

* Name of proposal/policy	Children's Services Workforce Remodelling and System Improvements	* Budget number	16-002-02
* Service area responsible	Children, Families and Education	* Cabinet meeting date	14 th February 2017
* Name of completing officer	Oliver Makinson / Catherine Noonan	* Approved by Director / Assistant Director	Lesley Hagger
* Version	1.0	* Date	6 th February 2017

PART A

* Section 1a: Description of proposal under consideration/development	* Section 1b: Is this new or existing? Does it link to current provision?
<p>A whole system review has been undertaken to ensure Children's Services will have a stable, effective and financially sustainable permanent workforce.</p>	<p>This proposal builds on the work undertaken in 2016/17 to reshape the workforce to deliver services in a more efficient way and prepare the wider workforce remodelling as part of the preparation for the development of a new Children's Services Delivery Vehicle (referred to as the Children's Trust).</p> <p>The majority of changes in this first stage have/will involve the re-arrangement of staffing to provide existing functions, and a reduction on the reliance on agency staff. This will have a limited impact on children and families.</p> <p>The next two further stages of development are expected to be undertaken in 2017 and further impact assessment is to be continually undertaken during the process of change, this will include revisions to Business support functions.</p>

* Section 1a: Description of proposal under consideration/development	* Section 1b: Is this new or existing? Does it link to current provision?
	<p>Approximately 76 posts across Children, Families and Education have been identified for removal as Phase 1, although the final list will require refinement. Further phases will be required to allow for reviews of services and the move to the new organisational delivery model.</p> <p>Changes to staff will follow NCC HR policy and processes which have been previously assessed to ensure they comply with Equality Act.</p> <p>The following teams will see reductions in posts as part of this Phase 1 proposal</p> <ul style="list-style-type: none"> • Early Help & Prevention Service • Early Help Support Service • Children’s Commissioning Service • Children’s Rights Service • Learning, Skills & Education Services • Safeguarding & Children’s Services <p>Safeguarding and Early Help and Prevention services. Changes in this first stage will involve the rearrangement of staffing to provide existing functions, and a reduction on the reliance on agency staff. These will have limited impact on children and families.</p> <p>A number of the other MTFP proposals, namely Targeted Early Help Service Redesign, New Models of Care Delivery and First Point of Contact improvements detail how service delivery to children and families will be maintained and improved following the reduction in posts outlined here. With the associated reduction in contracts and increase in in-house delivery, fewer staff will be required to manage contracts and commissioned services.</p>

* Section 1a: Description of proposal under consideration/development	* Section 1b: Is this new or existing? Does it link to current provision?
	<p>The Children’s Rights Service will be integrated into the existing Safeguarding and Quality Assurance and Commissioning and Strategy Services. This will benefit from efficiencies whilst maintaining the level of service currently offered.</p> <p>The proposed restructure of the Early Years (EY) Team follows an external review of the Early Years Team, in which it was identified that changes should be made to ensure that:</p> <ul style="list-style-type: none"> • Team structures are better aligned with the School Improvement and Early Years Teams; • Providers are supported to be ready to lead their own improvement • A traded offer is developed.

* Section 2: How does this align with the Council Plan/ corporate priorities/ partnership strategies and plans/ Next Generation Council?	
Delivers increased wellbeing and/or safeguarding by ensuring that...	
People of all ages are safe, protected from harm and able to live happy, healthy and independent lives in our communities	✓
People have the information and support they need to make healthy choices and achieve wellbeing	
People achieve economic prosperity, in a healthy, low carbon economy which gives access to jobs, training and skills development	
Communities thrive in a pleasant and resilient environment, with robust transport and communications infrastructure	
Resources are utilised effectively and efficiently, in coordination with partners and providers	✓
Does it align with any NCC/ partnership strategies and plans? (if so, please list below)	
This proposal forms part of the initial workforce reshaping in order to prepare for the development of a new Children’s Services Delivery Vehicle (referred to as the Children’s Trust).	

We expect to form a number of strategic alliances with partners to bring new funds and ways of delivering services into being in Northamptonshire. Our partners include Schools, Northamptonshire Health Foundation Trust, Clinical Commissioning Group and the Police and Crime Commissioner.

