

Members' Library Service Request Form

Date of Document	21/07/21
Originator	Lindsey Byrne - Group Service Manager
Originator's Ref (if any)	
Document Title	Staffing Report For The Creation of 'Lead Officer - The Promise' Within Children's Services

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Additional information:

Authorised By	Morag Ferguson
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STAFFING REPORT – NEW POST

REPORT TO: Members' Library Service

BY: Executive Director – Education & Children's Services

DATE:

SUBJECT: Staffing Report for the Creation of 'Lead Officer - The Promise' within Children's Services

1 PURPOSE

- 1.1 To seek Head of Council Resources approval under delegated powers for the creation of **Lead Officer - The Promise** as a **Temporary** change to the staffing structure.

2 RECOMMENDATIONS

- 2.1 To agree to the proposed changes to the staffing structure as outlined in the report.

3 BACKGROUND

- 3.1 The Promise summarises the outcomes of the Independent Care Review, which led in Feb 2020 to the publication of The Promise and associated reports. The recommendations of the Care Review have been accepted in full by Scottish Government and will result in changes to strategy, policy and legislation aimed at preventing children requiring "care".
- 3.2 Children's Services are undergoing a Redesign for Better Outcomes and is committed to delivering the Promise ('keeping the promise'). As such the Service successfully applied for funding from the Promise Partnership, and has been awarded £50K for 12 months to support implementation of The Promise.
- 3.3 Lead Officer - The Promise is the post that will be responsible for ensuring the Redesign for Better Outcomes 'keeps the promise'; in particular by ensuring the voices of those with lived experience are heard in a meaningful way and influence the future design of the service, and by supporting the design and implementation of the new structure and processes.
- 3.4 The post is a 12-month temporary post, full time (35 hours per week). The post will be funded from the grant received by The Promise Partnership, which has

already been paid into the Service Development staffing budget in Children's Services.

- 3.5 The Job Evaluation Team have evaluated this role and the post has been evaluated at grade 10 (37,611 - £42,411 per annum excluding on-costs)

4 POLICY IMPLICATIONS

- 4.1 The creation of this post does not have any policy implications.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6 DISCLOSURE SCOTLAND REQUIREMENT

- 6.1 This post will require an **Enhanced** Disclosure check in order to comply with legislation/PSN Code of Connection.

7 RESOURCE IMPLICATIONS

- 7.1 Financial – This post has been evaluated at Grade 10. Should the £50K funding be insufficient to pay for the post in full, any shortfall would be met from the Service Development staffing budget, which would be able to meet the shortfall through management of vacant posts. The implementation of the Redesign and embedding The Promise in the Service is expected to deliver longer term financial benefits through reducing the number of external placements and secure placements purchased by the Service, by developing a more effective approach to early intervention and prevention.
- 7.2 Personnel – This post has been formally evaluated and will be advertised in accordance with the Council's Recruitment & Selection Policy. HR and the relevant Trades Unions.

8. BACKGROUND PAPERS

- Agreed Job Details Form (Appendix 1)
- Proposed Structure Chart (Appendix 2)

AUTHOR'S NAME	Lindsey Byrne
DESIGNATION	Group Service Manager – Children's Services
CONTACT INFO	lbyrne@eastlothian.gov.uk
DATE	5 July 2021

JOB DETAILS FORM

JOB OUTLINE	
JOB TITLE: Lead Officer – The Promise	JET CODE: 7410
SERVICE: Education and Children’s Services	
DIVISION: Children’s Services	
REPORTING TO: Service Improvement Officer	
RESPONSIBLE FOR: Ad-Hoc Project Teams	
<p>JOB PURPOSE:</p> <p>To be a champion of The Promise and responsible for ensuring the principles and themes of The Promise are central to transforming services for children in East Lothian, including the redesign of Children’s Services and change implementation processes.</p> <p>East Lothian Children’s Services want to ensure that we are supporting children, young people and their families in the right way and at the right time. You will support work currently underway reviewing our non-statutory interventions ensuring The Promise is embedded in our practice.</p> <p>You will have a central role in ensuring that the voices of children, young people and their families are fully heard and understood at all stages of the transformation and redesign. You will hold the Programme and Project Board to account and keep the principles of consultation and co-production at the heart of the changes required.</p> <p>You will play a lead role in the promotion of good practice by assisting in the review, development and implementation of systems to support our children and young people and ensure that practice in East Lothian reflects the key principles set out in The Promise.</p>	
<p>MAIN DUTIES:</p> <ul style="list-style-type: none"> • Lead on the design and delivery of a range of formal and informal consultation activities, including groupwork, one-to-one meetings and surveys. • Liaise effectively with organisations representing the voice of those with lived experience • Work alongside East Lothian’s Champions’ Board and Partners in Redesign ensuring the participation of lived experience in the service design process 	

