employees and partners (including district and borough councils, police, schools and voluntary sector organisations) were emailed an invitation to contribute to the online consultation with 282 responses to the online consultation. The 287 NCC employees, NCFP employees and partners attended four consultation events and 57 NCC employees, NCFP employees and

partners attended 12 focus groups to discuss some of the feedback raised in more detail. The recognised Trades Unions have also been consulted during this time. There were three articles in the local press encouraging service users and the public to have their say. The response to the proposals has been overwhelmingly positive and changes have been made where additional risks have been identified.

5. Changes are required to the staffing structure to support the delivery of the new model, which is scheduled to commence on 1 November 2015. This includes a reduction in the number of types of job role with greater workforce flexibility and a structure based around a locality working model of South (Broxtowe, Gedling and Rushcliffe), West (Mansfield and Ashfield) and North (Bassetlaw, Newark and Sherwood. The resource requirements have been based on a thorough review of workload levels and projected volumes of need across each area of the County. Committee is asked to approve the following changes to the staffing structure:
 - to integrate the three Targeted Support Locality Teams, three Supporting Families Locality Teams, Family Resource Team, Family Assessment Teams, Community Social Workers within the Early Help Unit and the Homelessness Team into three Family Services, one for each locality of Nottinghamshire (South, West and North)
6. Details of the individual posts affected are attached as **Appendix 1** and structure charts showing current and proposed staffing structures are attached as **Appendices 2 - 11**. A summary of changes to the establishment is presented below. It is not expected that any compulsory redundancies will arise from this change of structure.

	Current Structure (fte)	Proposed Structure (fte) (indicative grading)
Hay Band E	2.8	4.8
Hay Band D	8.8	10
Hay Band C	5.57	3.45
Hay Band B	23	25
Hay Band A	26.64	21
Scale 5	50.81	57.8
TOTAL	117.62	122.05

7. In order to manage the transition between current and proposed structures Committee is asked to extend the post of Temporary Systems of Work Development Manager until 31 October 2015. This post is filled on secondment with an honorarium payment of 10%. This will cost £2,822 for the period from 1 April 2015 until 31 October 2015 and this is available from within the service budget. This post will oversee the workforce and case load transfer into the new service structures.
8. In order to ensure that the new service can make full use of the children's centre and youth service estate, it is also proposed to establish a small number of additional posts in the Quality and Improvement Group. These posts will ensure that there is no underutilisation of these centres due to access issues and that the facilities are safe and maintained appropriately without diverting more expensive professional staff from their frontline duties. Details of these posts are contained in **Appendix 1**.

Staffing Changes Resulting from “Redefining your Council – Transformation and Spending Proposals”

9. In the ‘Redefining your Council – Transformation and Spending Proposals’ report approved by Policy Committee on 12 November 2014 were included (within Combined Appendix B) proposals for ‘Targeted Support and Youth Justice Cost Reductions’ and ‘Early Years - Service and Contractual Efficiencies’.
10. ‘Targeted Support and Youth Justice Cost Reductions’ proposals included reduced staffing costs for youth justice provision in the light of a significant and consistent decline in youth offending rates and anti-social behaviour attributed to young people in recent years.
11. ‘Early Years - Service and Contractual Efficiencies’ includes a proposal to redesign the support provided to the Early Years sector through the Early Years Specialist Teacher team by developing a support model requiring reduced staffing, based around Early Years Practitioner roles and multi-skilled teams.
12. The proposals below are pursuant to implementing the agreed spending proposal. Agreements to take voluntary redundancy have been secured against all of these posts and no staff are at risk of compulsory redundancy as a result. The Committee is asked to approve the following:
 - disestablishment of 5.1 FTE Youth Justice Senior /Case Managers (Hay Band A-B) from 31 March 2015
 - disestablishment of 0.2 FTE Youth Justice Interventions Development Worker (Hay Band B) from 31 March 2015
 - disestablishment of 3 FTE Youth Justice Service Officers (Scale 5) from 31 March 2015
 - disestablishment of 2.5 FTE Early Years Specialist Teachers (Teachers Upper Pay Scale 3 plus TLR Band 4) from 31 March 2015
 - establishment of 4 FTE Early Years Quality Improvement Advisors (Scale 5) from 1 April 2015

Other Options Considered

13. All of these proposals have been subject to consultation with a number of options considered and commented on. These final proposals are made based on the feedback during consultation from a range of stakeholders including service users. An equality impact statement has been undertaken and is available as a background paper.

Reason/s for Recommendation/s

14. The recommendations are made to support delivery of the ‘Redefining your Council – Transformation and Spending Proposals’.

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 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.

Financial Implications

16. In respect of the staffing structure to support the Integrated Family Support Model, the costs of the revised staffing structure in a full year would be £4.3m with all posts calculated at the top of grade and with on-costs and a 6% Vacancy Level Turnover applied. The cost of the temporary Systems of Work Development Manager would be a maximum of £2,822. Funding for the service will be available through a pooled budget of Nottinghamshire County Council revenue funding, the Public Health Grant and the grant and payment-by-results funding from the Troubled Families programme.
17. In respect of the changes to the Youth Justice Service, the disestablishment of posts will create a saving, based on posts at top of scale plus on-costs and a 6% Vacancy Level Turnover, of £0.3m per annum. The changes in Early Years will be cost neutral.

RECOMMENDATION/S

That:

- 1) the changes to the staffing structure to support the delivery of the Integrated Family Support Model be approved as detailed in **paragraph 5** and **Appendix 1**
- 2) the changes to the staffing structure of the Youth Justice Service **and** the Early Years Specialist Teacher team to deliver the savings required in “Redefining your Council – Transformation and Spending Proposals” be approved as detailed in **paragraph 12** and **Appendix 1**
- 3) the post of Temporary Systems of Work Development Manager is extended until 31 October 2015 as detailed in **paragraph 7**.

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Constitutional Comments (SLB 23/02/15)

18. Children and Young People's Committee is the appropriate body to consider the content of this report. Changes to staffing structures are subject to the provisions of the Employment Procedure Rules regarding HR comments/advice and consulting with the recognised trade unions.

Financial Comments (initials SS 25/02/15)

19. The financial implications of the report are set out in paragraph 16 and 17 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.

Redefining your Council – Transformation and Spending Proposals – report to Policy Committee on 12 November 2014 (previously published)

Integrated Family Services Review – report to Children and Young People's Committee on 8 December 2014 (previously published)

Consultation documents

Equality Impact Assessment

Electoral Division(s) and Member(s) Affected

All.

C0590