

Family Services Transformation

**Appendix 2.3 – Explanation of responsibilities in proposed
structure**

3 November 2014

Aims

Our aim: Right structures to deliver best outcomes for children and families with reduced resources

- £2.1m reduction in staffing costs
- Ensure sufficient social workers
- Better integrate social care and early intervention
- Ensure managers closer to frontline delivery
- Ensure staff have appropriate skills through good training and development support and the right IT systems

Key changes

Social care

- No Service Manager posts, but an increase in Heads of Service – so fewer layers of management
- No reductions in frontline social workers so have sufficient capacity
- Strengthening quality assurance function
- Integrating specialist social work teams into delivery
- Creating more sustainable teams by increasing their size
- Creation of more deputy team managers

Early Intervention

- Bringing together non-social work qualified staff from social care, safer families and IFF, (along with youth) into a new Youth and Family Support service to create an integrated offer

Cross cutting

- Transfer out of some business improvement staff to Education & Skills prior to development of new delivery model
- More emphasis on workforce and staff engagement led by Head of Libraries, Workforce and Community Engagement

Key changes

General themes

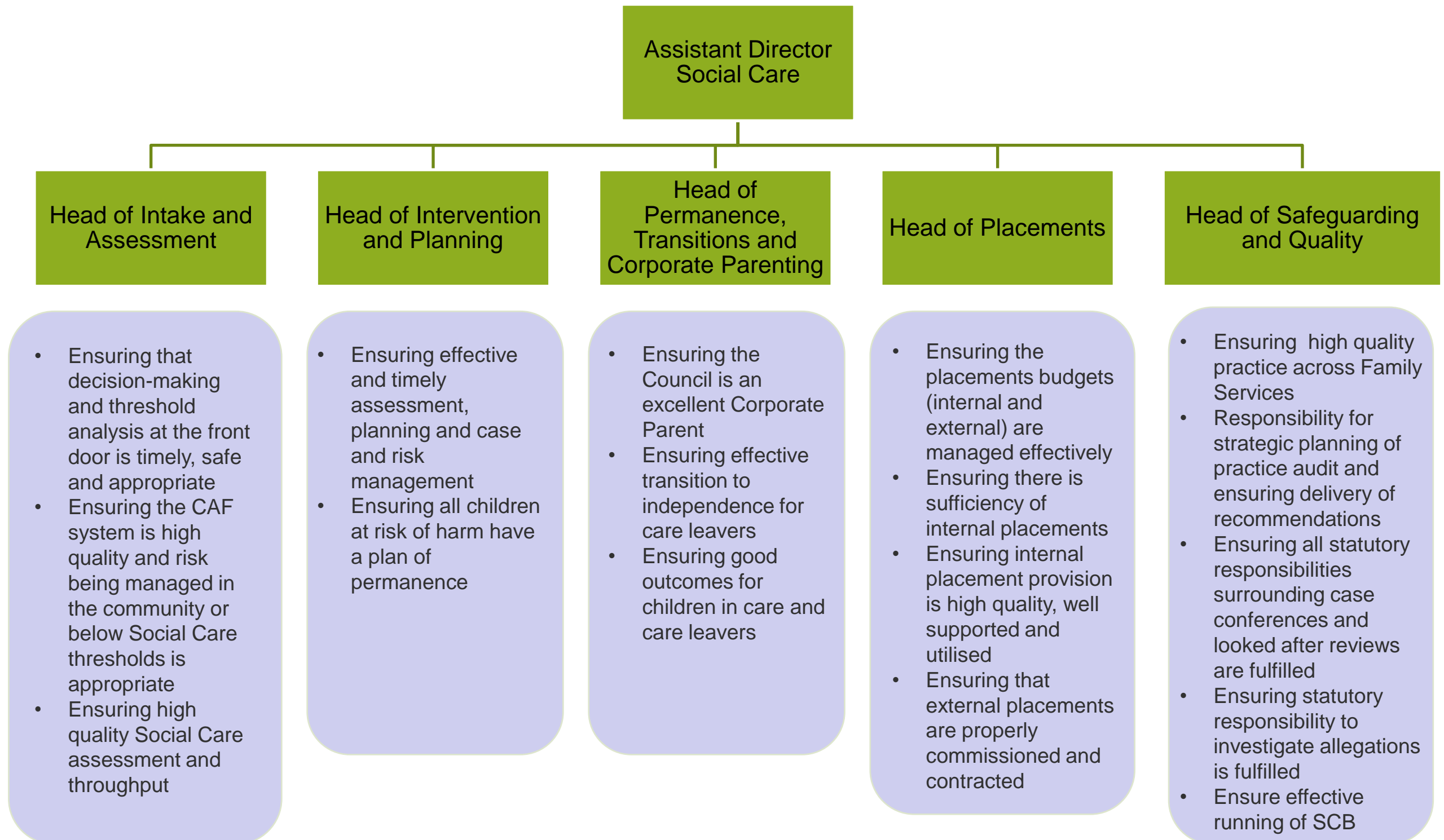
- Some changes in line management to better align with overall structure
- Some changes in responsibilities between teams to create smoother pathways for our customers
- Increase spans of control and reducing number of different teams so fewer levels of management

- A net reduction of around 28 posts.
- **For many people there will be no or minimal change**

1. Summary of Recommendations – Social Care

- De-layering of management
- More appropriate spans of control for team managers (supported by Deputy Team Managers)
- Create balanced teams of advanced social workers through to newly qualified social workers
- Over the next 2/3 years increased investment in posts for fostering service
- Frontline workforce requirements based on analysis of cohort of children and families to maintain a safe service
- Investment in quality to drive up practice standards
- Change of use of non-social work qualified workers (except for very specific tasks)