- Use a wide variety of participatory approaches to gather views and experiences from a wide range of care experienced children and young people on the proposed service delivery model
- Collate views gathered into reports and presentations for a range of groups including the Programme Board, Project Board, service managers, practice team leaders and any other groups deemed appropriate by the line manager.
- Assist in the systematic review of practice and service delivery in relation to non-statutory cases and support any implementation plan developed as a product of this review including overseeing the work of Project Team(s) to ensure it aligns to the principles of The Promise.
- Hold the Programme Board and Project Board(s) to account to ensure that The Promise informs any implementation plan developed following the above review with particular reference to the 10 Principles of Family Support.
- Provide a link between The Promise Scotland team and the Project Board ensuring information is shared timeously and effectively.
- Contribute to the development of new, and review of existing corporate strategy, policy and practice guidance documents.
- Liaise with the Service Development Team to ensure that identified training and development needs can be met.
- Support the delivery of the transformation and redesign including developing and implementing new/redesigned processes and practices, carrying out cost/benefits analyses and realising financial and non-financial benefits.
- Identifying and applying for additional funding streams, and monitoring how these funds are spent to support the sustainability of The Promise.
- Work with partners to develop a set of common principles encapsulating the 'East Lothian Way' of supporting children, young people and families.
- Work with services and partners to raise the profile of The Promise in East Lothian through digital and other communications approaches.
- Promote the Council's vision and values and a corporate culture that is positive, customer focussed and supports employee engagement to the highest level
- Apply the Council's Customer Services Standards and adhere to the principles and practice of equality as laid down in the Council's Equal Opportunities Policy
- Take reasonable care of personal health and safety and ensure compliance with the Council's health and safety rules and legislative requirements

- Any other appropriate duties, as requested by Management, commensurate with the grade for the post.

ESSENTIAL REQUIREMENTS FOR THIS ROLE

Qualifications/Experience:

- Educated to Degree level in a relevant subject area such as community education, education, health or social work. Able to demonstrate extensive experience of engaging with children and young people and an understanding of the care system within Scotland.

Disclosure Scotland:

- This role requires PVG clearance for regulated work with children and/or protected adults. ELC will submit a PVG application on behalf of the preferred candidate and receipt of the subsequent PVG certificate will be required prior to commencement.

Scottish Social Services Council:

- **No**

TEAM RESPONSIBILITIES:

This is a new post which will sit within the Service Development Team which is responsible for data gathering and analysis, staff development, policy and procedures, third sector liaison and supporting those which lived experience.

ORGANISATIONAL STRUCTURE:

PERSON SPECIFICATION		
Attributes	Essential	Desirable
Education, Registration & Training	<p>Educated to degree level in a relevant subject area.</p> <p>This role requires PVG clearance for regulated work with children and/or protected adults. ELC will submit a PVG application on behalf of the preferred candidate and receipt of the subsequent PVG certificate will be required prior to commencement.</p>	A current driving licence and use of a vehicle to travel between locations.
Previous Experience (Paid & Voluntary Work)	<p>Experience of engaging with children, young people and their families.</p> <p>Experience of working with vulnerable children and young people</p> <p>Experience of collaborative working with a range of services, partners (including families) and community organisations</p> <p>Experience in seeking and gathering the views and opinions of children, young people and their families.</p>	<p>Experience of working with and/or supporting care experienced children and young people.</p> <p>Experience of leading consultation processes particularly with children and young people.</p> <p>Experience of presenting information gathered in a variety of formats</p> <p>Experience of project management and/or project delivery</p>
Knowledge/ Skills /Competencies	<p>An understanding of the care system</p> <p>Knowledge of The Promise and The Plan 21 - 24</p> <p>Effective verbal and written communication skills at different levels of an organisation.</p> <p>Extensive report writing skills</p>	

