

**23 May 2016****Agenda Item: 7****REPORT OF THE SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE****PROPOSED STAFFING CHANGES IN CHILDREN'S RESIDENTIAL  
SERVICES****Purpose of the Report**

1. To seek approval for proposed staffing changes in Children's Residential Services.

**Information and Advice**

2. The Council currently runs seven Children's Residential Homes:

3 Children's Disability Homes	36 Beds/Placements: 20 Learning Disability 16 Complex Health Needs/Disability
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3 Mainstream Homes	12 Beds/Placements
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1 Secure Children's Home	18 Beds/Placements: 14 Remand 4 Welfare
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3. The Secure Children's Home, Clayfields, is not impacted by the recommendations of this report.
4. Over the past 18 months the Children's Disability Service (CDS) has adopted a strategic approach which seeks to provide support for children and young people with disabilities in their home environment wherever possible. This has enabled the service to adjust the number of beds required with a reduction in the staffing requirement at each of the homes.
5. Having looked at realigning current staffing structures outlined in this report, approval is now sought to make existing 'temporary' post reductions across CDS homes permanent by dis-establishing the vacant posts. There will also be a need to realign the number of Residential Care Worker (RCW) posts which will replace the Residential Social Care Worker (RSCW) posts in both CDS and mainstream homes, as the number of RSCW staff is reduced and the number of RCW staff is increased.
6. This report requests formal establishment and dis-establishment of the following posts across the CDS and mainstream residential homes:

Establish: 12 FTE Residential Care Workers (RCW)

Dis-establish:            1 FTE Deputy Group Homes Manager  
                                  3.5 FTE Assistant Care Managers  
                                  28 FTE Residential Senior Care Workers (RSCW)  
                                  0.5 FTE Cook  
                                  0.5 FTE Driver/Handyman/ Gardener  
                                  0.5 FTE Laundry Assistant  
                                  0.9 FTE Domestic

7. With the exception of the RSCW and RCW posts, all posts relate to CDS positions. Table 1 shows the breakdown of established and dis-established post at RSCW and RCW level across the CDS and mainstream residential homes.

**Table 1**

	Grade	CDS Homes	Mainstream homes
Establish	RCW 4	8	4
Dis-establish	RSCW 5	24	4

8. This proposal reflects changes in staffing requirements arising from Options for Change (OfC) B05 and B06, approved by Full Council in February 2016. OfC B05 and B06 detail proposals to save £266,000 from CDS and £153,000 from Mainstream Children's Homes respectively.
9. Additionally, following the decision to close down the review of the Children's Disability Service, which had been considered under Outline Business Case C16 (February 2014) and OfC C08 (February 2015), savings of £407,000 were identified and removed from the CDS budget for 2015/16.
10. £747,000 of these £826,000 of savings will be made through the proposed revised staffing structure, with the remaining £79,000 made through increasing bed income and further efficiencies in the homes.
11. The proposals will be mainly achieved through the removal of existing vacancies against established complement, although there will be a small number of voluntary redundancies, which will be managed through the corporate process.

### **Other Options Considered**

12. A number of costed options were developed and presented to Children's Social Care Transformation Board between April 2014 and May 2015.

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

13. The proposal will maintain an internal residential service offer from all existing locations, meet current service demands, and moves towards the staffing structures operated by external providers.

### **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. With Full Council approval, the savings proposals amount to £826,000 across all homes. Of this, the report identifies £747,000 through a staffing restructure. The remaining saving of £79,000 will be found through increasing bed income and finding further efficiencies in the homes.

### **Human Resources Implications**

16. The affected staff teams and recognised trade unions have been consulted on these proposals over the last 12 months. Post reductions will be achieved by deleting existing vacant posts and through the redundancy selection process as appropriate.

### **Safeguarding of Children and Vulnerable Adults Implications**

17. Staff within Children's Residential Services will continue to receive tailored training alongside their current workforce development offer in order to ensure that they are fully able to support children and young people and identify any safeguarding needs.

### **Implications for Service Users**

18. The posts will maintain the current service offer for vulnerable children and offer a continuation of the internal support to vulnerable children and their families/carers.

## **RECOMMENDATION/S**

- 1) That the dis-establishment/establishment of the posts in Children's Residential Services be approved as detailed in paragraphs 6 and 7 of the report.

**Steve Edwards**

**Service Director, Children's Social Care**

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### **Constitutional Comments (SMG 29/03/16)**

19. The Committee has the responsibility for approval of departmental staffing structures as required. The proposals in this report fall within the remit of this Committee.
20. 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 (SS 31/03/16)**

21. 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.

Annual Budget 2016-17 – report to Full Council on 25 February 2016

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

All.

C0800