1. Proposed Responsibilities – Social Care



1. Proposed: Intake & Assessment

Head of Intake and Assessment

MASH

Duty and Assessment 1

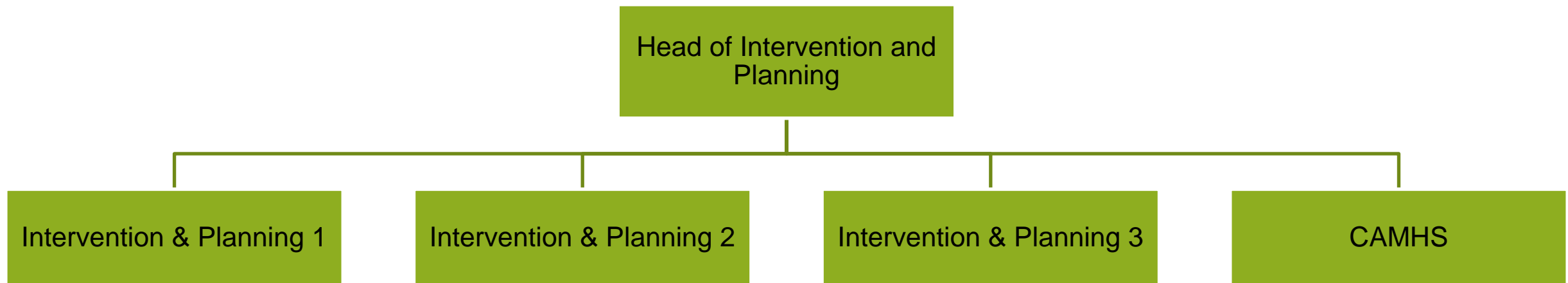
Duty and Assessment 2

Duty and Assessment 3

CAF Team

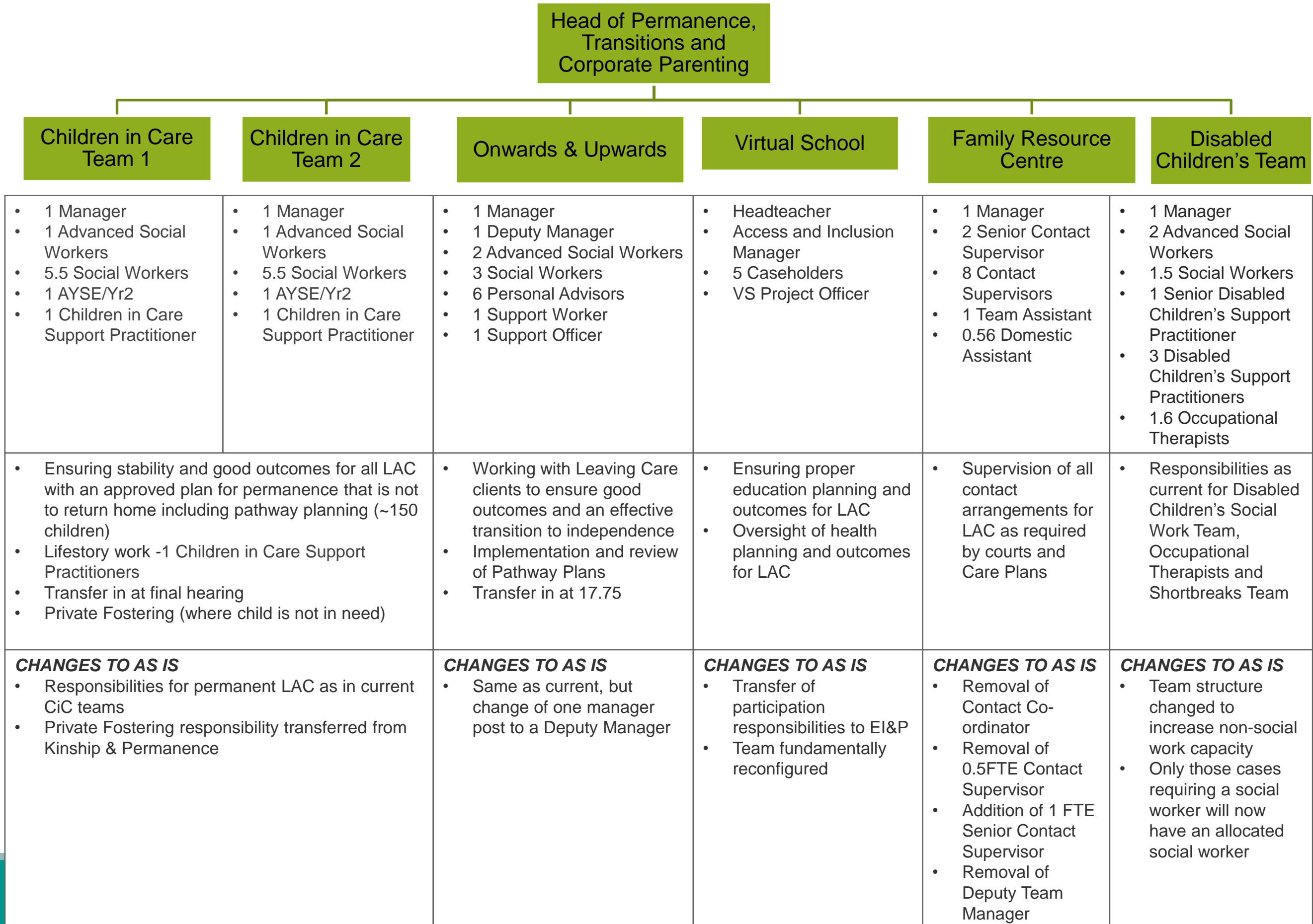
<ul style="list-style-type: none"> • 1 Manager • 1 Deputy Manager • 3 Social Workers • 4 MASH Support Practitioners • 4 Duty Support Officers 	<ul style="list-style-type: none"> • 1 Manager • 1 Advanced Social Worker • 5 Social Workers • 1 AYSE/yr2 Social Worker 	<ul style="list-style-type: none"> • 1 Manager • 1 Advanced Social Worker • 5 Social Workers • 1 AYSE/yr2 Social Worker 	<ul style="list-style-type: none"> • 1 Manager • 1 Advanced Social Worker • 5 Social Workers • 1 AYSE/yr2 Social Worker 	<ul style="list-style-type: none"> • 1 Manager (SW qualified) • 1 CAF Deputy Team Manager • 3 CAF Co-ordinators • 1.5 CAF Social Workers
<ul style="list-style-type: none"> • Identification of outcome on all contacts and threshold for assessment • Multi-agency information gathering and risk assessment 	<ul style="list-style-type: none"> • Initial assessment of eligibility for Social Care • S47 Enquiries • Emergency applications to court • Transfer across at: <ul style="list-style-type: none"> • Completion of initial single assessment (~10 days) and CIN Plan • ICPC • S20 LAC within 1 week of BLA • 1st ICO hearing for LAC/potential LAC • Agreement on S7/S37 report • Private Fostering once assessment complete 			<ul style="list-style-type: none"> • Identification of threshold / complexity for CAF assessments • Identification of Lead Professionals • Support for Lead Professionals in completing and managing CAFs • Receipt of Step-down cases from Social Care and entry into CAF system • Commissioning/approving intervention services
<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> • Deputy manager introduced (1 SW removed) • Referrals only forwarded to DAT/MAST or NFA'd – no direct referrals to any delivery teams • Duty Support Officers transferred in (line management responsibility) 	<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> • Removal of all non-social work qualified workers (to EI&P) • Addition of one social worker per team • Transfer out earlier on CIN and CP • Managers to each have a specialism (e.g. Asylum Seekers, Southwark and Housing issues) 			<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> • Enhanced responsibility to identify lead professionals and allocate responsibility • Key role in management of risk in cases below Social Care Thresholds and supporting escalation • Removal of line management responsibility for Safer Families • Removal of Multi-agency Co-ordinators and replaced with CAF Co-ordinators