Does it support the transformation into a Next Generation Council? (if so, please explain below)

This proposal supports the Next Generation Council approach by considering the opportunities new way of working will have on the requirements for the future workforce.

*** Section 3: If this relates to a statutory duty, please give details of the relevant legislation below:**

The Children's Families and Education Directorate within the Council provides the functions set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care services in their area and all children looked after by the local authority or in custody (regardless of where they are placed).

Section 4: Have other alternatives been considered?

N/A

*** Section 5: Financial / resource implications**

a) Costs (e.g. invest to save)

Redundancy costs for 2017/18 are projected to be £488k for Phase 1 and to be identified for further phases.

b) Staffing implications

Summary of staffing changes in Phase 1 are outlined below. The detail in further phases is to be confirmed.

A number of principles and priorities have been applied:

- All vacant posts have been considered in order to remove those posts no longer required;

- We have sought to protect frontline posts working with children and families wherever possible;
- We have reviewed caseloads across all teams and considered the allocation of workers; and
- Reduce our percentage of agency staff in order to have a more balanced stable workforce.

Service Area	No of posts	Roles description
Quality and Performance	27 FTE	<ul style="list-style-type: none"> • Changes to the commissioning and placements structure- the new function has a change in focus as it will be situated in the new delivery vehicle and will have a clear remit of operational commissioning. A number of current contracts will cease and be delivered through internal services. This means that there will be a reduction in the volume of contracts and therefore the associated staff requirement. It will: protect services delivered on the front line to children and young people; benefit from streamlined management systems; introduce simplified systems and remove duplication; integrate teams to work towards improved outcomes for children and young people; and meet the Ofsted Improvement Plan regarding our sufficiency duty. • Changes to the Participation and Advocacy Structure – this will create a structure which is both affordable and sustainable for the new delivery vehicle. It will: protect services delivered on the front line to children and young people; benefit from streamlined management systems; introduce simplified systems and removal of integration; integrate teams to work towards improved outcomes for children and young people; and meets the Ofsted recommendation regarding an increase in Children in Care Advocacy (improved services for our children and young people).
Learning, Skills and Education	22 FTE	<ul style="list-style-type: none"> • Early Years Team - the proposed restructure follows an external review in which it was identified that changes should be made to ensure that: team structures are better aligned with the School Improvement and Early Years Teams; Providers are supported to be ready to lead their own improvement and a traded offer is developed. • Education Health & Care Team – some posts are no longer required as the transition from Statements to Education Health and Care Plans becomes embedded, and the local authority meets the new statutory requirements. • Reduction in management posts – changes in reporting arrangements and programme delivery has resulted in reduction in management staff.

		<ul style="list-style-type: none"> • Review of Sensory Impairment Service – some posts have been identified for voluntary redundancy however implementation of any changes are pending a full review of the service that may result in further changes. The impact of changes will be assessed at that point. • Review of Virtual School - some posts have been identified for voluntary redundancy however implementation of any changes are pending a full review of the service that may result in other changes. The impact of changes will be assessed at that point.
Safeguarding Children Services and Early Help	27 FTE	<ul style="list-style-type: none"> • Reorganisation of Strategic Manager roles & removal of temporary positions – a secondment has enabled a reorganisation of Strategic Manager roles resulting in reduction in requirement. Additional posts were previously necessary to facilitate the service’s significant improvement, these are no longer required. • Deletion of vacant posts: In a small number of teams there are posts that are currently vacant and are not occupied by permanent or agency staff. The impact of the deletion of these posts is both minimal and low risk. Additional posts in fostering and adoption were previously necessary to facilitate the service’s significant improvement. However, as we have moved to a state of stronger performance, these vacant posts are no longer required. • Removal of some posts: in areas where there is some capacity to absorb caseloads in frontline posts, or where posts are not delivering a front-line service and there is no risk to children and families from the proposals. • Change in non-statutory provision: Post Order Adult Adoption Support is a non-statutory intermediary service to adopted adults and provision is available from other organisations. • Merger and reorganisation of Early Help teams: a reorganisation will streamline Early Help teams into North and South with a reduction in associated management posts. The merger of the Early Help Co-ordination function with the other Early Help Teams to create one service has reduced the need for some posts.
<p>c) Savings Savings in Phase 1 are £1,566,873. The savings for future phases in 2017/18 is projected to be £1.4m</p>		

Section 6: Has a similar initiative/proposal been implemented elsewhere? What were the benefits or risks? Are there lessons that can be learned?

