

	<p>ACTION TAKEN UNDER DELEGATED POWERS BY OFFICER 25 May 2016</p>
Title	<p>Changes to the Family Services Establishment</p>
Report of	<p>Commissioning Director, Children and Young People</p>
Wards	<p>All</p>
Status	<p>Public</p>
Enclosures	<p>Annex A - Changes to the Family Services establishment</p>
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Summary

A number of changes to the Family Services establishment are required to help deliver purposeful, resilience-based practice in line with the social care practice improvement plan. The service needs to be configured in the best way possible, with manageable caseloads, and sufficient capacity to deliver service improvement. This report sets out the required changes in context and sets out the associated costs.

Decisions

1. **Approve changes to the Family Services establishment, as set out in the annex of this report.**

1. WHY THIS REPORT IS NEEDED

- 1.1 Our partnership vision, reflected in the Children and Young People Plan, is to make Barnet the most Family Friendly borough by 2020, and the theme of resilience has been chosen to drive our ambition for strong communities in which children can thrive and achieve. Within Family Services, this means a focus on resilience-based practice across the workforce. In order to deliver purposeful, resilience-based practice, the service needs to be configured in the best way possible, with manageable caseloads, and sufficient capacity to deliver service improvement.
- 1.2 Family Services implemented a service transformation one year ago (April 2015). Work has been undertaken since to embed the structure and streamline processes. Since transformation, a significant increase in demand has been seen. There has been a 14% increase in contacts to the MASH, 10% more referrals to social care, a 191% increase in Common Assessment Frameworks ('CAF'), and 33% fewer referrals to NFA (No Further Action). Within Intervention and Planning, a significant increase has been seen in the number of open cases for Child Protection, Child in Need and court work.
- 1.3 A review of the service has been undertaken and some changes to the establishment are needed to make further improvements to the service post-transformation, to enable efficient, effective and safe demand management and service delivery and a strong focus on rapid practice improvement.
- 1.4 The annex to this report sets out the required establishment changes. In summary they are to add 36 new posts to the establishment, to delete 1 post (CAMHS Team Manager, currently vacant) and change line management for that team, to introduce Market Factor Supplement for Duty and Assessment team social workers, to upgrade the Principal Social Worker post and to move from 3 large to 6 small teams in Intervention and Planning.

2. REASONS FOR DECISIONS

- 2.1 The rationale for each change to the establishment is set out in the annex to this report. However, overall, the decision to make these changes supports key Family Services priorities, in particular the social care practice improvement plan which aims to 'ensure purposeful, high quality and effective social work interventions that keeps children safe and enables and equips them and their families to develop and thrive' through a focus on three key areas:
 - To empower and equip the social care workforce to understand the importance and meaning of purposeful social work in Barnet
 - To ensure that systems and tools support the delivery of high quality social work
 - To retain, attract and grow a cadre of effective social workers who are child focussed, curious and inquisitive about what they are seeing and assessing

- 2.2 In particular, the additional resources will reduce caseloads, enabling social workers to focus on practice. The addition of Market Factor Supplements will also help to attract and retain social workers, one of the three key focuses of the practice improvement plan. The formalising of Child Sexual Exploitation (CSE) officer posts offer continuity for this important agenda and capacity to help support high quality practice.
- 2.3 Increased CAF capacity will support the provision of effective early intervention support, and increased capacity in Family Support will assist high quality interventions, both of which will help to drive purposeful practice across the Family Services workforce. Early Years brokerage officers support the expansion of early years places across the borough, which is a key government priority.

3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 3.1 The alternative option to leave the establishment in its current form does not provide a sufficient response to ensuring purposeful practice and meeting increasing demand.

4. POST DECISION IMPLEMENTATION

Following decision, activity will be undertaken to make appropriate changes to the establishment. HR process will be followed to fill new posts and consultation with staff and trade unions will take place where required for changes to currently filled posts.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The current Corporate Plan (2015-2020) sets out the priorities of Fairness, Responsibility and Opportunity. Children, Education, Libraries and Safeguarding Committee will support this through working with partners to make Barnet the most family friendly borough to ensure a great start in life for every child and that young people are well prepared for adulthood. The Committee further seeks to ensure that safeguarding arrangements for vulnerable young people will continue to be effective and robust, with greater interface, including sharing information, between services. There is an objective to offer a range of services to identify and address, at an early stage, any issues that may impede a successful childhood, provided through a well-trained, high quality workforce.

The establishment changes in this report seek to support both the early intervention agenda and the delivery of effective social work.

- 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

Finance & Value for Money

- 5.2.1 The total cost of the changes proposed is £1,906.5k and will be funded from contingency, subject to Member approval at Policy and Resources Committee on 28 June 2016. In the event that the Policy and Resources Committee do not authorise additional expenditure then any unbudgeted expenditure incurred as a result of this decision would need to be recouped from savings before the end of the current financial year.
- 5.2.2 The table below summarises the costs. More information on the current pressure being faced, the reason for the proposed change, the teams it affects, the cost attached to the proposed change can be found in the annex.

