

Not for publication by reason of paragraph 12,13 & 14 of part 1 of Schedule 12A of the Local Government Act 1972:

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive
Date:	17th July, 2017
Subject:	Funding of Staffing Costs within Children's Services
Portfolio Holder(s):	Cllr Llinos Medi Huws – Social Services Cllr John Griffith - Finance
Head of Service:	Llyr Bryn Roberts Interim Head of Children's Services
Report Author: Tel: E-mail:	Dr Caroline Turner
Local Members:	none

A –Recommendation/s and reason/s

The Executive is asked:

1. To allocate a sum of £181,208 from Reserves to enable us to extend the contracts of agency staff for a further three months. 1 Service Manager Post to be extended until March 2018 and 3 Social Work posts until the end of December 2017.
2. To proceed with the second phase of the restructuring of Children's Services (Additional costs of regrading posts in Teulu Môn), which requires an additional expenditure of £17,000 (which can be funded from the staffing budget for Children's Services).
3. To give the Head of Children's Services the flexibility to utilise some of the budget unallocated (£93,957) after the restructuring to support the implementation of the Service Improvement Plan over the next few months.

B – What other options did you consider and why did you reject them and/or opt for this option?

1. We could terminate the contracts of the Agency Social Workers. However, the authority could not fulfill its statutory duties to protect children and young people who are Looked After, who are on the Child Protection Register, and who are In Need, without the continued employment of agency Social Workers for a further three months, until the Restructuring of parts of Children's Services is complete, and until more experienced Social Workers are recruited.

2. We could retain the existing staff who have transferred from the Family Information Service at their existing grades, and recruit additional staff at the same grade. However, we could not expect them to work differently within the requirements of the Social Services and Wellbeing Act (Wales) 2014; it is unlikely that we would be able to recruit additional Engagement Officers if the posts were advertised at the existing Grade

C – Why is this a decision for the Executive?

The staffing budget for Children’s Services is currently committed. Officials are unable to proceed with the steps outlined in the attached paper without incurring additional costs, funded from Reserves, which require the endorsement of the Executive.

D – Is this decision consistent with policy approved by the full Council?

DD – Is this decision within the budget approved by the Council?

This would require an additional budget contribution for this financial year only.

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The Senior Management Team have received papers on the Restructuring of Children’s Services, and on a Corporate Prevention Strategy, and are supportive of the proposals, subject to funding being available
2	Finance / Section 151 (mandatory)	The Head of Finance has seen the paper and is content. Finance officials have advised the Head of Service at every stage of the restructuring process to ensure that the new structure is affordable.
3	Legal / Monitoring Officer (mandatory)	
5	Human Resources (HR)	Human Resources has been involved at every stage of the Restructuring of Children and Families’ Services
6	Property	

7	Information Communication Technology (ICT)	
8	Scrutiny	
9	Local Members	
10	Any external bodies / other/s	

F – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	The proposals outlined within the attached paper will enable the Council to fulfil its obligations under the Social Services and Wellbeing Act (Wales) 2014 and the Wellbeing of Future Generations Act (Wales) 2015. It will also enable us to fulfil the recommendations made by CSSIW following its inspection of the Authority's Services for Children in November 2016.

FF - Appendices:

G - Background papers (please contact the author of the Report for any further information):
See attached paper

Funding of Staffing Costs within Children's Services

Background

The Operational Teams within Children's Services are currently being restructured, with implications for other parts of the Service. There are other teams within Children's Services that are not significantly affected by this restructuring, and whose costs are not reflected in the figure in this report (in particular the Safeguarding Unit, Specialist Children's Services, the Placement Team, Support Workers, the Resilient Families Team and IFSS). This follows consultation with staff on a new operating model and a new structure to support this model, held during February 2017. The Senior Management Team, the Executive and Trade Unions were briefed on the restructuring in advance of the consultation. The new structure will enable the Service to deliver many of the recommendations from the inspection of the authority's services for children by CSSIW at the end of 2016; it will also enable us to strengthen our support for children young people and their families, in line with the requirements of the Social Services and Wellbeing Act (Wales) 2014.

One of the basic principles behind the restructuring was to improve our services within the existing staffing budget for the Service, particularly since the authority has allocated additional resources to strengthen the capacity of the Service during 2017. We have therefore worked within the existing staffing budget for the Operational Teams of **£1,425,290**. The new structure, and strengthened policies and procedures, should enable the Service to recruit, develop and retain staff, thereby stabilising the Service following a difficult few years.