	<p>Effective organisational and time management skills.</p> <p>Competent user of Microsoft Office Suite such as Word, Excel, Outlook etc.</p>	
<p>Personal Qualities</p>	<p>Ability to work collaboratively with colleagues, other professionals and third sector partners.</p> <p>Ability to use own initiative</p> <p>Ability to prioritise a varied and complex workload</p> <p>Ability to work under pressure and meet deadlines</p> <p>Ability to deal with conflicting priorities and demands.</p> <p>Ability to work flexibly as part of a team</p> <p>Ability to develop effective relationships with stakeholders</p> <p>Ability to work to a high degree of accuracy, paying close attention to detail</p> <p>Ability to be creative</p> <p>Ability to maintain confidentiality relating sensitive or personal matters.</p>	
<p>Council Behaviours</p>	<p>We are Customer Focussed</p> <p>We Initiate and Embrace Change</p> <p>We Strive to be the Best we can be</p> <p>We make things Happen</p>	

	We work Together	
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FACTOR LEVEL DESCRIPTORS

WORKING ENVIRONMENT:

The Jobholder will mainly work in an indoor office environment although there will also be a requirement to attend meetings across community locations within East Lothian. The Jobholder will also conduct home visits. The Jobholder may also work from home.

PHYSICAL CO-ORDINATION:

Physical co-ordination is needed to use a telephone, keyboard and/or a mouse. PC using Microsoft Office products on a daily basis. Basic keyboarding skills are required to do this job. This could include, for example, producing standard word processed documents, simple graphics or desktop publishing etc. Specialist software may be required to capture views and opinions of service users

As the duties of the role can be undertaken at various locations out with the main place of work then it is desirable that the Jobholder is able to drive to travel between locations where work is carried out. No specialist driving skills are required

PHYSICAL EFFORT:

The job is mainly undertaken in a sedentary position and requires no more than a basic level of physical effort by the jobholder.

There will be occasions where s/he will be required to carry a laptop and paper documents to meetings, install and erect presentation equipment and stand/walk when attending meetings.

MENTAL SKILLS:

The job predominantly requires mental skills to research and analyse complex information, problems or solutions and to personally develop plans or strategies accordingly. Imagination, creativity and/or innovation are also required for this post in researching and developing potential solutions to complex issues within the service redesign.

The Jobholder will be responsible for the planning, co-ordination and delivery of a consultation process with the care experienced community and those with lived experience of the care system. This will require forward planning and scheduling of work, and being sensitive to the needs of those involved in the consultation process.

The Jobholder will be responsible for collating information gathered through consultation and presenting to senior managers and the Project Board in a clear and concise format which will inform the redesign process.

This requires a strategic overview of the resources available from all sectors and coordinate information from various places and summarise coherently for example, summarise trends, identify gaps in service delivery & family support. S/he must be able to take cognisance of

national guidance and interpret this locally into appropriate forums and planning formats ie The principles of the Promise

The Jobholder will have to responsive to change at short notice and look to solutions for example should technology fail at the start of a virtual consultation session.

The Jobholder will be responsible for the success of the implementation of the Promise and will evaluate the delivery and roll out of initiatives/pathways and contribute to the development and evaluation of any planning framework or strategy in place relating to the redesign of Children's Services by supporting work currently underway reviewing the Councils non-statutory interventions ensuring The Promise is embedded in our practice.

CONCENTRATION:

The Jobholder must be alert and have excellent listening skills in order to effectively conduct the consultation process and gather views effectively.

The Jobholder will be required to attend and concentrate in an intense and sustained manner and on a frequent basis at meetings and events. They must be able to work on a variety of documents, plans, and reports etc. on a daily basis.

Interruptions may be frequent with a number of competing demands and deadlines. The Jobholder is required to balance an agreed work programme with operational needs of the service. Despite the fact that the work is deadline driven, it is the requirement to switch between these activities in order to respond to a range of concerns/situations that creates the most pressure for the jobholder.

COMMUNICATIONS SKILLS:

The Jobholder requires highly developed interpersonal and communication skills in order to build positive relationships across a number of services and agencies. These skills will be particularly important when consulting with service users both current and past. S/he will be required to present to a variety of audiences to influence and to raise awareness of our commitment to The Promise and the importance of Voice within all aspects of the council's work

The Jobholder will need to be able to communicate with a range of people, including children, young people and their families also practitioners, and be confident in building good working relationships quickly. S/he will be responsible for gathering information obtained throughout the consultation process and feeding back what has been learned in a variety of formats to a variety of audiences.

