

17<sup>th</sup> June 2019

Agenda Item: 14

## **REPORT OF THE SERVICE DIRECTOR, COMMISSIONING AND RESOURCES**

### **CHANGE TO THE ESTABLISHMENT OF THE QUALITY AND IMPROVEMENT TEAM WITHIN THE SAFEGUARDING, ASSURANCE AND IMPROVEMENT GROUP**

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

1. This report seeks approval to disestablish 1 FTE Team Manager Quality and Improvement post (Band D) post and to establish 1 FTE Senior Practitioner (Band C) post within the Quality and Improvement Team.

#### **Information**

2. At a regional quality assurance event in October 2018, Ofsted described a good quality assurance framework as being one where:
  - insight and learning is more important than the volume of audits carried out
  - audits are learning and not compliance focussed
  - there is a range of activity, not just a focus on case auditing
  - where the impact on lives of children and their families can be demonstrated
  - the impact on practice is clear
  - there is a consistent understanding of quality and effectiveness
  - there is a culture to challenge freely, creating a 'learning space'
  - the emphasis is on benefit to practitioners and inform future practice.
3. The published feedback from Ofsted following the focused inspection of the 'front door' responses to contacts of referrals of children in January 2019 also noted that the Council's audit framework needs to be provide a greater sense of the child's experience, the quality of practice and learning from interventions.
4. As a result of this, changes were implemented to the Quality Management Framework (attached as **Appendix 1**) from Quarter 1 2019-20 for Children's Social Care, Family Service and Youth Justice with a view to rolling this out across other case holding services such as the Integrated Children's Disability Service by Autumn 2019.

5. Due to a significant change in the approach and type of improvement activity arising from the changes to the Quality Management Framework, there is a need to increase capacity at a Senior Practitioner level.
6. Currently the changes to the Quality Management Framework are being implemented with the current establishment which is unsustainable in the long-term and could potentially compromise the Council's inspection readiness.
7. Additionally, there is an opportunity to reduce the establishment at a Team Manager level due to an internal transfer of 2.37 FTE existing staff to the new Property Commissioning Team as part of the Corporate Property Transformation Programme as agreed at Policy Committee in May 2019.

### **Proposal**

8. It is proposed that a vacant 1 FTE Team Manager Quality and Improvement (Band D) post be disestablished and a 1 FTE Senior Practitioner (Band C) post be established. The post holder will be expected to deliver the same functions as the other Senior Practitioners within the team, to include a specific focus on executive and departmental support to enable the rest of the team to focus on the new elements of the Quality Management Framework in this implementation period. The current and proposed staffing structure is attached as **Appendix 2**.

### **Other Options Considered**

9. Consideration was given to recruiting to the vacant Team Manager post, but due to the changes of staffing and pressures of improvement activity created by the new Quality Management Framework an additional Senior Practitioner was considered more appropriate.

### **Reason for Recommendation**

10. Recruitment to an additional Senior Practitioner post will allow the team to ensure improvement activity is less compliance focused and more centred around the child and family using qualitative analysis and research methods to draw out themes and most importantly, to ensure there is learning that follows, influencing practice and improving the lives of children, families & workers.

### **Statutory and Policy Implications**

11. 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**

12. The proposed changes to the staffing establishment of the Quality and Improvement Team will create a £3,644 surplus which will help to contain costs within the existing budget.

## **Human Resources Implications**

13. The job description for the Senior Practitioner post exists and remains unchanged. There are no redundancies arising from the proposals and recruitment to the proposed post will be subject to the Council's usual recruitment processes.

## **Safeguarding of Children and Adults at Risk Implications**

14. The post will be responsible for the development, delivery and evaluation of safeguarding training and support offered to the sector. This in turn will help to identify the needs of children and families earlier and ensure that children and adults are protected from harm.

## **RECOMMENDATION/S**

- 1) That Committee approves the disestablishment of 1 FTE Team Manager Quality and Improvement (Band D) post and the establishment of 1 FTE Senior Practitioner (Band C) post within the Quality and Improvement Team.

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**Service Director, Commissioning and Resources**

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## **Constitutional Comments (EP 30/05/19)**

15. The recommendation falls within the remit of the Children and Young People's Committee by virtue of its terms of reference.

## **Financial Comments (06/06/19)**

16. The proposed changes to the staffing establishment of the Quality and Improvement Team will reduce the overall staffing costs by £3,644 and will help to contain costs within the existing staffing budget of £359,611.

## **HR Comments (BC 30/05/19)**

17. The staffing implications are contained within the body of the report. The post will be recruited to in line with the County Council's vacancy control and recruitment procedures.

## **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.

Corporate Property Transformation Programme – report to Policy Committee on 22<sup>nd</sup> May 2019

## **Electoral Divisions and Members Affected**

All.

C1258