Over the past two years, the Service has seen a significant increase in the number of children in need, the number of children on the Child Protection Register, and the number of children who are Looked After by the local authority. This has placed considerable strain on the Service, on Teams and on individuals. There has been a high turn-over of staff in recent years, combined with periods of significant staff sickness within parts of the Service. We have coped with this combination of pressures by employing Agency Social Workers and Managers; this has enabled us to maintain our statutory services, but is not sustainable in the longer term. We are therefore recruiting at all levels to the new structure. The next six to nine months will be a transitional period whilst we recruit to the new structure, gradually enabling us to reduce our dependency on Agency staff. However, it is important that the additional costs of agency staff in the short-term do not become a barrier to enabling us to complete the restructuring.

The new Structure

Diagrams outlining the new structure are attached at Appendix A. The main features of the new structures are:

- Establishing an Early Intervention and Prevention team, headed by a Service Manager, and an Intensive Intervention team, also headed by a Service Manager
- Within these two parts of the service, establishing smaller teams of Social Workers, led by eight Practice Leaders, with a focus on improving professional practice (six of the Practice Leaders will lead the statutory duties currently undertaken by Duty, FIT and LAC, a seventh Practice Leader post is being established to replace the original intention of having a Team Manager leading the Resilient Families team, and the eighth Practice Leader will lead the Team around the Family (whose resources transferred from Lifelong Learning to Children's Services in April 2017)
- Strengthening the Safeguarding Unit by re-establishing the Quality Assurance role and establishing an administrative post to support the Unit
- A Project Manager post was included in the original calculations, but has been put on hold whilst we review our priorities (£46,011 has been allocated for this post).

The total cost of the new structure (as calculated in January 2017) is **£1,360,344**. This released **£64,946** to be utilised to strengthen other parts of the Service. This has enabled us to progress with further elements of the restructuring, as outlined below.

Second phase of the Restructuring

The focus of the first phase of the restructuring was on strengthening the Social work element of Children's Services. However, for the professional workers to work effectively, other parts of the services need to function effectively to support them and to reduce the demand on their time. The second phase of the restructuring has therefore focused on the following elements:

- Strengthening **Early Intervention and Prevention**:
 - by establishing **Teulu Môn** which is the first point of contact and is able to provide Information and Advice;
 - by strengthening the **Team around the Family**;
 - by re-commissioning the services funded by the **Families First** grant programme.
- Making better use of our team of **Support Workers**, many of whom have the experience and aptitude to transfer to the Resilient Families team. We intend to move some of the existing Support Workers to this team, and reduce the resource that is dedicated to supervising Contact between Looked After Children and their birth families.

Both of these elements require us to change the nature and grades of a number of posts within existing teams, and new job descriptions have been evaluated by Human Resources. Finance colleagues have calculated that regrading the posts within Teulu Môn will cost an **additional £17,000 per year**, and we propose using some of budget (£64,846) released by the restructuring of the Operations Teams to cover this additional cost. This would leave a sum of **£47,946** to be utilised for other purposes.

Unallocated staffing Budgets

There are two sums of money available at the end of the current phase of the restructuring:

- £47,946 which remains unallocated, as noted above
- £46,011 which had originally been allocated to the post of Project Manager to monitor the implementation of the Social Services and Wellbeing Act (Wales) 2014.

This leaves a total **unallocated budget of £93,957**. We suggest that most of this sum should remain unallocated for now, to give the Head of Service some flexibility over the next few months as we implement the Service Improvement Plan, respond to demand for services, and complete the remaining elements of the restructuring.

One of the initial thoughts on a possible use of this sum is to appoint an experienced Social Worker (Grade 8) to work with North Wales Police to proactively reduce the number of CID16 referrals to Children's Services (most of which result in No Further Action). Conwy has successfully piloted an approach that has reduced the pressures on their Duty Team, and we may wish to propose a similar approach during the summer, once some initial analysis has been undertaken. There may be a need to provide additional support to the Practice Leaders, once we've seen how the new structure operates (possibly during the Autumn). We will review the need for a Project Manager to monitor the implementation of the SSWA later in the summer (this would be a time-limited post). We also need the flexibility to recruit additional Social Workers, if demand for services increases.