The Jobholder will be required to communicate in a variety of ways which may include face to face in small groups and larger meetings, phone calls, virtual meetings, presentations and reports. S/he is responsible for developing and improving partnership working with services, partners and community organisations and will require negotiation skills to do this effectively.

DEALING WITH RELATIONSHIPS:

The Jobholder will be in regular contact with senior managers and the Project Board. The job also entails working with staff at all levels across the council.

The Jobholder requires to establish trusting relationships with those engaged in the consultation process. This will involve sensitivity, empathy and a non-judgmental approach. There may be instances where the Jobholder has to deal with difficult matters and ensure that s/he maintains a high level of professionalism throughout. The jobholder will demonstrate emotional and professional resilience on a day-to-day basis.

There may be occasions when, through the consultation process, emotions of those involved are heightened and people may be abusive but this will not occur on a regular basis.

The Jobholder will work with Children, Young People and their families to gain information to inform the redesign of activities and services.

The Jobholder may be required to negotiate with colleagues to ensure redesign activities can be delivered within the timelines set.

RESPONSIBILITY FOR EMPLOYEES:

The Jobholder does not have any direct line management responsibility, but can have responsibility for overseeing a Project Team or Teams consisting of a small number of staff seconded on a full-time or part-time basis to deliver an initiative or initiatives. S/he will be responsible for the allocation and checking of work ensuring that the project is completed successfully.

S/he is not responsible for the implementation of personnel policies and procedures.

RESPONSIBILITY FOR SERVICES TO OTHERS:

The Jobholder is responsible co-ordinating the design, development and delivery of a consultation process which is a significant part of the Redesign for Better Outcomes Transformational Change Programme. The Jobholder will be required to evaluate the consultation process and inform the Project Board of the findings and contribute to the delivery of the change programme within Children's Services.

RESPONSIBILITY FOR FINANCIAL RESOURCES:

The Jobholder will not be a budget holder. However s/he will have responsibility for driving savings and generating additional income in line with the council's Transformation programme financial targets. On occasion s/he may be required to identify external funding streams to support delivery of children's social work services opportunities and to complete funding and grant applications as and when required.

The Jobholder will have no budgetary responsibility. The post will contribute to a more effective way of delivery children's social work services.

RESPONSIBILITY FOR PHYSICAL AND INFORMATION RESOURCES:

The Jobholder is responsible for the safe use of office equipment such as PC, printers and laptop.

The Jobholder is responsible for creating and managing a reporting system to provide effective and timeous feedback from the consultation process to senior managers and the redesign for Better Outcomes Project Board. S/he must ensure that the data collated is relevant and meets management requirements, ensuring that any information forwarded to partner agencies is accurate and relevant.

The Jobholder will gather information throughout the consultation process. S/he must adhere to relevant policies and procedures in place with particular regard to confidentiality and the implications of GDPR.

INITIATIVE & INDEPENDENCE:

The Jobholder is required to exercise considerable initiative in the course of normal working. The job predominantly involves working within the broad framework of Council policy to progress a wide range of activities. The work will involve responding independently to unanticipated and difficult problems/ situations and making decisions/ exercising initiative/ making recommendations with access to manager/ more senior officers for advice and guidance. S/he will lead (e.g. service user working groups), and regularly contribute to the Redesign for Better Outcomes Project Board and contribute to the developments of corporate strategy and policy i.e. the corporate parenting plans and the corporate/partnership approach to the delivery of services for children.

S/he is expected to work autonomously on a day to day basis. From time to time professional advice required by the Jobholder may be sought externally from other bodies and local authorities who have gone through similar exercises.

KNOWLEDGE:

The Jobholder must be educated to degree level in a relevant subject area such as community education, education, health or social work. S/he must be able to demonstrate extensive experience of engaging with children and young people and an understanding of the care system within Scotland. The Jobholder will have knowledge of current national priorities in relation to those care system in particular The Promise and its implications for local authority service delivery.

AUTHORISATION:

I have read the information contained in this document and confirm that it is an accurate reflection of the duties and responsibilities for this post.

Jobholder*

Signed Date

Line Manager

Signed Date

Service Manager

Signed Date

**Only applicable in a re-evaluation situation. If the Job Detail Form affects more than one employee, please submit a separate*

Appendix 1 – Proposed Structure

