

Delegated Officer Report

Decision Maker: Chief Executive
Date of Decision: 28th January 2022
Subject: REFRAME Project
Report Author: Shelley Kipling, Assistant Chief Executive
Ward (s): N/A

Reason for the decision:	<p>The Council's Design and Assurance Review included an audit of the organisations capacity and approach to transformational change and reform, policy, performance management and monitoring and systems.</p> <p>As a result, a new Design and Assurance function was implemented in Oct 2019. This included a two-year temporary arrangement for performance and systems support for Children, Education and Adult services.</p> <p>The REFRAME project was established in May 2021 to further review those temporary arrangements and to implement:</p> <ol style="list-style-type: none"> I. a business intelligence model for Children, Education and Adult services which enables the directorates to deliver organisational statutory functions; and II. a systems model that is sufficiently resourced, supported by effective governance with development costs included within the scope of the IT core fee. <p>Its principles for delivery are to:</p> <ul style="list-style-type: none"> • Ensure proposals align with current or future anticipated models to be developed as part of the future organisation. • Provide value for money, consider financial position of the council within proposed recommendations whilst being fit for purpose.
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	<ul style="list-style-type: none"> • Meet the requirements of both the directorates and the organisation in delivering core statutory responsibilities. • Mitigate associated organisational risks and enable compliance with existing or future inspection regimes. <p>Given the above this report outlines the proposals to implement a new model for performance and systems functions for Children, Education and Adult Services. These have been developed to replace the temporary arrangements and complement the Council's corporate and directorate performance functions.</p> <p>Details of the proposed models for implementation are included as Appendix A and B to this report.</p>
<p>Summary:</p>	<p>Following approval of draft proposed models, a formal consultation process was commenced on 13th Dec 2021 with the recognised Trade Unions and affected staff. A detailed consultation document formed the basis for this which included details for deleting, re-designating, and creating new posts in relation to the proposed models.</p> <p>The formal consultation ended on 14th Jan 2022 with its outcomes informing the revised proposed models for implementation. It is now intended that the proposed models appended will be implemented and be operational from 28th Mar 2022. It may be that internal/external recruitment processes for some of the posts within the models are ongoing at this point.</p>
<p><i>What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s):</i></p>	<p>Retaining the current temporary arrangements is not viable. These arrangements are temporary and whilst a number of posts have been made permanent, the current arrangements are not fit for purpose and need better alignment with the wider organisational approaches.</p> <p>In addition, costs are being incurred for these temporary arrangements which are not in the base budget and is incurring agency costs.</p> <p>The current arrangements also potentially lead to additional organisational and operational</p>

	risks.
Consultation: including any conflict of interest declared by relevant Cabinet Member consulted.	<p>The Trade Unions and staff have been formally consulted on the proposed models and responses given to feedback received. During the consultation period a dedicated email address was provided for feedback and group and individual meetings were held with affected staff, and their representatives. A consultation feedback log was created and updated during the process.</p> <p>As such a number of feedback questions, queries, comments and alternative proposals were put forward by staff. All of these were considered and responded to as part of the consultation.</p> <p>Some changes to the draft proposed models consulted on have been agreed as a result of the consultation exercise, which have been reflected in the proposed models for implementation as appended.</p> <p>Cllr Jean Stretton, Cabinet Member, Corporate Services, has been consulted on the decision and is in support of the recommendation to adopt the preferred option.</p>
Recommendation(s):	That the new proposed models for Children, Education and Adult services included within the appendices to this report are implemented with a formal start date of 28 th Mar 2022.
Implications:	
<i>What are the financial implications?</i>	<p>The costed staffing schedule is attached as Appendix C. The full cost of the proposal is £1,075k, 4 post are grant funded as follows, these posts will need to be kept under review, particularly in line with the ongoing availability of the respective funding sources:</p> <ul style="list-style-type: none"> • 2 through the Opportunity Area grant at a cost of £95k. • 2 through Supporting Families grant at a cost of £107k. <p>This reduces the mainstream funding requirement to £873k for which recurring base budget has been built into the proposed budget for 2022/23.</p> <p><i>(Andy Cooper, Senior Finance Manager)</i></p>