This proposal forms part of the initial workforce reshaping in order to prepare for the development of a new Children’s Services Delivery Vehicle (referred to as the Children’s Trust). Structure of Children’s Trusts that have been developed in other areas have been used in developing a new organisational design.

THIS SECTION HAS REPLACED THE EQUALITY IMPACT ASSESSMENT FORM AND MUST BE COMPLETED TO DEMONSTRATE COMPLIANCE WITH THE EQUALITY DUTY

*** Section 7: Who will be affected by this proposal? (this may be service user data, or be based on a particular geographical area or more general population data depending on the proposal) Include demographic information where this is available e.g. breakdown by gender, age, ethnicity, disability etc. BIPI can support with the provision of data. You may include staff, partner organisations and any other stakeholders who might be affected by the proposal.**

Data Source (include link where published) and summary of what it tells us for example “X number of people use this service, X are male, Y are female etc”	Why is this relevant to the proposal?
	Phase 1 - most of the remodelling changes have an impact on staff but will not impact on service users. Where posts that directly work with service users have been reduced there has been work to ensure that service users are not been impacted.
	Phase 2 – impact will be confirmed when known.

*** Section 8: Based on the above information, will this proposal have an impact on the following? ✓ the relevant box for each line and then expand on the reasons why in Section 9**

	Positive	Negative	Neutral	Unsure
Age		✓		
Disability				✓
Gender reassignment			✓	

Marriage and civil partnership			✓	
Pregnancy and Maternity			✓	
Race			✓	
Religion or Belief (or No Belief)			✓	
Sex			✓	
Sexual orientation			✓	

* Section 9: Initial impact							
* Section 9a: From your analysis in section 8 above, please explain the positive implications							
n/a							
* Section 9b: From your analysis in section 8 above, please explain why you have categorised any of the implications as neutral							
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* Section 9d: From your analysis above, please explain the negative implications	* Section 9e: What actions have you identified to mitigate any negative implications?
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For adults who were adopted as children and the associated post adoption support, these individuals may experience a negative impact.	Statutory function in support of Adopted Adults will be maintained, any additional support to Adopted Adults can be obtained through signposting to other organisations.
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* Section 9d: From your analysis above, please explain the areas where you are unsure of the impact	* Section 9e: What actions have you identified to fill gaps in information?
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<p>The impact has been designated as largely neutral for Phase 1 as service delivery will not be impacted by the remodelling and further reviews are to be completed before all changes are implemented. Further phases will require a further analysis to determine impact.</p> <p>The reviews of the Sensory Impairment Service and Virtual School needs to be completed before impact can be fully assessed.</p>	<p>Consultation with staff and further development of the workforce proposals to ensure continuation of delivery of statutory services and effective signposting to prevent any potential negative impact for service users if non-statutory services are ceased.</p>
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* Section 10: Internal considerations: are there any implications for the following?		
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	✓ or X	If there are any implications, please explain them here and identify any actions you may need to take as a result
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<u>Staff</u>	✓	Managed reduction in posts following established Northamptonshire County Council consultation processes.
<u>Financial (NCC)</u>	✓	Redundancy and pension implications to be assessed.
<u>Legal</u>	X	
<u>NCC Policy</u>	✓	Some of the changes may result in a need to change policies and procedures.
<u>Performance</u>	✓	A review of performance indicators will be needed as some services change as a result of reviews.
<u>Data quality / information security</u>	X	
<u>IT</u>	X	
<u>Strategic assets</u>	X	
<u>LGSS / federated bodies</u>	X	
<u>Procurement</u>	X	
<u>Project support</u>	✓	To be met from existing resources.
<u>Other (if appropriate)</u>	X	

