



9 February 2015

Agenda Item: 12

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

**QUALITY AND IMPROVEMENT GROUP – REVISIONS TO 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 whilst delivering the Group's budget savings target for 2015/16 as part of the Council's wider budget challenge.

Information and Advice

2. The 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. Following approval from the Children and Young People's Committee at its meeting on 29 September 2014, an enabling process established the current management structure within the Group, and the proposals being made now seek to modify the composition of some of these teams to ensure they can continue to meet the group's remit and departmental priorities in the future.
5. The report to Children and Young People's Committee in September 2014 anticipated that the Group would contribute further savings towards the Department's continuing financial challenges over the coming years and the proposals in this report follow approval from the Policy Committee at its meeting on 12 November 2014 of savings proposals across a number of the department's services over the period 2015-18.

6. The current structure of the Group is attached as **Appendix 1**. The posts highlighted are those in scope of the proposed re-structure in the following teams.

Planning and Quality Assurance Team:

7. The key functions of this team are to:
- implement the department's quality assurance framework
 - support and enable a 'single assessment framework' approach to service delivery
 - coordinate departmental readiness for regulatory inspection
 - support strategy, policy development and commissioning activity across the department
 - provide project management capacity to support service improvement activity determined by quality assurance and management information.
8. The proposal for this team is to remodel the service by disestablishing existing posts and introduce a new structure which gives greater consistency and flexibility across the team's functions. This will see a net reduction in posts of 1.0 FTE (full-time equivalent) which is being met through dis-establishing a post that is currently vacant.
9. The new structure for Planning & Quality Assurance is attached as **Appendix 2**.

Departmental Support Services Team

10. The key functions of this team are to:
- co-ordinate the key business meetings for the department, including Children's Trust arrangements and executive support
 - fulfil departmental responsibilities in relation to risk management, health & safety and emergency management
 - provide lead responsibility for departmental accommodation issues, e.g. such as establishing locality service arrangements.
11. The proposal for this team is to dis-establish existing posts and introduce a new structure comprising 4 FTE posts which gives greater flexibility across the team's functions. The net reduction of 0.5 FTE is being met through an expression of interest in voluntary redundancy.
12. The new structure of Departmental Support Services is attached as **Appendix 3**.
13. At this stage there are no plans to reconfigure the Group's Workforce and Information & Systems teams. Though savings will be required in future years, in line with the overall savings targets approved by Policy Committee in November 2014, these teams have been protected for 2015/16 as a result of the major initiatives that are currently underway within these teams to support the continuing integration of our children's services. In particular, the activity around establishing the new integrated early help service, supporting the next phase of the Troubled Families Programme, establishing a common approach to assessment and planning across social care and early help services and

developing the existing social care case management system to be the single ICT system for case management and recording across all social care and early help services.

14. In the short term, this will require additional capacity within these teams to support the peak workload. Given the specialist nature of some of this work, it is envisaged that this will be provided by a mixture of additional temporary posts and the procurement of external expertise where this is not readily available in-house. Funding has been set aside for this via the Troubled Families Reserve and further reports provided to this Committee regarding the establishment of the new early help service, the Troubled Families Programme and the Single Assessment in children's social care will reference the supporting workforce and information & systems work required to support these initiatives.
15. In the meantime, there are no compulsory redundancies arising from the proposals contained in this report. The resultant structure is affordable within the Group's recurring revenue budget for 2015/16 and any saving will contribute towards the £150,000 p.a. savings in line with the requirements set out in business cases previously approved. Staff will be enabled into the new posts via the Council's normal procedures, following consultation / feedback with those affected.

Other Options Considered

16. The remit of the Quality and Improvement Group has emerged from the work to develop 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

17. The proposals outlined in this report 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

18. 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 22/01/15)

19. 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 (LM 22/01/15)

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

Financial Comments (SS 27/01/15)

21. The financial implications are set out in paragraph 15 of the report.

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

<http://ws43-0029.nottsc.gov.uk/dmsadmin/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3074/Committee/482/SelectedTab/Documents/Default.aspx>

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

<http://ws43-0029.nottsc.gov.uk/dmsadmin/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3079/Committee/482/SelectedTab/Documents/Default.aspx>

Redefining Your Council – Transformation and Spending Proposals 2015/16 – 2017/18 - report to Policy Committee on 12 November 2014

<http://ws43-0029.nottsc.gov.uk/dmsadmin/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3321/Committee/475/SelectedTab/Documents/Default.aspx>

Electoral Division(s) and Member(s) Affected

All.

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