

# Nottingham City Council Delegated Decision



**Nottingham**  
**City Council**

Reference Number:

4788

Author:

Ailsa Barr

Department:

People

Contact:

Ailsa Barr

(Job Title: Director of children's integrated services, Email: ailsa.barr@nottinghamcity.gov.uk, Phone: 0115 876 4453)

Subject:

Increase staffing in Children's Integrated Services

Total Value:

Financial year

2022/23 £225,905

2023/24 £408,818

Total £634,723 (Type: Revenue)

Decision Being Taken:

To allocate £634,723 from the Financial Resilience Reserve to increase staffing in Children's Integrated Services for 2022/23 and 2023/24 (Executive decision); and

To create and recruit to the following posts (Non Executive decision under Delegation 16):- 1 Service Manager (Grade K)- 2 Missing from Home Advocates (Grade F)- 1 Missing from Home and Exploitation Lead Manager (Grade J)- 1 Inspection and Improvement Manager (Grade J)- 4.5 Personal Advisors (Grade F)

**Reasons for the Decision(s)**

**A paper was presented to the Council's Corporate Leadership Team detailing the rationale for these posts and the required associated funding on 16/08/22. The proposal was supported and this decision is to allocate the funding and establish the posts.**

**A recent (4th July - 22nd July) Ofsted inspection of children's services provided a full assessment of the current quality of service delivery and clarity regarding the areas where services need to improve to ensure the provision of consistently good services for children and young people in Nottingham City. The full Ofsted inspection report was published on 5th September 2022.**

**From the feedback already received it is clear that whilst some progress has been made against previous priority actions, this progress has been too slow, and some other areas have deteriorated. This means that children in Nottingham City do not yet receive a consistently good service and for some children risk of harm is not recognised quickly enough. The inspection feedback was clear that the scale of required improvements remains substantial, and the pace of change needs to quicken for all areas of the service to provide safe and consistently good services for children.**

**A full improvement plan needs to be developed. It is in early stages and it is likely that this will identify areas that we need to deliver services differently and detailed plans to respond will be developed.**

**There are some specific areas where it is known that we need to bring some additionality to staffing to bring immediate improvements:**

**Area of need**

**Resource**

**Sourcing**

**Management oversight at front door**

**Service manager**

**Agency**

**Management oversight at front door**

**Service manager**

**Permanent post**

**Increase timeliness of response when children are missing**

**Missing from home advocates x 2**

**Permanent posts**

**Increase manager oversight of missing and exploitation**

**Missing from home and exploitation lead manager**

**Permanent post**

**Increase manager capacity to manage increased inspection regime and improvement work**

**Inspection and improvement manager**

**Permanent post**

**Effective response to our care leavers aged 21-24 by a specific service to them including allocation to a personal advisor**

**Personal advisors x4.5**

**Permanent post**

**Children's services is on an improvement journey, the risk of not making effective progress is that children in the city will wait too long for the help that they need and that some children will be at risk of harm during that time. There is also a reputational risk for the Council in that the Council has a statutory duty to deliver children's services. It is expected that Ofsted will move to a monitoring visit regime which will involve the equivalent of focused visits or mini inspections quarterly with a further full inspection in 2-3 years.**

**The Department for Education (DfE) will consider the outcome of the Ofsted inspection report when published and will consider the need for intervention making recommendations to the Secretary of State through the Minister of State on what intervention is appropriate and what support should be deployed. The DfE will consider whether to appoint a DfE advisor or commissioner to ensure that the improvement journey is supported and progressed.**

**There are not sufficient resources currently within the service to support these staffing additions.**

**Other Options Considered:** Fund from elsewhere in children's services. The posts could not be funded at this time from service budgets and the need to mobilise service improvements is business critical. Therefore this option was rejected.  
Do nothing. The need to mobilise service improvement is business critical and therefore this option was rejected

**Background Papers:** None

**Published Works:** Ofsted 'Inspection of Nottingham City local authority children's services' 2022

**Affected Wards:** Citywide

**Colleague / Councillor Interests:** None

**Consultations:**  
Date: 19/08/2022  
Unions: Unison, GMB, Unite  
Email update to trade union. Further consultation on general changes for improvement work took place on 8/9/2022 as part of collective consultation.

Date: 16/08/2022  
Other: Corporate Leadership Team  
Discussion in CLT on 16/08/22

Date: 16/08/2022  
Chief Finance Officer: Clive Heaphy  
Discussion in CLT on 16/08/22 with support for funding from the Resilience Fund, as noted on CLT minutes

Those not consulted are not directly affected by the decision.