*** Section 11: External considerations: are there any implications for the following?**

	✓ or X	If there are any implications, please explain them here and identify any actions you may need to take as a result
<u>Community impact</u>	X	
<u>Impact on the consumer (e.g. communication needs, access, rurality, complaints)</u>	X	
<u>Reputation</u>	X	
<u>Political</u>	X	

Partners	✓	We expect to form a number of strategic alliances with partners to bring new funds and ways of delivering services into being in Northamptonshire. Our partners include Schools, Northamptonshire Health Foundation Trust, Clinical Commissioning Group and the Police and Crime Commissioner
Human Rights	X	
Health impact – individual	X	
Health impact – wider community	X	
Economic impact - individual	✓	There will be a number of voluntary and compulsory redundancies within the organisation. These will be kept to a minimum though redeployment and the replacement of agency filled posts with permanent employees
Economic impact – wider community	X	
Community Safety impact	X	
Environmental impact	X	
Consultation	X	
Other (if appropriate)	X	

Based on the impacts and considerations above, please identify the RAG status

RAG Status	Overall RAG	Time	Proposal Delivery	Cash Saving	Risk	Issue	Dependency
	G	G	A	A	A	G	A

* Section 12a: What are the risks associated with NOT implementing the proposal? (tick if applicable)	✓	* Section 12b: What actions have you identified to mitigate the risks? Will anything in the current arrangements need to be changed to acknowledge this risk? Is implementing the proposal the only way to mitigate the risks?
Non-compliance with legislation or NCC policy	✓	This proposal form part of the initial workforce reshaping in order to prepare for the development of a new Children’s Services Delivery Vehicle (referred to as the Children’s Trust).
Financial	✓	This proposal forms part of the savings required within the Service in order to set a balanced budget for FY17/18.
Change in performance/ data quality/ information security	X	
Reputational / political	X	
Increase in complaints and / or legal challenge	X	
Other	X	

* Section 13: Budget Delivery Programme Highlight Report information – total amount allocated to savings proposal 2017-18 through to 2020-2021; profiled budget; 2017-18 action plan extended savings narrative; cost code information																			
<table border="1" data-bbox="112 887 1120 970"> <tr> <td colspan="2" data-bbox="112 887 1117 927">Total amount allocated to savings proposal 2017-18</td> </tr> <tr> <td data-bbox="112 927 613 970">2017-18 (£000)</td> <td data-bbox="613 927 1117 970">3,000</td> </tr> </table>					Total amount allocated to savings proposal 2017-18		2017-18 (£000)	3,000											
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	Milestone	Owner	By when
1	Completion of CFE restructure with changes to posts finalised	Lesley Hagger	31/3/17
2	Completed review of further changes to roles that may be required	Lesley Hagger	31/03/17

Cost code	Various
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*** Section 14: Do you need to undertake further work (e.g. consultation, further proposal development, further equality analysis) based on the impact and actions identified above? If yes, set this out below and then carry out the work and complete Part B:**

This proposal will form part of the overall budget consultation process. Any feedback received (as well as any further intelligence gathered in the course of developing the project) will inform a final analysis of the impact of the proposal which will be considered by Cabinet and Council in February when taking a final decision on the budget. The EqIA will be updated accordingly.

The programme is divided into 3 key phases:

- Phase 1 Planning for success
- Phase 2 Building capability
- Phase 3 New beginnings

The phases are designed to provide clarity as to the progress of the programme and its sub projects is making and key decisions required to move to the next phase.

For this reason further equality impact assessment will be required.

The next two further stages of development are expected to be undertaken in 2017.

PART B

Section 15: Consultation, follow up data and information gathered from actions identified above	
	What does this information tell us?
Phase 1 Consultation launched.	Phase 1 Consultation feedback informed final consultation.
This proposal formed part of the overall budget consultation process.	We didn't receive any comments specifically on this proposal. However, there were general comments made regarding the proposals for Children's Social Care. One comment expressed concerns about reductions to Children's Social care, while another expressed positive comments about the strategic direction the service is going in and the positive outcomes they expected for children and their families.

Section 16: Final impact analysis (taking the findings from Part B into account) – including review date if required
Phase 1 is assessed as neutral impact. Further phases will require further updates to the assessment.