1. Proposed: Intervention & Planning

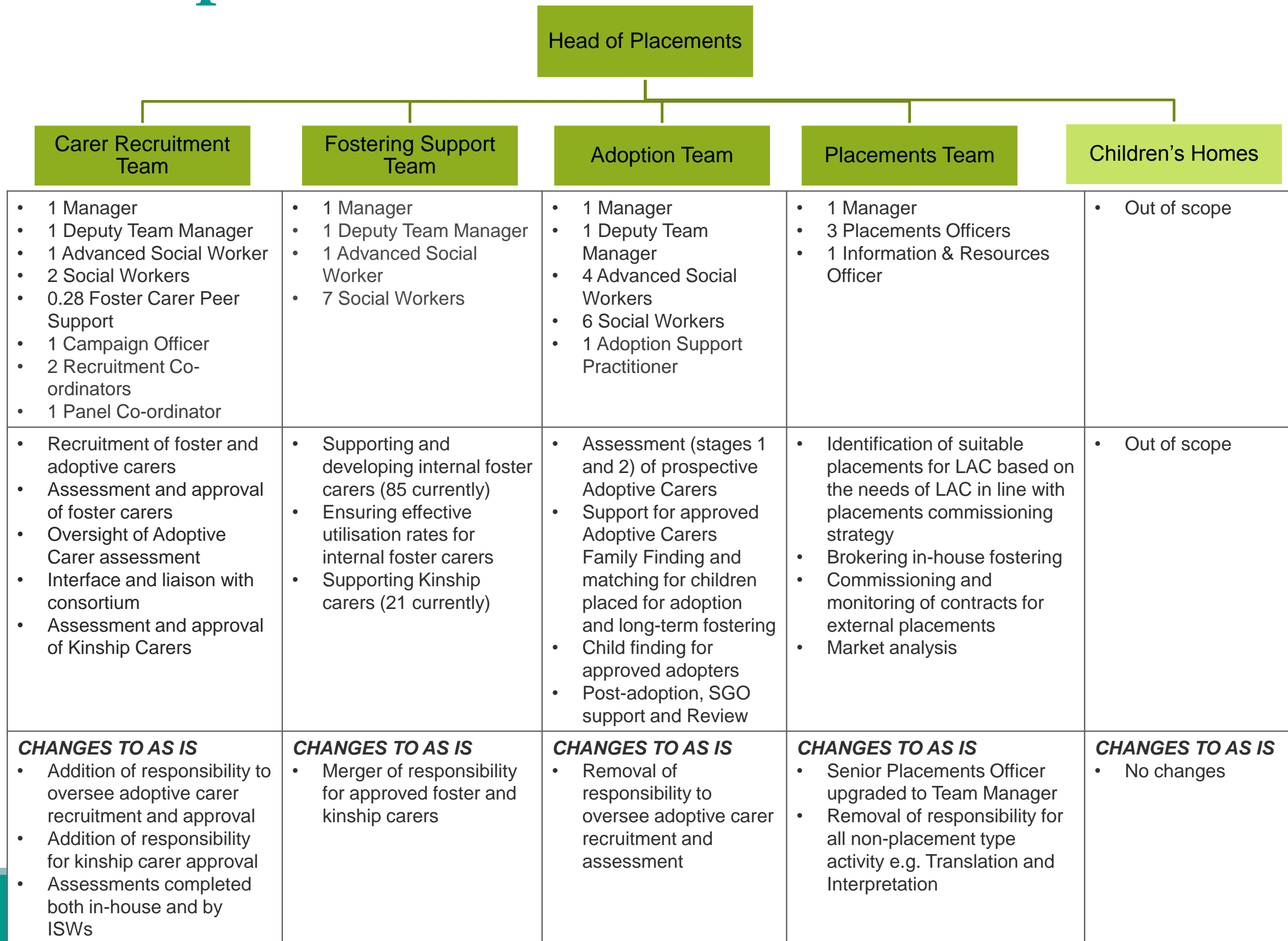


<ul style="list-style-type: none"> • 1 Manager • 1 Deputy Manager • 3 Advanced Social Workers • 8 Social Workers • 1 AYSE/Yr 2 	<ul style="list-style-type: none"> • 1 Manager • 1 Deputy Manager • 3 Advanced Social Workers • 8 Social Workers • 1 AYSE/Yr 2 	<ul style="list-style-type: none"> • 1 Manager • 1 Deputy Manager • 3 Advanced Social Workers • 8 Social Workers • 1 AYSE/Yr 2 	<ul style="list-style-type: none"> • 1 Manager • 2 Advanced Social Workers • 3 Social Workers
<ul style="list-style-type: none"> • All active CIN – assessed as in need by DAT and requiring intervention under a CIN Plan • All active CP – if S47 completed by DAT transferred in at ICPC • PLO • Care Proceedings • All LAC where the plan is to return home • All LAC for whom the permanence plan and legal status is not final • Transfer across at final hearing for LAC (except for Adoption on a case by case basis) 			<ul style="list-style-type: none"> • Responsibilities as current
<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> • New teams with revised responsibilities • Removal of all non-social work qualified workers (to EI&P) • Team sizes based on expected caseload • Responsible for all active CIN, CP and non-permanent LAC – based on current cohort approximately 480 children • One of the team managers to have a specialism in Hospital/Pre-birth work 			<p>CHANGES TO AS IS</p> <ul style="list-style-type: none"> • Administrator transferred to Practitioner Support Team

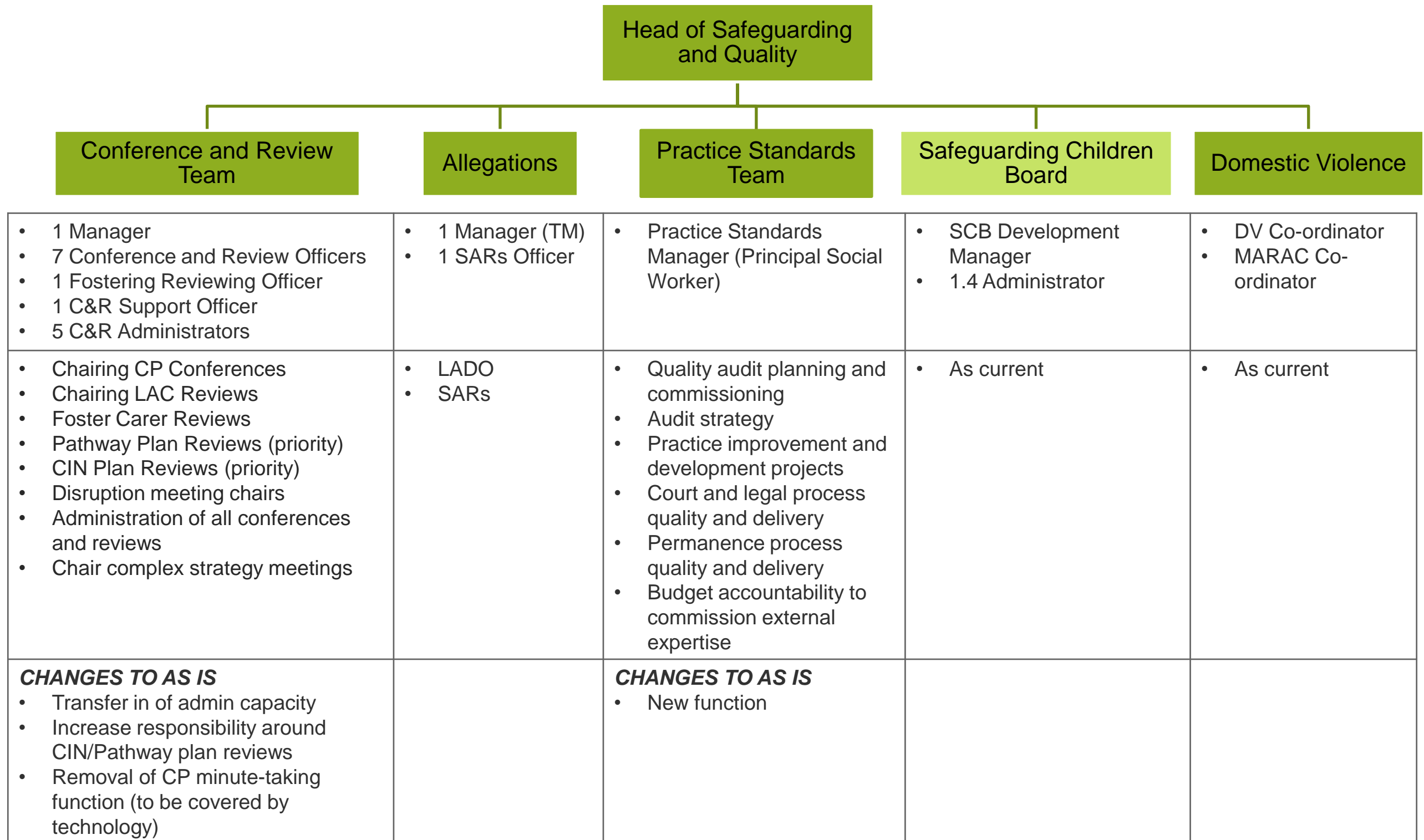
1. Proposed: Permanence, Transitions and Corporate Parenting



