

DERBYSHIRE COUNTY COUNCIL

CABINET

21st January 2014

Report of the Strategic Director for Children & Younger Adults

SUPPORTING FAMILIES SERVICES – (Children and Young People)

1. Purpose of Report

- 1.1 To inform Cabinet of a proposed review of Supporting Families services.
- 1.2 To seek Cabinet approval to conduct such a review and to develop revised structures and posts to meet future service need.
- 1.3 To seek Cabinet agreement for the proposed method of assessing the distribution of resources based on need.

2. Information and Analysis

2.1 Background and Context

This review will be conducted at a time when the County Council is faced with making unprecedented savings totalling £157m by the end of the financial year 2017/18.

Children’s Universal and Targeted Services were restructured in 2011 into six localities and 33 multi-agency teams [MATs] loosely based on secondary school catchment areas. The aim was to integrate children’s early help support services to improve the quality, efficiency and availability to families at a locality level. A number of staff groups who provided case based and group work support to families were previously managed in separate structures and were combined into the MATs under a MAT Manager. Some other services [family support centres and intensive family support service] were moved into the locality structure but were not incorporated into the MAT team at the time of the review.

After being in operation for two years it was felt appropriate to review this structure to assess what had been achieved by the remodelled service, establish what had changed in the national and local context which may impact on services, and identify priority areas for further development to make any necessary alterations to improve services available. This was commenced in December 2012 and a detailed briefing on the review was presented to lead members in June 2013.

This identified that there had been real improvement on previous arrangements both for children, young people and families and professionals.

However, there were some emerging issues that would benefit from further development. In particular:

- Integration has demonstrated some significant overlapping of roles and the service would benefit from reviewing the overall number of roles whilst ensuring the key different skill sets are maintained. The review found that there were other services that may also benefit from working in either this or an aligned model.
- The workforce has developed significantly and is able to demonstrate a deeper understanding for each other's role and the improvement and widening of their own skills.

It is now appropriate to work towards ensuring all staff role profiles reflect the work that they now undertake, to equip the children's workforce to deliver services that will provide outstanding services for families and to develop clear pathways for career progression.

2.2 The Review

The review will seek to develop a supporting families element of the MAT structure that will provide even better early help to children and families, and that keeps children and young people safe from abuse and/or neglect, ensures all children start school healthy and ready to learn and that all our young people are ready for the world of work.

Such a structure needs to be able to grow and shrink with changing resources whilst continuing to deliver services that both help change families and sustain those changes. It will need to fit in with the Early Help to Safeguarding review.

It will embed a culture of help based on appropriate assessment, working with families to agree desired changes which inform an agreed action plan which through regular review achieves the planned outcomes.

This will be consolidated from current work on a single assessment process, a single operational model and informed by the new threshold document.

The review will aim to produce a structure that reflects staff's ability, sets entry level requirements, describes core skills required, provides training to equip staff with these skills within a culture that expects and facilitates the use of those skills. This will be based on holding staff accountable and responsible for their work with support from managers who reinforce use of evidence-based practice, monitor fidelity of the application of evidence-based programmes and the outcomes achieved.

The review will endeavour to create an improved career structure that could include "entry level" posts, practitioner posts and senior practitioner posts.

In considering the staff involved and skills required to provide family services it will consider options for generic job descriptions and/or the need for specialist work.

2.3 Staff Group

The review will look at those staff currently engaged in providing support to help families make and sustain changes. (Appendix 1)

This will include Family Resource Workers, Education Welfare Officers, Family Support Centre Managers and staff, Intensive Family service Team Leaders and Key workers, and Children's services Domiciliary Service Officers and Home Helps. It will also include Education Welfare Service Managers, Troubled Families Leads as well as the Troubled Families Coordinator and the Principal Education Welfare Officer and it may be that as the review progresses some other groups are identified that would merit inclusion.

There is considerable cross over in the work undertaken by these staff groups, and as a whole family approach becomes ever more embedded in our work, there is a likelihood that this will increase. Whilst there may remain areas of work requiring specialist skills, the review will consider whether this can be met through equipping generic practitioners with a range of skills and senior practitioners with specialist skills and areas of responsibility, or whether there are areas of work that require a specialist job and person profile.

The review will also look at capacity issues and seek to produce a workload management scheme that would facilitate a consistent approach to this.

