

15th July 2019

Agenda Item: 12

REPORT OF THE CORPORATE DIRECTOR, CHILDREN AND FAMILIES

CHANGES TO THE STAFFING ESTABLISHMENT WITHIN CHILDREN AND FAMILIES

Purpose of the Report

1. This report seeks approval to make the following changes to the staffing establishment within Children and Families:
 - the establishment of 2 FTE Children's Service Manager (Band E) posts within Children's Social Work services
 - the establishment of 1.4 FTE Team Manager (Band D) posts within the Leaving Care service
 - the establishment of 5 FTE Personal Advisor (Grade 5) posts within the Leaving Care service
 - the establishment of 1 FTE Social Worker (Band B) post within the Assessment Service
 - the establishment of 1.5 FTE Early Help Case Manager (Band A) posts and 1.5 FTE Business Support Administrator (Grade 3) posts within The Family Service.
 - the establishment of 2 FTE Data Management Officer (Grade 4) posts for one year fixed term within the Information and Systems Team
 - the disestablishment of a 1 FTE Business Change Analyst (Band C) post and the establishment of 1 FTE Business Systems Analyst (Band C) post for 18 months fixed term and a 0.5 FTE System Support Officer (Grade 5) post for 15 months fixed term within the Information and Systems Team.

Information

Social Work Services

2. In 2018, the Department reviewed its social work staffing position against the budgeted staffing establishment and determined that there was a need for additional management capacity within frontline child protection services and for a minor increase in the social work establishment to support the increased numbers of child and family assessments being required to be undertaken. A budget pressure was prepared and agreed via the Council's budget setting process. The proposal therefore is to establish the agreed posts, which include 2 FTE Children's Service Managers (Band E) for frontline child protection services,

0.4 FTE Team Manager (Band D) for leaving care and 1 FTE Social Worker (Band B) within the Assessment Service.

3. The Leaving Care service is facing significant challenges. From April 2019 new legislation has meant that the Council must offer support to all care leavers to age 25 years. Currently the service supports care leavers to 21 years. This equates to 382 care leavers aged 21-24 years who must be written to a minimum of annually to ask if they require support; to date 98 have requested support, although not all have been written to yet.
4. In addition, it is the ambition of the Leaving Care service that they should start to work with young people in care from their 16th birthday. Currently the Leaving Care service works with care leavers from age 17 years & six months. Working from age 16 years would result in an additional 111 care leavers accessing support from the service. Leaving care services working with young people from age 16 years is regarded as good practice and was an issue raised in the 2018 Ofsted focused visit.
5. Therefore, to allow the service to meet the challenges of working with care leavers from the age of 16 years and when aged 21-24 years as per practice guidance and legislation, an additional permanent 1 FTE Team Manager (Band D) and 5 FTE Personal Advisor (Grade 5) posts are required urgently.
6. Capacity within the Leaving Care service is currently subject to a budget pressure and a report will be brought to the Committee in October to consider longer-term delivery of support for care leavers aged 16-25 years. The additional 5 FTE Personal Advisor and 1 FTE Team Manager posts are required urgently to allow the Council to fulfil its statutory requirements to care leavers.

Family Service

7. An update paper was brought to the Committee in May 2019 which demonstrated the increase in demand from Nottinghamshire schools requesting Education Penalty Notices be issued to parents of children who had unauthorised school absence. Since 2015/16 the number of schools requesting penalty notices has risen from 88 to 147 and the average number of penalty notices requested per school has risen from 25 to 36. In the 2017/18 academic year 5,276 penalty notices were issued, an increase of over 100% on the number issued in 2015/16.
8. Based on discussions with schools it is believed that the increase in the use of Education Penalty Notices in Nottinghamshire has largely been as a result of schools reviewing their behaviour and attendance policies, particularly following an HMI visit or Ofsted inspection. Academies and schools joining academy trusts where the use of penalty notices is already commonplace has also driven up the use of penalty notices in Nottinghamshire. Whilst just under 50% of schools in Nottinghamshire currently utilise Education Penalty Notices, based on recent trends it is anticipated that the number will be increasing further over the next 18 months and the service needs to adapt to this increasing demand.
9. Establishing an additional 0.5 FTE Early Help Case Manager (Band A) post in each locality (a total of 1.5 FTE) will increase capacity for home visits and attendance meetings with parents who are persistently failing to secure the educational attendance of their child. Establishing 0.5 FTE Business Support Administrators (Grade 3) posts in each locality (a

total of 1.5 FTE) will support the existing enforcement staff with the administrative side of issuing penalty notices, which will allow the service to maintain reasonable timescales despite the increasing demand.

Information and Systems Team

10. The Information and Systems team is an integral part of the department, providing the platforms required for front line practitioners to undertake their role effectively and efficiently as well as supporting transformational and strategic projects, both corporate and departmental, for which data and systems often play a central role.
11. There has been an increase in the data processing and data quality work being required to be undertaken by the Data and Information Management function. To meet this increase in demand it is necessary to temporarily establish 2 FTE Data Management Officer (Grade 4) posts within the service to support General Data Protection Regulation (GDPR) compliance, data security and data integrity, as well as creating longer term efficiencies.
12. In addition, in order to progress some of the project work to improve social care services within Remodelling Practice, including supporting case progression and moving to a strength-based model of practice, there is a need for additional capacity with the team supporting the Mosaic system to make the necessary system changes. In June, 2018 Children and Young People's Committee approved the establishment of a 2 year fixed term 1 FTE Business Change Analyst (Band C) post within the Programmes and Projects team in the Chief Executive's Department, as part of the Remodelling Practice project team. This post has never been recruited to and it has now been determined that the skill set that is required to make the necessary Mosaic changes and support staff to understand the system changes, is instead a Business Systems Analyst and a System Support Officer. The proposal is therefore to disestablish the Business Change Analyst post and establish 1 FTE fixed term Business Systems Analyst (Band C) post (18 months) and 0.5 FTE System Support Officer (Grade 5) post (15 months).

