



20 March 2017

Agenda Item: 9

## **REPORT OF THE CORPORATE DIRECTOR OF CHILDREN, FAMILIES AND CULTURAL SERVICES**

### **REVIEW OF THE SENIOR MANAGEMENT STRUCTURE IN CHILDREN, FAMILIES AND CULTURAL SERVICES**

#### **Purpose of the Report**

1. The purpose of this report is to seek approval for an interim senior management structure in Children, Families & Cultural Services for 2017/18.

#### **Information and Advice**

2. We work in a rapidly changing environment, with many new challenges facing Children's Services in the foreseeable future. A number of key organisational and contextual drivers have necessitated a review of the senior management structure within the Department, in order to ensure that the Departmental structure underpins the direction of travel for Children's Services and the need to deliver services differently in the future.
3. The organisational drivers affecting change include:
  - The changing landscape within Children's Services, shifting from direct delivery to achieving outcomes through a mixed economy of direct delivery and service commissioning;
  - Opportunities following the Ofsted Inspection of Children's Services in 2015 to take the next steps towards integration, particularly in relation to fieldwork and case management services;
  - The continuing financial pressures facing the County Council, with ever more efficiencies to be made by the Department to meet the level of financial savings required in the medium-term; this will be supported by the various Departmental change programmes: '*Remodelling Children's Care*', '*Remodelling Early Help Services*', '*Remodelling Social Work Practice*' and '*Future Education Support*'.
4. The contextual drivers affecting change include:
  - The changing education landscape, following the publication of the White Paper, *Educational Excellence Everywhere*<sup>1</sup>, setting out the Government's intention for all schools to become, or be in the process of becoming, academies by 2020;

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<sup>1</sup> Department for Education publication, [Educational Excellence Everywhere](#), 07 March 2016

- Recognition of changes to Ofsted's Inspection regime, moving away from the Single Inspection Framework towards Joint Targeted Area Inspections of services, in order to evaluate through a 'deep dive' approach how local agencies work together to protect and safeguard children;
  - The long-term financial contraction of the public sector, with an increasing focus on the integration of health provision, social care and early help, in order to ensure that services for children and young people are co-ordinated and effective.
5. The proposed revisions to the senior management structure therefore seek to enable the Department to maximise opportunities for service integration and improvement, whilst recognising the need to reduce costs and ensure minimal disruption to front-line services.

### **Proposed Interim Senior Management Structure**

6. The Department has consulted on a proposed set of revisions to the Service Director and Group Manager tiers within the Department, for the year 2017/18. The proposed interim structure is due to be implemented from 1 April 2017.
7. The structure seeks to place frontline case-holding services in one division, whilst transferring the responsibilities for commissioning, resources and Cultural Services to another division. With the exception of the divisional title, which is intended to reflect the changing educational landscape, the (current) *Education Standards & Inclusion* division remains unchanged under these proposals.
8. The structure also seeks to combine the functions with the current *Safeguarding and Independent Review* service (currently within Children's Social Care) with the *Quality & Improvement Service* (currently within Youth, Families and Culture) into an amalgamated *Safeguarding and Quality Assurance* Group within the new *Commissioning, Resources & Culture* division.
9. The key divisional roles and responsibilities under the new arrangements are as follows:
- a) ***Youth, Families & Social Work Division***
- Supporting closer integration between Early Help and Children's Social Care through integrated management of locality-based Family Service and Social Work casework;
  - Supporting the services that continue to be directly delivered by the Department; over time, it is expected that the progression of the *Remodelling Children's Care* programme will lead to a shift of services from this division into the *Commissioning, Resources and Culture* division.
- b) ***Commissioning, Resources and Culture Division***
- Supporting a more co-ordinated approach to the commissioning of services, in recognition of the shift towards a commissioning-based approach. This involves the proposed introduction of a Commissioning Unit, intended to bring together the commissioning of LAC (looked after children) placements, SEN (special educational needs) placements, Supported Accommodation, *Futures* and other commissioned provision;

- Strengthening the links between safeguarding, quality assurance and improvement, in order to enhance the independent challenge of social work practice and help to maintain high standards of service provision.

c) ***Education, Learning & Skills Division***

- Retention of senior posts with the ability and credibility to influence schools and education partners (and therefore outcomes), and manage the remaining statutory responsibilities, such as admissions.

10. The current and proposed revised structures are attached as **Appendices A and B** respectively.

### **Staff Consultation**

11. The Department consulted on the proposed interim senior management structure with staff in Children, Families & Cultural Services (CFCS), as well as trade unions, between 19 January and 28 February 2017, including the CFCS Joint Consultative & Negotiating Panel. During this time, individual responses on the proposed structure were received from staff, as well as group and service responses. Feedback was also collected following a service-wide discussion at the Children's Social Care Strategy Day. The responses have been considered as part of the consultation process.

### **Other Options Considered**

12. The structure could remain as it currently is; however, the proposed structure will enable the Council to best respond to the organisational and contextual drivers outlined above.

### **Reason/s for Recommendation/s**

13. The reasons for the recommendations are to seek the Committee's approval for a senior management structure that supports the various change management programmes, whilst reflecting the organisational and contextual drivers for change in Children's Services.

### **Statutory and Policy Implications**

14. 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 services), the public sector equality duty, safeguarding of children and adults at risk, 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**

15. The revised management structure offers savings to the Council's budget, contributing to the delivery of £35,000 in 2017/18 and a further £85,000 in 2018/19.

## **Human Resources Implications**

16. The normal channels have been used to consult with staff in the Department and recognised trade unions on the proposals. Information on the consultation can be found in paragraph 11. There are no overall management reductions as part of this senior management restructure proposal. Subject to Committee's approval, a further report will be presented following consultation on a proposed structure for the new *Safeguarding and Quality Assurance Group* and the *Commissioning Unit* within the new Commissioning, Resources & Culture division.

## **RECOMMENDATION/S**

- 1) That the interim senior management structure in Children, Families & Cultural Services for 2017/18 is approved.

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## **Constitutional Comments (SMG 02/03/17)**

17. The Committee is responsible for approval of departmental staffing structures as required. The proposals outlined in this report fall within the remit of this Committee.
18. 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 (initials SS 06/03/17)**

19. The financial implications of the report are contained within paragraph 15 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.

Changes to the Staffing Establishment in Early Help & Youth Justice Services – report to Children & Young People's Committee on 19 September 2016.

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

All.

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