1. Proposed: Placements



1. Proposed: Safeguarding and Quality



2. Summary of Recommendations – EIP (excluding SC&BI)

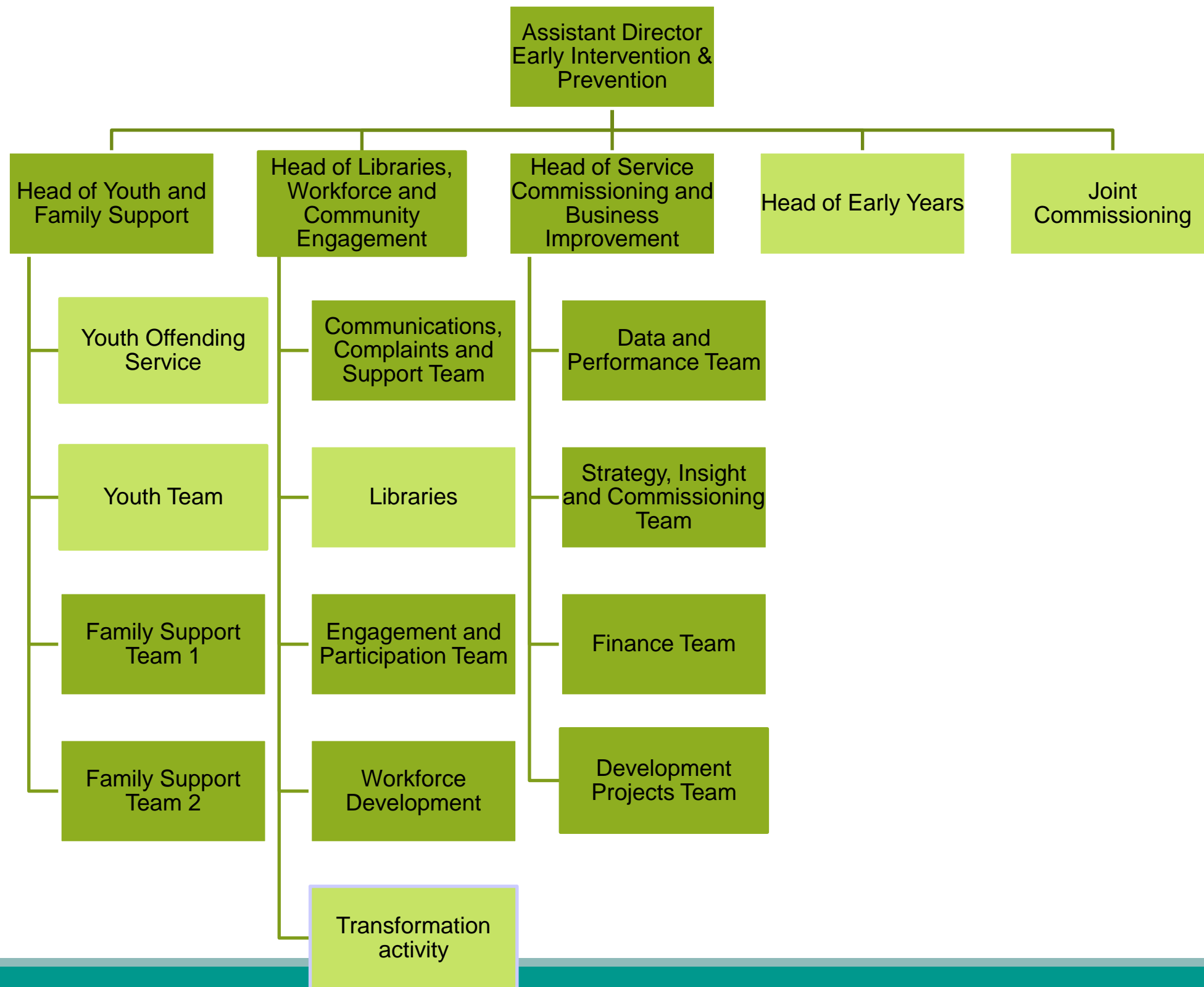
1. New Head of Service for Libraries, Workforce and Community Engagement

- Brings together workforce development, communications/complaints, business support and libraries

