

15th June 2020

Agenda Item: 4

**REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND SOCIAL
WORK**

**CHANGES TO THE STAFFING ESTABLISHMENT AND REVIEW OF
RECRUITMENT AND RETENTION AT CLAYFIELDS HOUSE SECURE
CHILDREN'S HOME**

Purpose of the Report

1. This report seeks approval to make the following changes to the staffing establishment within Children's Social Care at Clayfields House Secure Children's Home:
 - establishment of 1 FTE Quality Assurance Officer (indicative Grade 4) post with effect from 1st July 2020
 - disestablishment of 1 FTE Safeguarding Analyst (Grade 5) post with effect from 1st July 2020.
2. The report also outlines actions to improve recruitment and retention issues at the home.

Information

3. Clayfields House Secure Children's Home accommodates children from across the country who are serving a sentence, remanded or secured for welfare purposes by the courts.
4. The Senior Management Team needs robust management information and data to ensure timely and informed management decisions can be made to address concerns when they arise.
5. The establishment of the Quality Assurance Officer role will provide support to Clayfields House Senior Leadership Team. The role will ensure information is available to managers to address any areas of concern in a timely manner and support improvements with management effectiveness on the quality of care. The job description has been evaluated with an indicative Grade 4.
6. The proposed disestablishment of the Safeguarding Analyst post will not adversely affect staff as this post is currently vacant.

7. In October 2019 there were 27 vacancies in Clayfields House (reduced to nine at the time of writing this report). In November 2019 a review of the staffing structure and job descriptions was undertaken in order to support the recruitment and retention of staff and address Ofsted's requirements.
8. Extensive consultation has been undertaken with staff and trade unions representatives at Clayfields, consulting on their understanding of their roles and responsibilities, their feelings around their role, why staff leave and what they would change to improve retention. This feedback has been considered when reviewing the job descriptions and has included reviewing work/life balance, support available and staff morale. Research has also been undertaken with other Secure Homes across the country regarding their staffing establishment.
9. The job descriptions for the following roles have been reviewed. The duties and responsibilities have been refocussed where appropriate and realigned with the tasks currently undertaken by staff in those roles, to provide clarity to both existing and potential new employees. The updated job descriptions have been subject to job evaluation. There are no changes to existing grades arising from this review:
 - Unit Leader (Band B) to be renamed as Team Manager (indicative Band B)
 - Assistant Unit Leader (Band A) to be renamed as Senior Residential Practitioner (indicative Band A)
 - Residential Social Care Worker (Grade 5) to be renamed as Senior Residential Practitioner (indicative Grade 5)
 - Residential Care Worker (Grade 4) to be renamed as Assistant Residential Practitioner (indicative Grade 4).
10. In addition to the above changes, the Centre Manager will be renamed as Service Manager (Band E). The job description for role of Deputy Manager, Head of Care (Band D), has been updated to strengthen the strategic management function in the home. These changes will provide support to the Service Manager, including deputising in their absence in order to provide management consistency and accountability. The role title will change to Deputy Service Manager (Indicative Band D)
11. Work has been undertaken with Workforce Development to improve recruitment and at the time of this report being written there are currently nine vacancies in Clayfields House, of these there are three managerial vacancies; the proposed changes in establishment, job descriptions and role titles will assist with recruitment to these posts.

Other Options Considered

12. Not changing the staffing structure and job descriptions was considered. However, this would continue to impact on the home's ability to improve the service provided to the children due to the continued lack of clarity and accountability within the current roles and responsibilities.

Reason/s for Recommendation/s

13. The changes to the staffing structure and job descriptions will enable more effective recruitment and retention of staff, which will provide a safe and caring environment for the children

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 costs of the changes to grades is nil.

Human Resources Implications

16. The changes to job descriptions outlined above have been subject to extensive consultation with staff and the trade unions. The Quality Assurance Officer role will be recruited to in line with Nottinghamshire County Council's vacancy control and recruitment procedure.

Safeguarding of Children and Adults at Risk Implications

17. The proposed change and subsequent recruitment to existing vacancies will improve the Council's ability to safeguard children placed in Clayfields House.

Implications for Service Users

18. The reduction in the number of vacancies and clarity in the roles and responsibilities will improve the quality of service provision for the children placed in Clayfields House.

RECOMMENDATION/S

That Committee:

- 1) approves the disestablishment of the following post with effect from 1st July 2020:
 - 1 FTE Safeguarding Analyst (Grade 5)
- 2) approves the establishment of the following post with effect from 1st July 2020:
 - 1 FTE Quality Assurance Officer (indicative Grade 4)

Steve Edwards
Service Director, Youth, Families and Social Work

For any enquiries about this report please contact:

Devon Allen
Group Manager, Residential Services
T: 01158546408
E: devon.allen@nottsc.gov.uk

Constitutional Comments (EP 28/02/20)

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

Financial Comments (SAS 02/03/20)

20. The disestablishment of a Grade 5 post and the establishment of a Grade 4 post will result in a small reduction in the cost of Clayfields staffing establishment which is £4.4m. There are no financial implications arising from the review of the job descriptions in **paragraphs 9 and 10**.

HR Comments (BC 13/02/20)

21. The staffing implications are contained within the body of the report. Where changes to current job descriptions have been proposed, the updated roles have been subject to the agreed job evaluation processes. The proposed new post, Quality Assurance Officer, will be subject to the agreed 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.

None.

Electoral Division(s) and Member(s) Affected

All.

C1360