

15th June 2020

Agenda Item: 6

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

CHANGES TO THE STAFFING ESTABLISHMENT IN THE YOUTH, FAMILIES AND SOCIAL WORK DIVISION

Purpose of the Report

1. To seek approval to permanently establish:
 - the Group Management structure in the Youth, Families and Social Work division including the Group Manager Service Improvement (Band F) and Group Manager Young People's Service (Band G).
 - the following additional Social Work Services posts: 0.5 FTE Children's Service Manager (Band E), 4.5 FTE Team Managers (Band D), 8 FTE Social Workers (Band B)
 - the following additional Leaving Care Services posts: 1 FTE Achievement Advisor Coordinator (Band C), 2 FTE Training Officers (Grade 5), 1 FTE Rough Sleeper Personal Advisor (Grade 5), 3 FTE 21+ Personal Advisors (Grade 5), 0.5 FTE Personal Advisor (Grade 5), 1 FTE Transitional Personal Advisor (Grade 5), 4 FTE Leaving Care Support Officers (Grade 3)
 - an additional 1 FTE Independent Reviewing Officer post (Band C)
 - 2.5 FTE Advanced Practitioner posts (subject to job evaluation).
2. To seek approval to permanently convert 11 FTE Social Worker posts (Band B) to 11 FTE Advanced Practitioner posts (subject to job evaluation).

Information

Group Management Structure

3. On 23rd April 2018, the Committee approved the establishment of a new Group Management structure in the Youth, Families and Social Work division on an interim basis. This included the establishment of a fixed term Group Manager, Service Improvement (Band F) post.

4. The interim structure has remained under review since April 2018 pending the outcome of structural changes such as the launch of the Regional Adoption Agency. Following the successful implementation of the Regional Adoption Agency, a permanent structure for the Youth, Families and Social Work Division is proposed as follows:

3.6 FTE	Group Manager Social Work Services (Band G)
1 FTE	Group Manager Early Help Services (Band G)
1 FTE	Group Manager Regional Adoption Agency (Band G)
1 FTE	Group Manager Service Improvement (Band F)
1 FTE	Group Manager Young People's Service (Band G).

5. This includes the permanent establishment of the Group Manager Service Improvement (Band F) and the Group Manager Young People's Service (Band G).
6. Since being in post, the Group Manager Service Improvement has taken a strategic lead for the Remodelling Practice programme, which has introduced a consistent framework for practice across Youth, Families and Social Work. The Group Manager Service Improvement has also taken a key role in the planning and preparation for the recent Ofsted Inspection, for which Children's Services received an overall rating of 'Good'.
7. The permanent establishment of the Group Manager Service Improvement would allow the continued embedding of the strengths-based practice model, including expanding this work across Children and Families and with partner agencies. The role would also lead the strategic response to the findings of the Ofsted Inspection with the aim to bring all areas of the service to 'Good' as a minimum.

Group Manager Young People's Service

8. In 2016, it was proposed that Youth Services and Outdoor Education would be "spun off" to be managed externally to the Council and therefore these services could temporarily be managed by the Group Manager Early Help. However, in the context of strong political support for retaining Youth Services and Outdoor Education Services within the Council, together with emerging evidence that high quality early intervention by Youth Services was effective in: reducing the growing threat of knife crime, gang involvement, "county lines" drug running and child criminal exploitation, it was therefore agreed that the Youth Services and Outdoor Education Services be retained within the Council. Additional funding was allocated to the Youth Service to cope with new challenges.
9. The Youth Services and Outdoor Education Services are also working creatively to support children in care, using their resources to improve the offer to Nottinghamshire foster carers by providing support to foster placements at times of crisis. This helps to prevent placement breakdown, therefore improving placement stability and reducing the financial costs associated with changes of placement and increased use of independent fostering agencies.
10. It has therefore been determined that the breadth and scope of the service requires a standalone Group Manager for the Young People's Service. Therefore, it is proposed that the Group Manager Young People's Service post, which is currently temporary, is established on a permanent basis.