Reason	Cost
Increase in demand at the front door	£444k
Increase in demand in the rest of the system	£670.5k
Adjustments to transformed structure	£175k
Early Years places	£160k
Child Sexual Exploitation & Missing	£110k
Caseload reduction	£347k
Total	£1,906.5k

Staffing and Sustainability

- 5.2.3 Some of the posts above are currently filled on an interim basis. There will be communication with members of staff and agency workers who are affected by the proposals above. HR process will be followed to fill new posts and consultation with staff and trade unions will take place where required for changes to currently filled posts. HR process has been followed in relation to Market Factor Supplements for Duty and Assessment team social workers.

Procurement, IT, Property

- 5.2.4 There are no procurement or property implications in this report. There are minor IT implications; newly established posts will require staff IT equipment. This will be funded from existing budgets and is not included in the financial figures above.

5.3 Legal and Constitutional References

- 5.3.1 The Council has a number of statutory duties which relate to the recommendations in this report, broadly the Council has duties under Children Act 1989 and 2004 to safeguard and promote the welfare of children and young people.
- 5.3.2 The Council also has duties to secure sufficient provision of childcare places which is relevant to the content of this report.
- 5.3.3 This report documents a decision on changes to the Family Services establishment, in line with the requirements of the scheme of delegation.

5.3.4 The Policy and Resources Committee has the responsibility for ensuring effective use of resources and value for money as stated in Annex A of the Responsibility for Functions, found in the council's constitution'.

5.3.5 The Council's Financial Regulations states at para 4.4.3 'Virements for allocation from contingency for amounts over £250,000 must be approved by Policy and Resources Committee'.

5.4 **Risk Management**

5.4.1 If the recommendations of this report are not implemented there is a risk that current early intervention and social care demand are not effectively met.

5.5 **Equalities and Diversity**

5.5.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies **to have due regard** to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

The broad purpose of this duty is to integrate considerations of equality into everyday business.

The equalities characteristics of Barnet's population are taken into account in decision making, the design of policies and the delivery of services. This information, insight and data are also taken into account in extending the reach of services, for example in providing early years places.

5.6 **Consultation and Engagement**

The review of the current establishment was undertaken alongside the Family Services management team. Additional liaison will take place with staff who are affected by the changes outlined in this report. These changes have been shared with staff across the service, and discussions are planned with the unions. In light of the urgency of ensuring sufficient resource within Family Services and the time it takes to recruit, this decision is being implemented now, and will be reviewed after feedback from the unions.

6. **BACKGROUND PAPERS**

6.1 See annex.

7. **DECISION TAKER'S STATEMENT**

7.1 *I have the required powers to make the decision documented in this report. I am responsible for the report's content and am satisfied that all relevant advice has been sought in the preparation of this report and that it is*

compliant with the decision making framework of the organisation which includes Constitution, Scheme of Delegation, Budget and Policy Framework and Legal issues including Equalities obligations.

8. OFFICER'S DECISION

8.1 I authorise the following action

Designation Commissioning Director, Children and Young People

Date 25.05.2016

Annex A - Annex A - Changes to the Family Services establishment

	Pressure	Teams	Amount	Proposed change	Sub-total
1.1	Increase in demand at the front door	Intake and Assessment	£93k	Introduce Market Factor supplement for Duty and Assessment Team (DAT) social workers to improve recruitment and retention	£444k
1.2			£351k	Formalise DAT 4 Team within the permanent structure (1 TM, 1 ASW, 4 SW) to meet demand	
1.3	Increase in demand in the rest of the system	CAF	£100k	Create 2 FTE CAF workers to support increase in early intervention activity	£670.5k
1.4		Family Support	£122k	3 Family Support Workers to meet demand for intervention delivery	
1.5		Intervention & Planning	£26k	Move from 3 large to 6 small teams in Intervention & Planning to provide greater management oversight	
1.6			£216k	Formalise the 4 additional SW posts across Intervention and Planning service	
1.7			£82k	Create a Case Progression Officer post to improve practice and to meet court timescales and to deputise for the Head of Service within a larger Intervention and	

				Planning service	
1.8		Safeguarding	£48.5k	Child in Need (CIN) Review Chair to review initial Child in Need plan, given an increase in demand	
1.9		Disabled Children's Team	£38k	Create a SW assistant post to undertake carer assessments and create support packages as a result of increased demand under the Care Act	
1.10		Permanence, Transitions and Corporate Permanence	£38k	Create a SW assistant post for private fostering to support this developing agenda	
1.11	Adjustments to transformed structure	Safeguarding	£94k	Create 3 FTE permanent minute takers to support the keeping of accurate records	£175k
1.12			n/a	Deletion of vacant CAMHS Team Manager post and transfer of line management to Intake and assessment Head of Service.	
1.13			£81k	Upgrade the current Principal Social Worker/Practice Standards Manager role and create a SW assistant post and a Practitioner Support Assistant post to provide sufficient capacity for roles that are essential in driving	

				service improvement	
1.13	Early Years places	Early Years	£160k	Establish 2 Year Old Brokerage Officer posts	£160k
£1,449.5k					
2.1	Increase in demand in the rest of the system	Safeguarding	£110k	Formalise the CSE co-ordinator post and CSE/Missing Social Work Assistant post to further support the CSE and Missing agendas	£110k
£110k					
3.1	Caseload reduction	Intervention & Planning	£347k	Reduce caseloads in Intervention and Planning (where Court Work, Child Protection case conferences, and looked after children work takes place) through addition of 1 team manager and 5 social workers	£347k
£347k					