<p>What are the legal implications?</p>	<p>Comments from HR are noted. It should be noted that in any re-organisation/restructure there is always a potential litigation risk but by following the Council's processes and procedures such risks can be mitigated. It would appear to be the case from the report that the Council's procedures have been followed appropriately.</p> <p><i>(Colin Brittain, Assistant Borough Solicitor)</i></p>
<p>What are the procurement implications?</p>	<p>None</p>
<p>What are the Human Resources implications?</p>	<p>HR have supported management throughout the consultation exercise and the process has been in line with Council Policy.</p> <p>Job Descriptions were formally evaluated where applicable in accordance with the Council's JE scheme.</p> <p>A formal consultation exercise has been carried out with staff in relation to the proposals, and Trade Unions were engaged in this process. The implementation of the models will be in full consultation with the employees involved and there are no proposed redundancies within this process.</p> <p>The Council's guidance, policies, and procedures for implementing a new model/structure (including slot in / ringfencing processes), have been followed and will continue to be followed throughout the implementation phase of the process.</p> <p>The Council's recruitment policies and procedures will be followed during the implementation phase where vacancies remain and require a recruitment process.</p> <p><i>(Jen Windle, HR Advisory Team Leader)</i></p>
<p>What are the Children and Young People Implications?</p>	<p>The development of the performance and Mosaic teams are integral to improving practice and performance within Children's Social Care Services. This will allow the service to build on safe systems to ensure statutory and non-statutory functions are fully supported.</p>

	<i>(Elaine Devaney, Director Children's Social Care and Early Help)</i>
Equality and Diversity Impact Assessment attached or not required because (please give reason)	There is no requirement to complete an EIA as no groups with protected characteristics will be impacted by the decision. <i>(Jonathan Downs, Corporate Policy Lead)</i>
What are the property implications	None
Risks:	This is a vital investment in performance and insight capacity for our people focused services allowing us to meet statutory requirements and business need. Without this investment the risk is these services could not be delivered as required (Shelley Kipling, Assistant Chief Executive)
Co-operative agenda	As a Co-operative Council we are committed to ensuring our services are aligned to support and deliver the ambitions of the Council. The proposed approach will ensure better alignment across services, while ensuring the continued delivery of core statutory services. <i>(Matt Drogan, Head of Strategy and Performance)</i>

Has the relevant Legal Officer confirmed that the recommendations within this report are lawful and comply with the Council's Constitution?	Yes
Has the relevant Finance Officer confirmed that any expenditure referred to within this report is consistent with the Council's budget?	Yes
Are any of the recommendations within this report contrary to the Policy Framework of the Council?	No

Reason(s) for exemption from publication:	None
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There are no background papers for this report

Report Author Sign-off:	
Shelley Kipling	
Date: 28 th January 2022	

Please list and attach any appendices:-

Appendix number or letter	Description
Appendix A	Directorate Transition Model – Performance (for Implementation)
Appendix B	Systems and OD Structure (for Implementation)
Appendix C	Staffing Costs Schedule