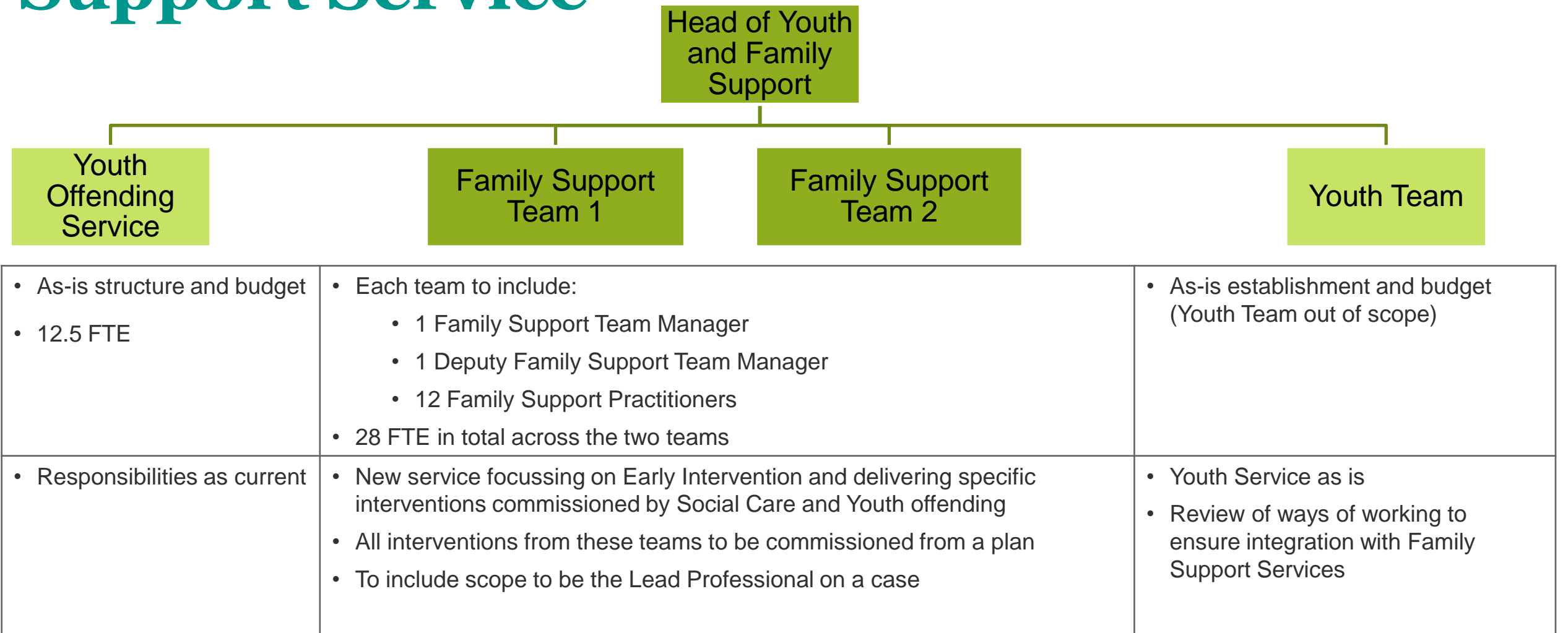
2. New Youth and Family Support Service

- Brings together youth and family support services under one Head of Service
- ‘Family Support Teams’: Brings together non-social work qualified workers from Social Care, Safer Families and IFF to create an integrated support offer to families
- Early Intervention focus, but will also provide interventions for Social Care and Youth Offending clients
- Model will make significant savings through reduction in posts