Other Options Considered

13. Not establishing the posts was considered, however this would limit the Department's ability to change practice and manage the increased demand for services.

Reason for Recommendation

14. The changes to the staffing establishment outlined in the report will enable more effective delivery of services to vulnerable children and young people.

Statutory and Policy Implications

15. 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

Social Work Services

16. The cost of 2 FTE Children's Services Manager (Band E) posts is £125,236 including running costs. The cost for a 0.4 FTE Team Manager (Band D) post is £22,561 per annum. The cost of 1 FTE Social Worker (Band B) post is £46,487 per annum. The cost of these posts will be met from the existing Youth, Families and Social Work staffing budget.

Family Service

17. The cost of 1.5 FTE Business Support Administrator (Grade 3) posts is £35,955 per annum. The cost of 1.5 FTE Early Help Case Manager (Band A) posts is £58,698 per annum. Funding for these posts will be met through the surplus income already generated from education enforcement action (penalty notice fines and reimbursed court costs).

Information and Systems

18. The cost of 2 FTE Data Management Officer (Grade 4) posts for one year fixed term is £55,404. The cost of these posts will be met from the existing Information and Systems staffing budget.
19. The cost of 1 FTE Business Systems Analyst (Band C) post for 18 months is a total of £76,770 and of 0.5 FTE System Support Officer (Grade 5) post for 15 months is £10,202. The costs can be met through the funds of £102,360 allocated through the Strategic Development Fund for the previously established fixed term 2 year 1 FTE Business Change Analyst post.

Leaving Care Service

20. Recruitment into this team is not anticipated until 1st November 2019. Therefore the cost in 2019/20 for 1 FTE Team Manager (Band D) post is £25,326 and 5 FTE Personal Advisor (Grade 5) posts is £80,265. The funding for these posts will be met by a contingency request of up to £105,591. The full year effect of this will need to be considered as part of establishing the budget for future years.

Human Resources Implications

21. All posts have job descriptions which have been evaluated by Hay and will be recruited to in line with the Council's existing processes.

Safeguarding of Children and Adults at Risk Implications

22. Recruitment to these posts will improve the Council's ability to safeguard children and young people.

Implications for Service Users

23. Recruitment to these posts will improve the quality of service provision to children and families.

RECOMMENDATION/S

That Committee:

- 1) approves the disestablishment of the following post in the Chief Executive's department:
 - 1 FTE Business Change Analyst (Band C)
- 2) approves the establishment of the following posts in the Children and Families department:
 - 2 FTE Children's Service Managers (Band E) within Children's Social Work services
 - 1 FTE Social Worker (Band B) within the Assessment Service
 - 1.4 FTE Team Managers (Band D) within the Leaving Care service
 - 5 FTE Personal Advisors (Grade 5) within the Leaving Care service
 - 1.5 FTE Early Help Case Managers (Band A) and 1.5 FTE Business Support Administrators (Grade 3) within The Family Service
 - 2 FTE Data Management Officers (Grade 4) for one year fixed term within the Information and Systems Team
 - 1 FTE Business Systems Analyst (Band C) for 18 months fixed term within the Information and Systems Team
 - 0.5 FTE System Support Officer (Grade 5) for 15 months fixed term within the Information and Systems Team.

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Constitutional Comments (EP 20/06/19)

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

Financial Comments (LCD 04/07/19)

25. The cost of 2 FTE Children's Services Manager (Band E) posts is £125,236 including running costs. The cost for a 0.4 FTE Team Manager (Band D) post is £22,561 per annum. The cost of 1 FTE Social Worker (Band B) post is £46,487 per annum. The cost of these

posts will be met from the existing Youth, Families and Social Work staffing budget which is £20,330,913.

26. The cost of 1.5 FTE Business Support Administrator (Grade 3) posts is £35,955 per annum. The cost of 1.5 FTE Early Help Case Manager (Band A) posts is £58,698 per annum. Funding for these posts will be met through the surplus income already generated from education enforcement action (penalty notice fines and reimbursed court costs). The current Family Service budget is £2,455,251.
27. The cost of 2 FTE Data Management Officer (Grade 4) posts for one year fixed term is £55,404. The cost of these posts will be met from the existing Information and Systems budget which is £886,790.
28. The cost of 1 FTE Business Systems Analyst (Band C) post for 18 months is a total of £76,770 and of 0.5 FTE System Support Officer (Grade 5) post for 15 months is £10,202. The costs can be met through the funds of £102,360 allocated through the Strategic Development Fund for the previously established fixed term 2 year 1 FTE Business Change Analyst post.
29. Recruitment into the Leaving Care team is not anticipated until 1st November 2019. Therefore the cost in 2019/20 for 1 FTE Team Manager (Band D) post is £25,326 and 5 FTE Personal Advisor (Grade 5) posts is £80,265. The funding for these posts will be met by a contingency request of up to £105,591. The full year effect of this will need to be considered as part of establishing the budget for future years. The current Leaving Care staffing budget is £950,626.

HR Comments (BC 20/06/19)

30. The staffing implications are contained within the body of the report. Posts have been subject to job evaluation and will be recruited to in accordance with the 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.

Staffing Structure for Early Childhood Services including proposed post

Job Description

Supporting improvements in Children's Social Care – report to Children and Young People's Committee on 18th June 2018

Update on Education Penalty Notices for unauthorised absences from school – report to Children and Young People's Committee on 20th May 2019

Electoral Divisions and Members Affected

All.

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