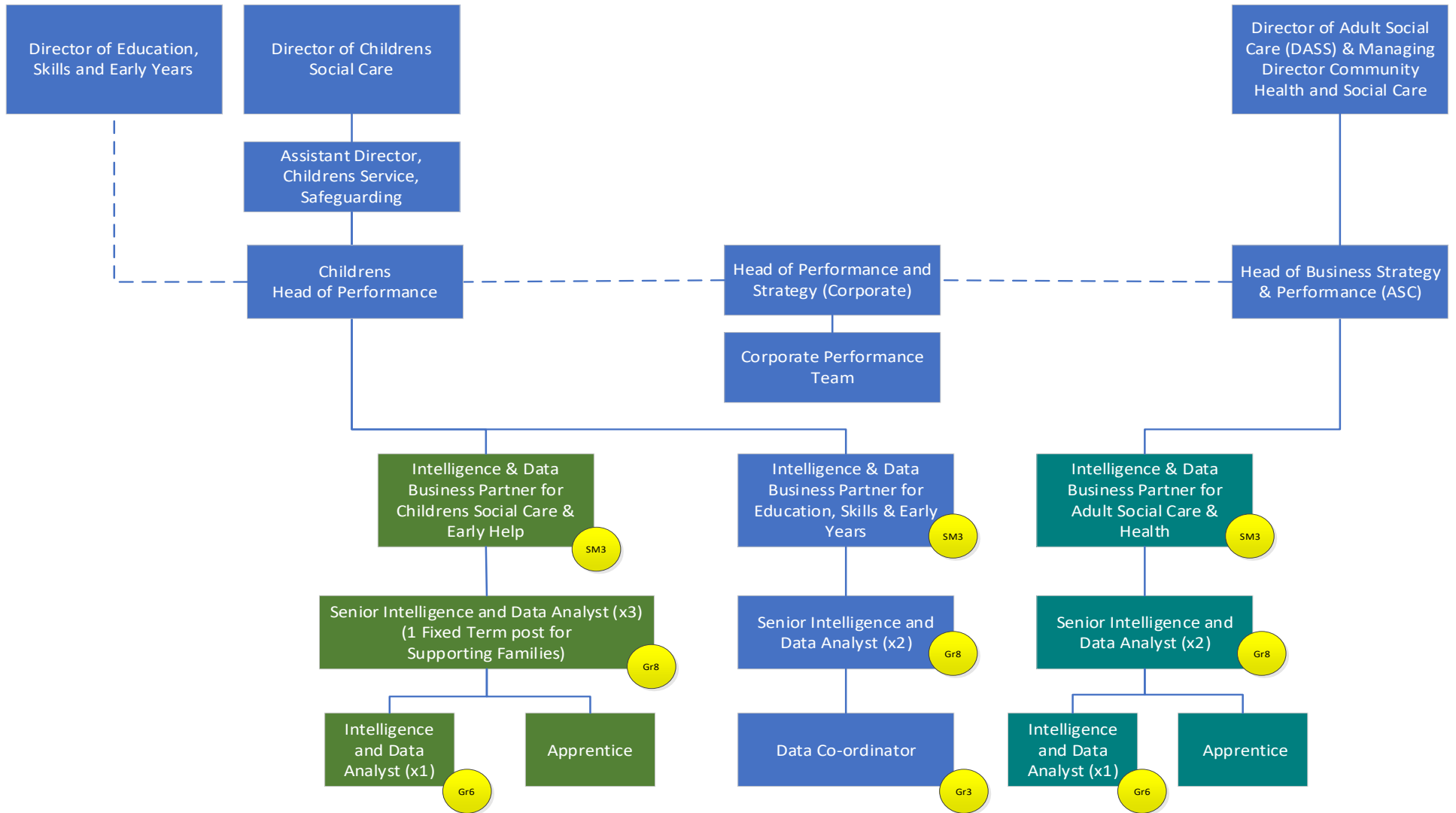
In consultation with Director/Strategic Director