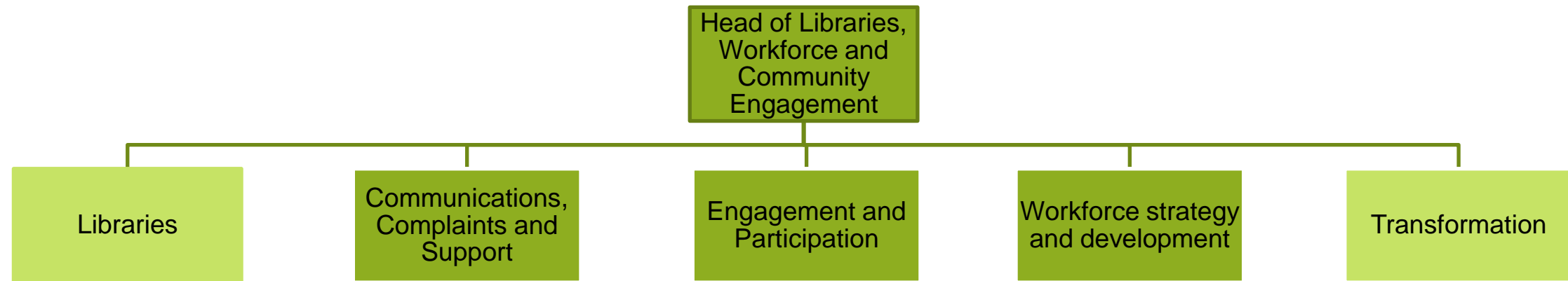
2. Proposed structure: EI&P



2. Proposed: EI&P – Youth and Family Support Service

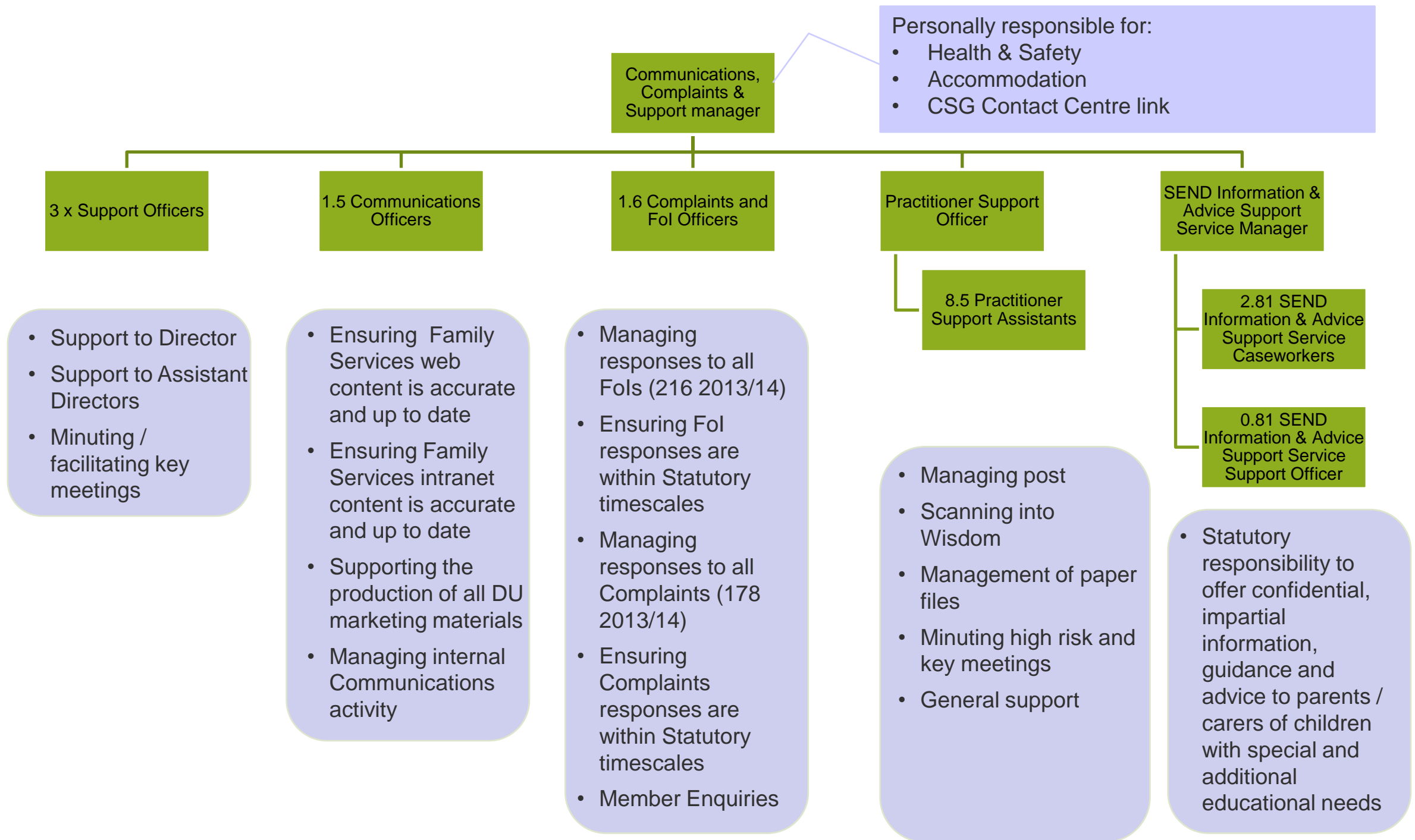


2. Proposed: EI&P Libraries, Workforce and Community Engagement



<ul style="list-style-type: none"> As-is structure and budget 	<ul style="list-style-type: none"> See next slide 	<ul style="list-style-type: none"> Current establishment 2FTE 	<ul style="list-style-type: none"> Workforce Development and Learning Manager Learning and Development Officer Early Years Workforce Development Officer Workforce Development Support Officer 	<ul style="list-style-type: none"> Commissioned Transformation activity delivered by CSG
	<ul style="list-style-type: none"> Complaints Communication CSG Contact Centre linkage Consultation Fol Business Continuity SENDIASS Health & Safety Accommodation / facilities Business Support to FS SMT 	<ul style="list-style-type: none"> Brings together responsibilities currently devolved within Corporate Parenting and Youth and Communities 	<ul style="list-style-type: none"> Workforce Strategy Training Commissioning Training administration Workforce data Sickness management Recruitment and retention strategy and campaigns Equalities Reduction on one post as contribution to overarching DU savings target 	