Additional Social Work Services Posts

11. Due to levels of demand, all frontline Children's Safeguarding services have been operating above the assessed manageable caseload level on a sustained basis. For the Assessment Service, the assessed manageable caseload level is 15 cases per Social Worker. For the District Child Protection Teams and the Children's Disability Service, the assessed manageable caseload level is 20 cases per Social Worker. When considering average caseloads on a district by district basis, these can reach as high as 29 children per Social Worker.
12. To manage caseloads, the Department has become reliant on additional Social Work capacity in the form of Agency Social Workers. As at the end of March 2020, there were 73 Agency Social Workers employed by the Department at a cost of £5.430m in the Hard to Retain teams.
13. This proposal seeks to permanently establish these additional posts in order to manage demand and to stabilise the workforce.

0.5 FTE	Children's Service Manager (Band E)
4.5 FTE	Team Manager (Band D)
8 FTE	Social Worker (Band B).

14. This proposal also seeks to permanently establish 2.5 FTE Advanced Practitioner posts and convert 11 FTE Social Worker posts to 11 FTE Advanced Practitioner posts. These posts will provide an alternative career pathway for experienced social workers wishing to remain within case holding practice for Nottinghamshire County Council but have additional responsibilities. Allocation of these posts within teams will be agreed by the Youth, Families and Social Work Divisional Leadership Team. The posts are currently subject to the agreed job evaluation process. It is anticipated that the posts will be recruited to in November 2020.

Additional Leaving Care Service Posts

15. There is currently a shortage of capacity to meet demand in the Leaving Care Service arising from:
 - new legislation requiring local authorities to offer extended personal advisor support to care leavers aged 21-25 years (an extension from the previous support requirement for 18-20 year olds)
 - the need to 'early allocate' personal advisor support to 16 and 17 year olds to enable a sustained relationship into adulthood and to address issues earlier before they become entrenched (engagement in education, employment and training, support for independent living).
 - the increase in care leavers resulting from the significant increase in looked after children between 2010 and 2015 now reaching adulthood.
16. Current best practice suggests that a caseload of 20 per Personal Advisor (PA) is the maximum advisable, with anecdotal evidence from the National Care Leavers Benchmarking Forum putting the number as low as 16. Currently Nottinghamshire County Council's Leaving Care team is managing average caseloads as high as 27 per PA.

17. In order to ensure caseloads are manageable and to fulfil the requirements of recent legislation, this proposal seeks to establish the following additional Leaving Care Services posts. This is in addition to the posts which were approved by the Committee in July 2019.

1 FTE	Achievement Advisor Coordinator (Band C)*
2 FTE	Training Officer (Grade 5)*
1 FTE	Rough Sleeper Personal Advisor (Grade 5)
3 FTE	21+ Personal Advisor (Grade 5)
0.5 FTE	Personal Advisor (Grade 5)*
1 FTE	Transitional Personal Advisor (Grade 5)*
4 FTE	Leaving Care Support Officer (Grade 3)*

**It is anticipated that these posts will be recruited to in September 2020.*

Additional Independent Reviewing Officer Post

18. An additional 1 FTE Independent Reviewing Officer post (Band C) is required due to the increase in numbers of children in care to ensure that Independent Reviewing Officers maintain the recommended caseload of 50 to 70 children per Independent Reviewing Officer.

Historical Abuse Team

19. To date, the Historical Abuse team has been managed within the Youth, Families and Social Work Division. A separate report is also on the agenda of today's Committee meeting seeking approval to move management responsibility from Youth, Families and Social Work to Commissioning and Resources.

Other Options Considered

20. The alternative option is no change, however, this would result in the continuation of some temporary appointments, which has implications elsewhere in the structure where secondments have been granted to provide cover. This would result in long-term instability for the Youth, Families and Social Work division. The option of no change would also result in continued high caseloads, which has an impact upon: time spent with children and families; levels of drift and delay for children; staff morale and wellbeing; and recruitment and retention.

Reason/s for Recommendation/s

21. A permanent establishment of the Group Management structure, additional Social Work Services posts, Leaving Care Service and Independent Reviewing Officer posts are being proposed to establish staffing arrangements and ensure manageable workloads within the Youth, Families and Social Work division, creating stability of good quality services to vulnerable children and families.