Harry Cartwell

Signed : _____ Date: 28.01.22

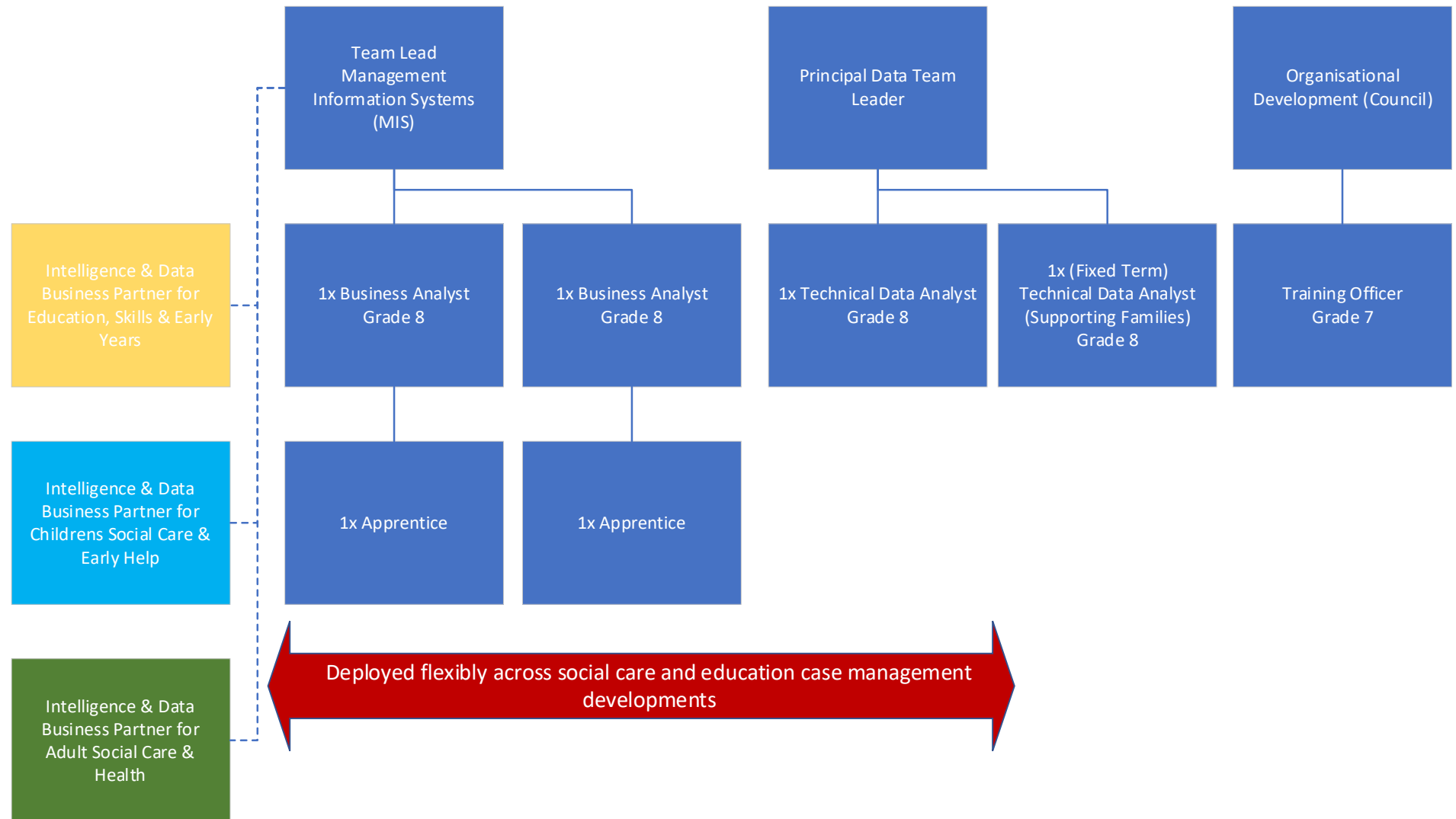
Appendix A – Directorate Transition Model – Performance (for Implementation)

Directorate Transition Model - Performance



Appendix B – Systems and OD Structure (for Implementation)

Systems and OD Structure



Appendix C - Staffing Costs Schedule

Post	Grade	Salary p.a.(£)	Children's Social Care and Early Help	Education and Early Years	Adult Social Care	Systems	Total	Total Cost (£)	Council Funded	OA Funded	Supporting Families Funded
Head of Service	SM1	89,995	1				1	89,995	89,995		
Business Partner	SM3	68,371	1	1	1		3	205,112	205,112		
Business System Analyst	G8	53,438				2	2	106,876	106,876		
Technical Data Analyst	G8	53,438				2	2	106,876	53,438		53,438
Senior Intelligence and Data Analyst	G8	53,438	3	2	2		7	374,065	267,189	53,438	53,438
Intelligence and Data Analyst	G6	41,738	1		1		2	83,477	41,738	41,738	
Data Coordinator	G3	28,580		1			1	28,580	28,580		
Apprentices	21 yo	19,973	1		1	2	4	79,890	79,890		
Total			7	4	5	6	22	1,074,870	872,818	95,176	106,876