Agency Staff Costs

As outlined in the Background, Children's Services has a significant number of Agency Staff, and two individuals contracted on a day-rate basis (see Appendix D). These arrangements were initially put in place to help the Service to cope with additional demands and pressures, to cover four members of staff on Maternity Leave, and to fill gaps at management levels for an interim period. The need for Agency staff will reduce over time as we recruit and appoint. However, the next six to nine months is likely to be a transitional period, and it is important to ensure that this is carefully managed to ensure continuity for children and families, an effective hand-over of case-loads, and to give new staff (particularly newly-qualified Social Workers) an opportunity to settle within their new roles.

We need to extend the contracts for Agency staff for a further three months until the end of September, and may need to extend the contracts of a few beyond that until December (though this requirement will depend on how many vacant posts we're able to fill over the summer). Most of the costs of Agency workers are within the staffing budget since most are covering vacancies. However, the cost of each Agency worker is higher than employing staff directly. The Service does have a budget of £50,330 within the base budget for Agency staff, but this has already been spent during the first three months of the financial year. There is therefore a **budget shortfall of £181,208** if we are to extend the contracts of all Agency staff until the end of September.

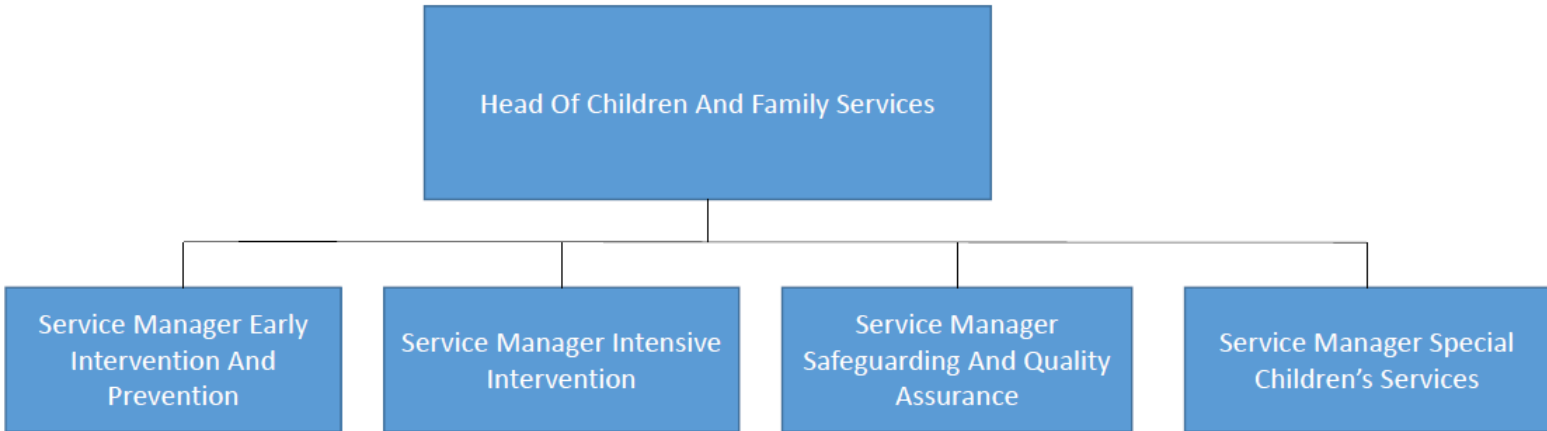
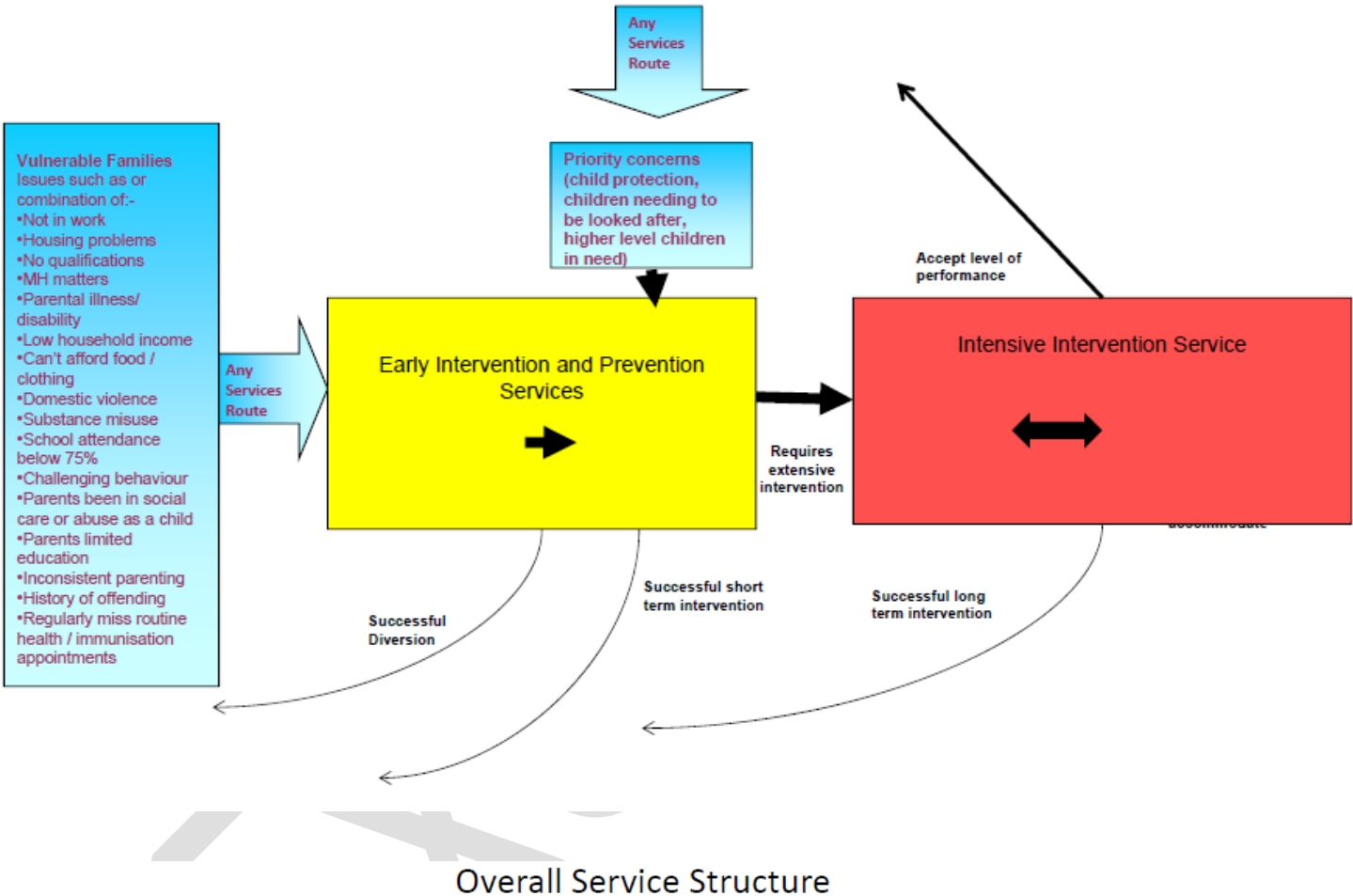
We are requesting an additional budget for 2017/18 to cover the additional cost of employing Agency staff. The additional costs for 2017/18 is a one-off cost during the transitional period as we recruit and improve our retention rates, in line with the Workforce Strategy for Children and Families' Services.