2. Proposed: Libraries, Workforce and Community Engagement – Communications, Complaints and Support Team

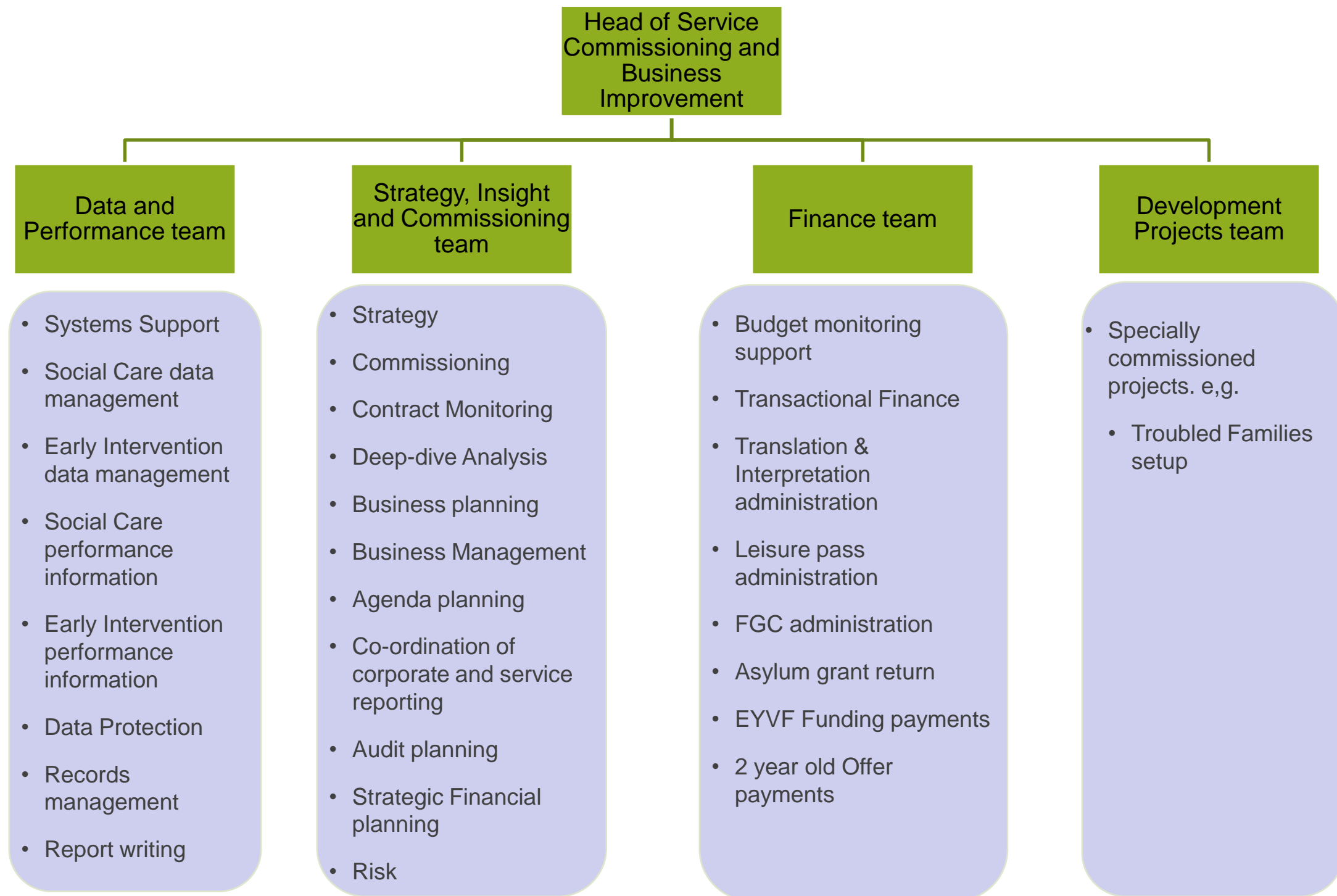


3. Summary of Recommendations – SC&BI

- Joining performance with data systems to help strengthen reporting on data, and realigning roles to support the new IS systems
- Bringing together the complimentary areas of strategy, insight and commissioning
- Developing specialisms across performance and strategy & insight so that Heads of Service have key 'go to' people
- Creating development projects team to focus on time-limited & specialist projects
- Taking on new responsibilities, and capacity, for finance support
- Moving communications, complaints and support to Head of Libraries, Workforce and Community Engagement so that communications and workforce development are better aligned
- Transferring Education and Skills functions across data and systems, finance, support, communications and strategy, to the E&S Delivery Unit