2.4 Needs-Led Resource Provision

A key area of the review is to align resources more closely to need through a similar formula to that in the Youth Service Review that uses the numbers of 0-19 year olds linked to deprivation scores in a locality. This will also be informed by recent and historic demands for service.

Distribution of staff will also be influenced by the budget position pertaining at that time and the grading of new posts.

2.5 Links with other Development Work

The review will maintain close links with, and contribute to, other development work that is taking place to ensure consistency of approach. In particular – but not exclusively – this will include the review of Children’s Centres, the single assessment, the early help to Safeguarding review, the design of the new front door and the single operating model.

2.6 Timescale

The outline timescale for the review is from January 2014 to September 2014, this is an ambitious target and recognising the complexities of the process may ultimately take a little longer.

January 2014 - outline report to Cabinet.

January - March 2014 - Informal briefings with staff and range of working groups involving staff representation, trade unions and an HR representative to develop revised job and person profiles for the proposed new posts, and to consider qualifications, training, structure and capacity.

March 2014 - Completion of new job and person profiles and submission for job evaluation and grading.

April 2014 – Further report to Cabinet seeking approval to commence formal consultation with staff and trade unions on the revised proposals and process for appointments to the new structures.

3. Human Resources Considerations

Informal consultation with the staff affected and trade unions will commence in the New Year and some of those involved in current service delivery will be asked to work closely with the commissioner and the HR representative in the development of the job and person profiles for posts in the proposed new structure. All those involved in this review will be invited to a series of informal briefings and information sharing sessions, giving staff the opportunity to contribute ideas to inform plans for future service delivery. A union representative has been requested to work with the core team.

Subject to Cabinet approval of the recommendations in this report, a further report will be submitted to Cabinet in April 2014 which will include:

- The outcome of the review including any proposals for a new structure
- The outcome of the job evaluation process for any new posts.
- Costs of the existing and proposed new structures.
- An indicative timetable for implementation.
- A proposed process for appointing to the new structure.
- A request to approve commencement of formal consultation with staff and trade unions on the proposals.

4. Financial Considerations

The identified staff groups amount to over 230 personnel and currently cost in the region of £5.26m per year. Should any savings in staffing be identified, for example by removing duplication of tasks or reorganisation of front-line workers, these would be available to contribute to the budget reductions applied to CAYA.

5. Property Considerations

The review may identify opportunities to declare some buildings surplus to requirements.

6. Other Considerations

In preparing this report the relevance of the following factors has been considered: Prevention of Crime & Disorder, Equality of Opportunity; Environmental, Health, Legal & Human Rights, and Transport Considerations.

7. Key Decision

No

8. Call-In

A waiver of the call-in procedure will not be required for this report.

9. Strategic Director's Recommendation

That Cabinet approves:

9.1 the commencement of a review of the Supporting Families Service to develop revised structures and posts to meet future need.

9.2 the proposed method of assessing distribution of resources based on need.

9.3 the submission of a further report in April 2014, outlining progress, identifying the next steps and agreeing formal consultation with staff and trade unions.

Ian Thomas
Strategic Director for Children and Younger Adults

SUPPORTING FAMILIES STAFF - GRADES AND SALARY SCALES

Position Name	Grade	Minimum Salary	Maximum Salary	FTE	No of Staff
Troubled Family Coordinator	SS15	£48,863	£53,756	1	1
Principle Education Welfare Officer	SS13	£37,490	£40,702	1	1
Troubled Family Locality Lead	SS12	£33,435	£36,420	3	3
Intensive Family Support Team Leader	SS12	£33,435	£35,425	3	3
Unit Manager	SS11	£29,531	£32,440	7	7
Education Welfare Service Managers	SS11	£29,531	£32,440	3	3
Domiciliary Service Officer	SS09	£23,108	£24,792	2.8	4
Deputy Unit Manager	SS09	£23,108	£24,792	10	12
Education Welfare Officer	SS08	£20,862	£22,546	21.9	28
Family Resource Worker	SS08	£20,862	£22,546	68.62	75
Family Support Worker	SS08	£20,862	£22,546	47.93	61
Intensive Family Support Key Worker	SS08	£20,862	£22,546	9.18	10
Care Worker (Community)	SS05	£15,327	£16,321	14	28
TOTAL				192.43	236