**Crime and Disorder Implications:** None

**Equality:** EIA not required. Reasons: This decision does not relate to new or changing policies

**Decision Type:** Portfolio Holder

**Subject to Call In:** Yes

**Call In Expiry date:** 06/12/2022

**Advice Sought:** Legal, Finance, Human Resources

**Legal Advice:** The proposal is to create new posts to support Children's Integrated Services. This is through a mix of temporary and permanent staff recruitment.  
Consideration needs to be given as to the employment status and rights engaged by staff, particularly if funding is temporary and staffing is for longer than 2 years or on rolling contracts. This may add costs to the proposal (e.g. redundancy and notice periods).  
Contractual arrangements need to be clear, with mechanisms to consider renewal/dismissal in good time. Advice provided by Alexa McFadyen (Senior Solicitor) on 15/09/2022.

**Finance Advice:** Financial advice contained within the attached document. Advice provided by Ruby Barton (Commercial Finance Business Partner) on 13/09/2022.

**Advice documents:** Improvement Work Financial Advice.docx

**HR Advice:** This decision requests funding to support Children's Integrated Services to mobilise improvement that is business critical. The details of the particular posts to be development and created are covered in the CLT report (16/8/2022).  
  
HR advise management to ensure the correct governance is followed to amend the establishment structure, and that all posts are subjected to a review through job evaluation and recruited to using on-merit principles. Management will need to attend collective consultation on 8/9/22 to finalise proposals with Trade Union colleagues and engagement with the workforce should take place informing them of the additional capacity required.  
  
Management will need to consider the temporary nature of the funding in recruitment plans, given the challenging recruitment market. Any longer-term funding for permanent posts will need to be sought. Exit costs may need to be considered if temporary posts are not extended and continuity of service is longer than two-years.  
  
Any new employees to Nottingham City Council will be appointed as per the pay policy and undergo a induction and probation period where performance against the job role is managed.  
Advice provided by Rachael Morris (HR Business Partner) on 23/08/2022.

**Signatures**

Adele Williams (Portfolio Holder for Finance)
SIGNED and Dated: 23/11/2022
Catherine Underwood (Corporate Director for People)
SIGNED and Dated: 14/11/2022
Clive Heaphy (Interim Corporate Director for Finance & Resources)
NOT SIGNED

## Finance Advice - Increase staffing as part of improvement work

This decision seeks to establish the posts detailed in table 2 & table 3 below as a response to the recent Ofsted inspection, and as agreed at CLT on the 16<sup>th</sup> August 2022.

The total value of this decision is **£634,723** and reflects a period of 18 months, impacting financial years 2022/23 and 2023/24 as shown in table 1.

Due to an immediate requirement, the Service Manager role will be recruited to initially via an agency for a period of 6 months. The financials for this post can be seen in table 3.

The costs estimates are based on the NCC 2022/23 pay scales including on-costs, and therefore do not include any increases expected as a result of the pay negotiations currently being undertaken. It has been assumed that recruitment will be conducted immediately and therefore there will be a 6 month impact in 2022/23 financial year, and a 12 month impact in 2023/24 however there could be slippage if recruitment is unsuccessful or if there are delays.

In order to fund this additional resource requirement, an application has been submitted to receive temporary funding from the Financial Resilience Reserve. The uncommitted balance on this reserve is currently £8.971m.

The service will need to identify a permanent funding solution for financial years 2024/25 onwards if these posts are to remain, to avoid any financial pressure to the Organisation. The annual cost of this resource (£408,818) has been included as a growth item in the 2023/24+ budget process currently in progress.

Table 1:

Financial Year	£
2022/23	225,905
2023/24	408,818
<b>Total Cost</b>	<b>634,723</b>

Table 2:

Post	Grade	FTE	Annual Cost (Based on the 2022/23 pay scale)					2022/23 Impact (Oct 22 – Mar 23)	2023/24 Impact
			Salary	NI	Supn	App'ship Levy	Total		
			£	£	£	£	£		
Service Manager	K2	1.00	51,733	6,455	9,260	259	65,009	0	65,009
Missing From Home Advocates	F2	2.00	56,452	5,836	10,104	284	69,780	34,890	69,780

Missing From Home And Exploitation Lead Manager	J2	1.00	46,662	5,692	8,352	234	58,512	29,256	58,512
Inspection And Improvement Manager	J2	1.00	46,662	5,692	8,352	234	58,512	29,256	58,512
Personal Advisors	F2	4.50	127,017	13,131	22,734	639	157,005	78,503	157,005
<b>Total</b>			<b>328,526</b>	<b>36,806</b>	<b>58,802</b>	<b>1,650</b>	<b>408,818</b>	<b>171,905</b>	<b>408,818</b>

Table 3:

Post	£per day	£per week	6 months cost	2022/23 Impact (Oct 22 - March 23)	2023/24 Impact
Management oversight at front door	450	2,250	54,000	54,000	0
<b>Total</b>	<b>450</b>	<b>2,250</b>	<b>54,000</b>	<b>54,000</b>	<b>0</b>

Advice provided by:

Ruby Barton  
Commercial Business Partner  
[ruby.barton@nottinghamcity.gov.uk](mailto:ruby.barton@nottinghamcity.gov.uk)

13<sup>th</sup> September 2022