

20 May 2019**Agenda Item: 6****REPORT OF THE SERVICE DIRECTOR FOR COMMISSIONING AND
RESOURCES****REORGANISATION OF STAFFING WITHIN THE COMMISSIONING AND
PLACEMENTS GROUP****Purpose of the Report**

1. The purpose of this report is to seek approval for the reorganisation of staffing resources within the Commissioning and Placements Group.

Information

2. The Commissioning and Placements Group was established in November 2017 as part of a department-wide restructure at that time. It brought together under a single point of leadership a number of discrete teams previously dispersed across the department in order to create a departmental commissioning hub. The group's work revolves around commissioning and contract management across a range of specialist care / education provision for vulnerable children and young people, including:
 - foster care and residential home placements for Looked After Children (LAC)
 - semi-independent / supported accommodation for older LAC and care leavers, homeless 16/17 year olds, and vulnerable 18-21 year olds
 - alternative / specialist education placements in the independent and non-maintained sector for children and young people with an Education Health & Care Plan (EHCP), as appropriate
 - Short Break services for children and young people with a disability – to promote independence and to provide parents/carers with a break from caring.
3. At the point at which the teams were brought together, a number of permanently established posts were filled on a temporary basis. Additionally, the development of the revised Short Breaks offer during 2018 necessitated some modification to the staffing establishment in order to support the new commissioning arrangements arising from it. These staffing changes were approved by this Committee in reports relating to the implementation of the new Short Breaks offer in July 2018 and in March 2019.
4. This group-wide reorganisation seeks to deploy the group's staffing resources more efficiently and effectively and to provide for a more consistent approach, especially in relation to contract management. Since it was established the group has developed and

implemented a new Commissioning and Contract Management Framework which enables a consistent approach for commissioning activity undertaken within the group and across the wider department. Following on from this, the proposal is to establish a discrete team within the group with responsibility for strategic commissioning and contract management across the group and wider department. In addition there will continue to be a team that is focused on securing placements for LAC, and the team that is focused on providing alternative education and short breaks for children in people with an EHCP.

5. The proposed structure is outlined in **Appendix 1**. The existing discrete team structures are provided at **Appendix 2** for information.
6. For the most part the changes arising from these proposals involve reorganising existing posts, e.g. changing line management or making permanent the existing temporary arrangements for some existing post holders etc. However the following changes are also proposed:
 - to disestablish the currently unfilled 1 fte post of Commissioning and Contracts Manager (Band D) and to establish in its place the post of 1 fte Team Manager, Alternative Education and Short Breaks Placements (Band D)
 - to disestablish 4 fte Commissioning Assistant posts (Grade 3) and to establish 4 fte Service Organiser posts (Grade 4), giving a total of 5 such posts across the Group to be deployed as shown in **Appendix 1**
 - to disestablish the 1 fte (Band B) post of Commissioning Officer, Short Breaks and Budget Management.

Other Options Considered

7. A number of other structural options were considered as part of the staff consultation process, which ran from November 2018 to February 2019.

Reason/s for Recommendation/s

8. This option will align staffing resources in line with the department's ambition to remodel commissioning arrangements for vulnerable children and young people's education and care provision

Statutory and Policy Implications

9. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, 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, smarter working, sustainability and the environment 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

10. The net result of these proposals will be to reduce the current staffing costs across the group by approximately £45,000 pa which is in line with the reductions attaching to the

original proposal to establish the group in November 2017. Individual team staffing budgets will be adjusted in-year to accurately reflect the newly reorganised teams as set out in this report.

Human Resources Implications

11. These proposals have emerged following consultation with affected staff and have been shared with the relevant Trade Unions. There are no redundancies arising from the proposals and recruitment to the proposed posts will be subject to the Council's usual enabling and recruitment processes.

RECOMMENDATION/S

That Committee:

- 1) approves the revised staffing structure of the Commissioning & Placements Group, as shown in **Appendix 1**
- 2) approves the establishment / disestablishment of specific posts as detailed in paragraph 6.

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Constitutional Comments (EP 07/05/19)

12. The recommendations fall within the remit of the Children and Young People's Committee by virtue of its terms of reference.

Financial Comments (SAS 07/05/19)

13. The cost of the revised staffing structure for the Commissioning & Placements group is £1,131,750 compared to a staffing budget of £1,084,761 which includes £49,800 temporary funding. Although the overall cost of staffing has reduced by £45,000 there is still a shortfall of £46,989 compared to the annual budget. In order to achieve a balanced budget in year savings will need to be made in this or other areas of the service's budget. The service will need a longer term plan to address the shortfall on a permanent basis.

HR Comments (BC 24/04/19)

14. The staffing implications are contained within the body of the report. Recruitment to the proposed posts will be subject to the Council's usual enabling and recruitment processes.

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.

Temporary changes to the staffing establishment in the Integrated Children's Disability Service Assessment Team – report to Children and Young People's Committee on 16th July 2018

Changes to the staffing establishment within the Integrated Children's Disability Service and the Commissioning and Placements Team – report to Children and Young People's Committee on 18th March 2019

Electoral Division(s) and Member(s) Affected

All

C1241