Recommendations

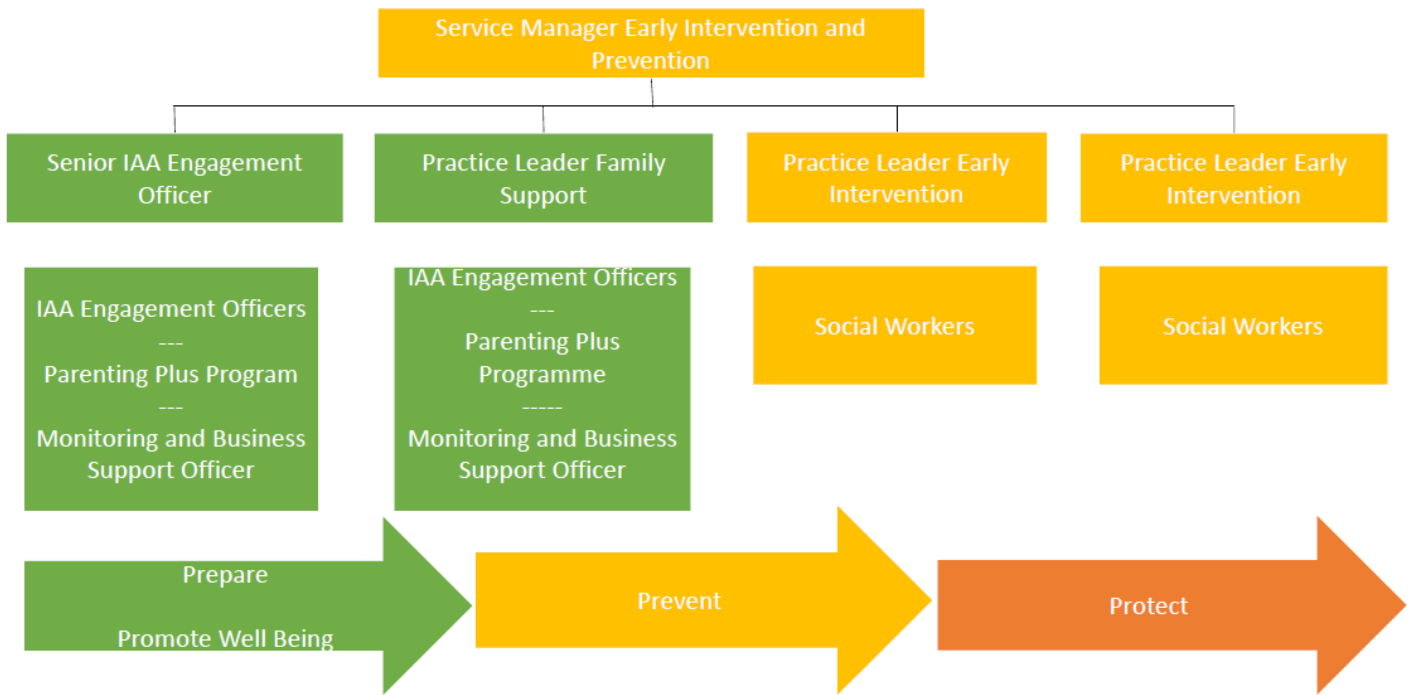
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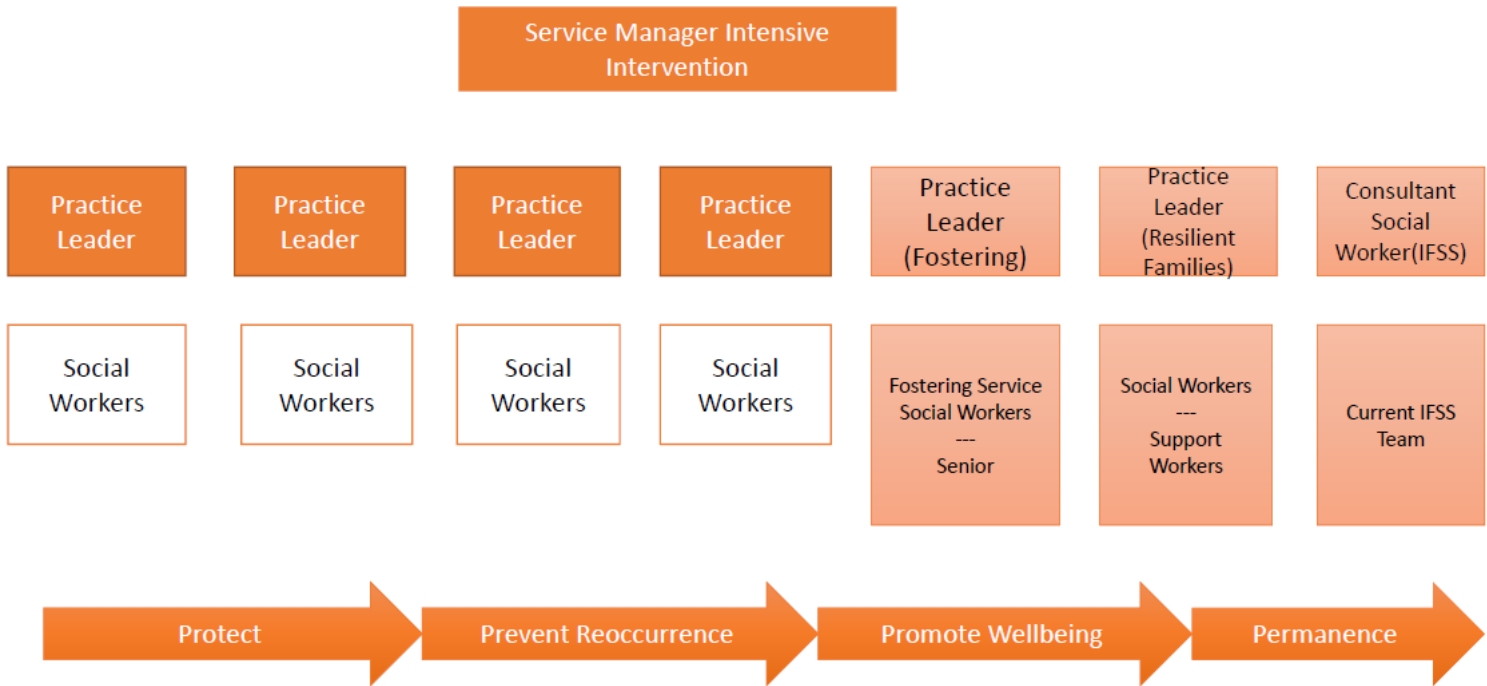
Direction of Travel