Statutory and Policy Implications

22. 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

23. The total cost of the Social Work Services posts is £1.572m and of this £1.392m will be met from the Youth, Families and Social Work staffing budget of £51.0m. The remaining £0.180m (2020-21 £0.075m and 2021-22 £0.105m) will be met by a request from an amount set aside in contingency when the Council's budget was approved in February 2020.
24. The total cost of the Leaving Care posts is £0.444m and of this £0.257m will be met from the Youth, Families and Social Work staffing budget of £51.0m. A further £0.113m will be funded from the Rough Sleeper and Personal Advisor Extension Grants which have been received for 2020-21. It is not yet known if this funding will be available for 2021-22. The remaining £0.075m (2020-21 £0.044m and 2021-22 £0.031m) will be met by a request from an amount set aside in contingency when the Council's budget was approved in February 2020.
25. The total cost of the additional 1.0 fte Independent Reviewing Officer post is £52,000 and the funding for it was secured as part of setting the Council's budget approved in February 2020.

Human Resources Implications

26. A recruitment exercise would be undertaken for posts identified as requiring this.

RECOMMENDATION/S

That the Committee:

- 1) approves the permanent establishment of:
 - the Group Management structure in the Youth, Families and Social Work division including the Group Manager Service Improvement (Band F) and Group Manager Young People's Service (Band G)
 - the following additional Social Work Services posts: 0.5 FTE Children's Service Manager (Band E), 4.5 FTE Team Managers (Band D), 8 FTE Social Workers (Band B)
 - the following additional Leaving Care Services posts: 1 FTE Achievement Advisor Coordinator (Band C), 2 FTE Training Officers (Grade 5), 1 FTE Rough Sleeper Personal Advisor (Grade 5), 3 FTE 21+ Personal Advisors (Grade 5), 0.5 FTE Personal Advisor (Grade 5), 1 FTE Transitional Personal Advisor (Grade 5), 4 FTE Leaving Care Support Officers (Grade 3)
 - an additional 1 FTE Independent Reviewing Officer (Band C) post
 - 2.5 FTE Advanced Practitioner posts (subject to job evaluation)

- 2) gives approval to permanently convert 11 FTE Social Worker posts (Band B) to 11 FTE Advanced Practitioner posts (subject to job evaluation).

Steve Edwards
Service Director, Youth, Families and Social Work

For any enquiries about this report please contact:

Holly Smitheman
Project Manager, Programmes & Projects Team
T: 0115 9774874
E: holly.smitheman@nottscc.gov.uk

Constitutional Comments (EP 28/02/20)

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

Financial Comments (SAS 02/06/20)

28. The total cost of the Social Work Services posts is £1.572m and of this £1.392m will be met from the Youth, Families and Social Work staffing budget of £51.0m. The remaining £0.180m (2020-21 £0.075m and 2021-22 £0.105m) will be met by a request from an amount set aside in contingency when the Council's budget was approved in February 2020.
29. Paragraph 12 highlights the Department's reliance on agency social workers to manage caseloads. The proposal seeks to permanently establish the additional social work posts in order to manage demand and to stabilise the workforce. There is a risk that if demand increases and the recruitment of qualified social workers continues to be a challenge it may have a negative impact on the overall Children & Families budget in the future.
30. The total cost of the Leaving Care posts is £0.444m and of this £0.257m will be met from the Youth, Families and Social Work staffing budget of £51.0m. A further £0.113m will be funded from the Rough Sleeper and Personal Advisor Extension Grants which have been received for 2020-21. The remaining £0.075m (2020-21 £0.044m and 2021-22 £0.031m) will be met by a request from an amount set aside in contingency when the Council's budget was approved in February 2020.
31. The continuation of the grant funding for Rough Sleepers and Personal Advisor Extension has offset the need to request £0.113m from the amount set aside in contingency when the Council's budget was approved in February 2020. It is not yet known if this funding will be available in future years; there may, therefore, be a need to request a further allocation from this contingency in 2021-22.
32. The total cost of the additional 1.0 fte Independent Reviewing Officer post is £52,000 and the funding for it was secured as part of setting the Council's budget approved in February 2020. The total Independent Reviewing Officers budget is £0.937m.

HR Comments (BC 02/06/20)

33. The staffing implications are contained within the body of the report. Additional posts will be recruited to in line with the agreed vacancy control and recruitment procedures. The Advanced Practitioner role is currently subject to the agreed job evaluation process.

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.

[Changes to the management structure in Youth, Families and Social Work – report to Children and Young People’s Committee on 23rd April 2018](#)

[Annual Budget 2020/21 – report to Full Council on 27th February 2020](#)

Electoral Division(s) and Member(s) Affected

All.

C1359