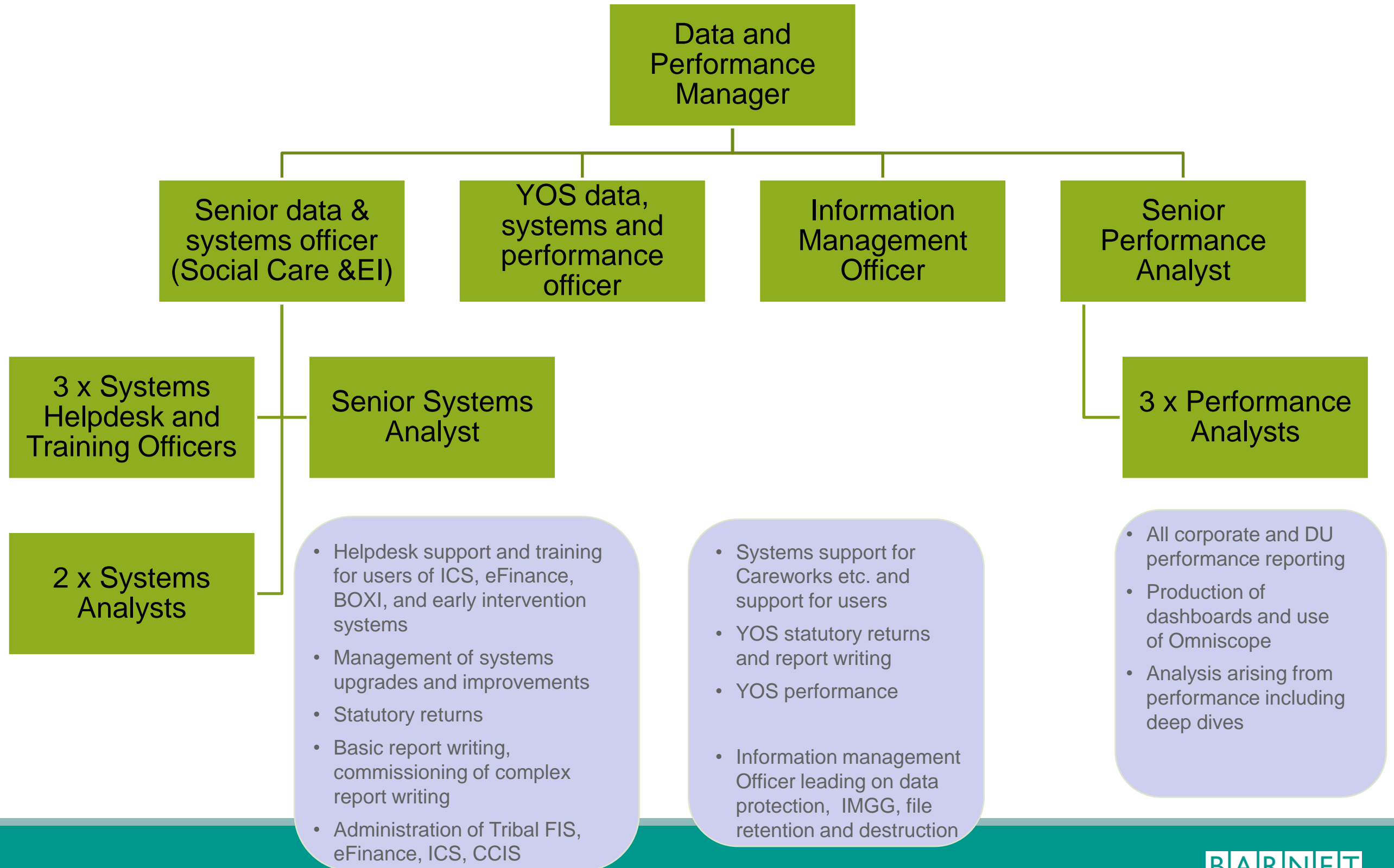
For some people there will be little or no change and for others it will be significant. We will be meeting with you to discuss the detail, including options and opportunities.

3. Proposed responsibilities: EIP SC&BI



3. Proposed: SC&BI – Data and Performance

High volume, specialist work to support effective use of systems and production of accurate performance reporting to support timely decision-making



3. Proposed: SC&BI – Finance Team

Enabling effective management and control of volatile, high spend budgets and high risk payment processes. Supporting a high volume of transactional finance processes for 330 staff across 25 teams.

Responsible for:

- Oversight and trouble-shooting on Family Services budgets
- Lead liaison with CSG Finance for Family Services
- Development of remediation plans

Finance Manager

1.5 Senior
Financial
Administration
Officers

5.7 x Financial
Administration
Officers

1.69 Financial
Administration
Assistants

- Creation of Purchase Orders on Integra based on Commitment Forms raised by budget managers (approx 6000 transactions per year)
- Matching POs with invoices (approx 7000 transactions per year)
- Transferring invoices and other payments to Accounts Payable team
- Running the payment schedule.
- Processing of petty cash needs via instant issue prepaid cards, personalised cards and cash (approx 6000 transactions per year)
- Raising invoices for debtors (approx 650 per year)
- Administration of travel for practitioners and clients (1000 per year)
- Supporting managers in budget monitoring and management with an in depth understanding of funding sources and requirements etc
- Training new staff in financial processes and supporting all staff
- Ensuring compliance with procurement rules when setting up new and using existing vendors
- Support for Closing
- Administration of grants, interpretation and translation, ISAs, Family Group Conferencing
- Responsibility for payments aspects of Early Years Vulnerable Funding and 2 Year Old offer

3. Proposed: SC&BI – Strategy, Insight & Commissioning

Supporting the end-to-end Commissioning and Business Planning cycle