Early Intervention And Prevention Service



Intensive intervention



Staffing Budget for the Operations Team within Children's Services

	Budget Available	Committments
Budget Available	£1,425,290	
Costs of first phase of the restructuring, including: <ul style="list-style-type: none"> • Practice Leader posts x 6, • Social Workers x 18 • Re-establishing the Quality Assurance post, • and an administrative post to support the Safeguarding Unit • Existing Personal LAC Advisor post and Education Liaison Officer post • Project Manager post (currently on hold) 	£1,360,344	
Cost of the second phase of the restructuring: <ul style="list-style-type: none"> • Additional costs of Teulu Mon • Additional cost of regrading Support Worker posts to support the Resilient Families team 		£17,000
Total	£1,425,290	£1,377,344
Unallocated		£47,946
Plus the vacant Project Manager post (SSWA Monitoring role)		£46,011
Total available		£93,957

**Note on Restructuring Costs, prepared by Finance
January 2017**

New Structure for areas affected by restructure

<u>Post</u>	<u>Grade</u>	<u>No of posts</u>	<u>Total cost</u>
Practice leader	9	6	£349,021
Quality Assurance Role	8	1	£52,141
Social Workers	7	18	£828,196
Personal LAC Advisor	4	1	£29,014
Education Liaison Officer	5	1	£34,549
Admin	2	1	£21,412
Project Manager (1 Year fixed term)	7	1	£46,011
			£1,360,344
Current Budget (inc Court Management post & Independent Review Officer)		30.4	£1,425,290
Budget Surplus for Permanent Staff for 2017/18			£64,946

		Top of Scale
Practice Leader	Grade 9	58,170.13
Quality Assurance Role	Grade 8	52,141.39
Social Workers	Grade 7	46,010.90
Education Liaison Officer	Grade 5	34,548.62
Personal LAC Advisor	Grade 4	29,013.82
Support Worker	Grade 2	21,411.95
Admin	Grade 2	21,411.95

Appendix D

Agency staff 1/4/17 - 31/03/2018

	<u>Actual Cost</u>	<u>Budget Available</u>	<u>Additional Cost of Agency Staff</u>	<u>Note</u>
Shared Head of Service	£18,600	£0	£18,600	No budget on establishment
Service Managers x 2.4 FTE	£184,879	£111,470	£73,409	Covering vacant post
Team Manager x 2	£67,943	43,277.50	£24,666	Covering vacant post
Senior Practitioner	£39,751	25,745.00	£14,006	Covering vacant post
Social Workers x 7 FTE	£292,413	191,555.00	£100,858	Covering vacant post
	<u>£603,586</u>	<u>£372,048</u>	<u>£231,538</u>	
Agency budget for 2017/18	£50,330			
Budget Shortfall for Agency Staff for 2017/18			<u>£181,208</u>	