

**18<sup>th</sup> March 2019**
**Agenda Item: 16**
**REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND SOCIAL  
WORK**
**CHANGES TO THE STAFFING ESTABLISHMENT AT CLAYFIELDS HOUSE  
SECURE CENTRE**
**Purpose of the Report**

1. This report seeks approval for the permanent establishment of 10.84 FTE posts within children's social care at Clayfields House Secure Centre.
2. The report also seeks approval to disestablish a 1 FTE Technical Officer (Grade 4) post.

**Information**

3. The 10.84 FTE posts proposed for establishment are as shown in the table below:

<b>ADDITIONAL STAFF REQUIRED</b>				
<b>Post</b>	<b>Band</b>	<b>FTE</b>	<b>Salary</b>	<b>TOTAL COST</b>
Intervention Worker	A	1.00	£38,370	£38,370
Residential Care Worker	4	3.00	£26,742	£80,226
Night Care Worker	3	0.63	£23,119	£14,577
Teaching Assistant	4	0.81	£26,742	£21,683
Inclusion Coordinator	UP3	0.20	£60,616	£12,123
Business Support	3	0.20	£23,064	£4,613
Business Support	4	1.00	£26,742	£26,742
Safeguarding Analyst	4*	1.00	£26,742	£26,742
Facilities Manager	A*	1.00	£38,370	£38,370
Technical Officer ( Deletion of Post )	4	-1.00	-£26,742	-£26,742
Assistant Unit Leader - Nights	A	1.00	£38,370	£38,370
Assistant Technical Officer	3	1.00	£23,119	£23,119
Enhancemnets /Weekend working/after 8's	N/A	N/A	£28,471	£28,471
<b>TOTAL</b>		<b>9.84</b>		<b>£326,664</b>

\* Indicative grade

4. Clayfields House Secure Centre is used as a national resource with beds being commissioned by the Ministry of Justice (MOJ). The MOJ currently purchases 12 beds through their national contractual arrangements with the County Council. The remaining beds are purchased by local authorities across England and Wales for securing young people on a welfare basis.
5. Clayfields House is a self-financing business unit, operating as a £5.8M trading organisation, generating an increasing income to the County Council and employing around 130 people. The centre has educational and vocational facilities for young people who are serving a sentence, remanded or secured for welfare purposes by the courts.
6. Due to the high complex needs of the young people in the Council's care, the current staffing levels would not be sufficient to support the planned increase in welfare beds (from four to eight) or to ensure the centre can take on the most challenging young people through the new MOJ contract. It is clear there from recent referrals that there is very little difference between young people who meet the welfare threshold for secure accommodation and young people who are detained on criminal grounds. The threshold for the young people who are placed on welfare grounds are on the periphery of being secured on criminal grounds but matters have not been dealt with by the Courts.
7. The Centre is undergoing a three-phase extension, with the rebuild of an expanded Scarlet Unit, which is now complete and the extension of the vocational, teaching and health and beauty area, which is due to come on line on 1<sup>st</sup> January 2020. There is a need to ensure the Council employs staff that can support the day to day maintenance of the building and its upkeep, rather than the use of external contractors. Within other secure establishments across England and Wales, these services are outsourced at significantly increased costs. This report proposes that a Facilities Manager post be established to support the Head of Support Services in the day to day management of an expanding technical and domestic team and more importantly to support the 'out of hours' arrangements, which is required for Clayfields 24/7 service. At the moment this is predominantly reliant on the Head of Support Services, which is a considerable risk when the postholder is on annual leave. It is therefore vital that there is a team of managers and experts who can respond to the needs of the centre's 24/7 and 365 days per year service, given the increased complexities of the young people that are cared for.
8. This report also seeks approval to disestablish a 1 FTE Technical Officer (Grade 4) post and to establish a 1 FTE Assistant Technical Officer (Grade 3) post, as the revised structure requires a lower level post to undertake more general work rather than the more qualified specialist as this will be incorporated into the Facilities Manager role.
9. The complexities of the young people that are now being admitted to Clayfields House Secure Centre means the operating model and staffing are constantly kept under review. This includes the need to ensure there are sufficient resources within the safeguarding areas to quality assure and manage the more complex young people, who present self-harm and suicidal risk. Following a recent Ofsted Inspection in July and December 2018, an urgent need has been identified to have a proactive quality assurance operation model on a day to day basis monitoring the most vulnerable young people. Within other secure facilities they commission external contractors which provide this as part of their procurement process at three or four times the cost. This report recommends that a 1

FTE Safeguarding Analyst post be established to work with the Deputy Manager (Head of Care & Safeguarding, who undertakes the Designated Safeguarding Officer.

10. There is a need to ensure that staff who work in isolated situations gain support from a dedicated manager who will provide the supervision and support throughout the night rather than the use of daytime managers who are managing an increasing daytime staff group. The report identifies a new post of 1.0 FTE Assistant Unit Leader (Nights), who will be the dedicated Night Care Manager and who will be responsible for up to 15 night care staff.
11. There is also the need to establish additional managerial and business support staff to manage and contribute to the increasing workload that comes from working with welfare young people and MOJ cases. Many of the young people come with very little if any education plans, such as Education and Health Care Plans (EHCPs), which is a statutory requirement. In addition, this report reflects additional hours (0.2 FTE) which will be attributed to the current Inclusion Coordinator to bring this role up to 0.8 FTE; this post undertakes the Designated Teacher for Looked After young people and the Special Education Need Coordinator (SENCO) role.

### **Other Options Considered**

12. No other options have been considered.

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

13. These additional positions reflect the increasing complexities of young people and the reconfiguration of the operating model, moving from four to eight welfare beds.

### **Statutory and Policy Implications**

14. 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**

15. The net cost of the additional posts is £326,664 and will be met from the additional income generated by the new MOJ contract and income from the sale of additional welfare beds.-The increase in revenue is estimated at £890,703, which is based on 95% occupancy.

## **RECOMMENDATION/S**

That:

- 1) the establishment of 10.84 FTE posts at Clayfields House Secure Centre, as detailed in **paragraph 3**, be approved.
- 2) the disestablishment of a 1 FTE Technical Officer (Grade 4) post be approved.

**Steve Edwards**  
**Service Director, Youth, Families and Social Work**

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### **Constitutional Comments (EP 25/02/19)**

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

### **Financial Comments (SAS 28/02/19)**

17. 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.

None.

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

All.

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