

# The City of Edinburgh Council

10am, Thursday, 1 June 2023

## Children, Education and Justice Services Structure

Executive/routine Wards Council Commitments	Executive All
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### 1. Recommendations

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1.1 It is recommended that Council approve:

- 1.1.1 The proposed changes to the Children, Education & Justice Services senior leadership structure.
- 1.1.2 The permanent recruitment to the new post to start immediately. This appointment would be made in line with our Chief Officer Recruitment Policy and would be led by the Recruitment Committee, composed of the appropriate elected members.

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# Report

## 2. Executive Summary

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- 2.1 This report recommends an alternative proposed structure for the senior leadership team in Children, Education & Justice Services, responding to a recommendation from Recruitment Committee on 20 February 2023 for the Service Director, Children's Services & Criminal Justice.
- 2.2 Subject to approval by Council, we will use our managing change policy to initiate this organisational change and it is recommended that the immediate commencement of recruitment to the new permanent position be led by the Recruitment Committee of Elected Members, in line with Council's approved Chief Officer Recruitment Policy.

## 3. Background

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- 3.1 The Executive Director Children, Education & Justice Services joined the council in November 2021 taking over an interim structure.

The structure at that time had a combined Service Director for the Children's Services, Criminal Justice and Chief Social Work Officer (CSWO) role. This had been put in place on 1 July 2021 after the amalgamation of two Head of Service positions; Children's Services and what was previously Safer and Stronger Communities, the CSWO was part of the Head of Safer and Stronger Communities role and had no operational responsibility for Children's or Adult's social work within the Edinburgh Health & Social Care Partnership (EHSCP).

- 3.2 After due diligence work started to better understand the quality of practice across Children's Services and it became apparent that quality assurance (QA) had not been happening in the way that was required. Part of the reason given for this was because operational pressures had been prioritised. It also became apparent that having QA and operational management in the same part of the structure had lost the ability to have necessary critical challenge in the system. Part of the current challenges across the service have resulted from an absence of QA and an overly optimistic view of delivery. The CSWO also has statutory responsibility for the quality of social work practice in EHSCP adult services. Recent Care Inspectorate reports have identified significant challenges in EHSCP adult services and there is a need for more rigorous QA and improvement activity. Separating the CSWO role from the Service Director Children's Services & Criminal Justice generates more capacity to focus in this area and prevents the loss of vital QA activity as the stand-alone post would not have operational delivery responsibility, rather a focus on performance, governance, quality, and improvement.

## 4. Main report

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- 4.1 This proposal suggests an alternative structure that seeks to ensure that the most senior roles within Children, Education & Justice Services are designed in such a way that provides the strategic and operational delivery capacity to enable the change required in the directorate, especially post the Tanner review and the implications of previous poor practice.

### **Service Director – Performance, Quality, Governance & Improvement, Chief Social Work Officer**

- 4.2 The proposal will remove the Chief Social Work Officer remit from the Service Director Children's Services & Criminal Justice and align this to a role that also heads up Performance, Quality, Governance & Improvement for the service. This provides additional capacity to the Service Director Children's Services & Criminal Justice and ensures that the EHSCP adult services elements of the CSWO role can be effectively supported. In addition, moving this role from the immediate line management of service provision and direct to the Executive Director (with a dotted line to the Chief Executive) ensures that there is a greater degree of independence and constructive challenge to practice.

This would also provide greater quality assurance capacity and challenge to both Children's and Adult services within EHSCP. There is also a new post of Principal Social Worker in Edinburgh Health & Social Care Partnership with responsibility for adult services will take on the depute CSWO role and be supervised by the CSWO.

- 4.3 Any further review of the Children, Education & Justice Services structures will follow our Managing Change Policy.

## 5. Next Steps

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- 5.1 Subject to Council approval, implementation of the new arrangements will proceed in accordance with the Managing Change Policy and the Chief Officer Recruitment Policy, led by the Recruitment Committee of Elected Members.

## 6. Financial impact

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- 6.1 Based on 2023/24 salaries, assuming a 3% pay award, the additional cost to the service for a full financial year would be £51,840. This is the net cost of the difference between a Service Director salary and a grade 12 post as the intention is not to replace the recently vacated G12 – Head of Quality Governance and Regulation and incorporate the Chief Social Work Officer position into this position. This will be funded from available budget released following a service review in 2022/23.

## 7. Stakeholder/Community Impact

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- 7.1 Engagement with in-scope colleagues and Trade Unions.

## **8. Background reading/external references**

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- 8.1 [Chief Officer Recruitment and Selection Policy](#)

## **9. Appendices**

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- 9.1 Appendix 1 – Proposed Children, Education and Justice Services Leadership Structure

## Appendix 1 – Proposed Children, Education & Justice Services Leadership Structure

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