

**DERBYSHIRE COUNTY COUNCIL**

**CABINET**

**26 May 2015**

**Report of the Strategic Director for Children & Younger Adults**

**RECLAIMING SOCIAL WORK AND PREVENTING  
FAMILY BREAKDOWN PROGRAMME – (Children and Young People)**

**1. Purpose of the Report**

The Cabinet notes progress regarding the successful bid for ring-fenced government funding for the Reclaiming Social Work and Preventing Family Breakdown Programme from the National Innovations Unit, the proposals for its use and to agree the creation of an ear-marked reserve.

**2. Information and Analysis**

A proposal by Derbyshire in collaboration with four other LAs (Hull, Buckinghamshire, Harrow and Southwark) and Morning Lane Associates (MLA) has been successful in obtaining funding from the Innovation Programme. All five LAs have been working with Morning Lane Associates for some time and have adopted the Reclaiming Social Work (RSW) model. Morning Lane Associates provide training and practice guidance; case responsibility remains with the Local Authority.

The Innovation Programme was set up to encourage new approaches, to learn from best practice and to provide tailored and substantial support. This programme aims to make fundamental and wholesale changes to practice in 3 areas: establishing Preventing Family Breakdown teams, Consultant Social Worker development and Reducing Bureaucracy and was awarded overall funding of £4 million from the Department for Education's Innovation Fund.

**Preventing Family Breakdown (previously known as Edge of Care)**

Analysis of data across the East Midlands shows that whilst Derbyshire ranks amongst the lowest in terms of children in care per population, we are the second highest in relation to young people who come into care aged 16 and over. This emphasises the need to review interventions for young people on the edge of care, especially aged 13 to 17, and to strengthen Derbyshire's response for families, through improving Council provision.

Further to the previous CabCo report on 3 March 2015, the intention is to create two established specialist Preventing Family Breakdown teams in Derbyshire, each consisting of a Consultant Social Worker (Grade 13), a Social Worker (Grade 9 to 11), a Children's Practitioner (Grade 8), a Team Coordinator (Grade 7) and a Clinician (to be employed by MLA), working together to respond quickly and effectively to teenagers at risk of becoming accommodated by the Local Authority and to enable more successful discharge from care. The Children's Practitioner and Team Co-ordinator have been subject to Council's Hay Job Evaluation Scheme. See structure chart – Appendix 2.

Each family being supported will be encouraged to adopt goals that the service will help them to achieve. Overall service objectives will include:

- 50% of young people on the Edge of Care not becoming long-term looked after, thus out of a projected 40 families worked with, 20 do not become looked after
- Longer lasting improvements in families resulting in fewer re-referrals
- Overall reduction of children in care

It is projected that these teams will be able to work with 40 families in total over the year and thus contribute in a number of ways to achieving CAYA's budget reductions as well as better outcomes for families.

The intention is for one team to be based in Chesterfield and the other to be co-located with Starting Point in the south of the county.

#### Consultant Social Worker Development

*'Social work vacancies have soared by 74 per cent in the past year as local authorities struggle to hold on to essential front-line staff.'*

Independent on Sunday, August 2014

In Derbyshire it is becoming increasingly difficult to recruit and retain experienced social workers into frontline child protection teams; with the career options for experienced workers being limited and encouraging the best to move into management roles, thus being lost to frontline practice. In December 2014, Newly Qualified Social Workers

accounted for approximately one fifth of Social Workers across CAYA; this proportion is nearer one quarter in some teams.

Consultant Social Worker Development is a response to this trend by seeking to encourage the development of practice skills and knowledge, to increase confidence and ability to work with complex families, to enable and support social workers to remain in practice further into their career.

For this year the intention is to test two models of using Consultant Social Workers in districts/teams to inform any longer term assessment of their necessity and effectiveness. In one model they will be a district wide resource; whilst in the other they will lead smaller teams, some also with the additional use of team co-ordinators. For this reason these posts are being appointed for a fixed term of one year. At the expiry of the project these staff will return to their established posts. Any further proposals following the evaluation will be the subject of future reports.

### Reducing Bureaucracy

The objectives of the Reducing Bureaucracy work stream are to:

- rationalise the volume and nature of social work recording and the impact of guidance and regulation
- review current procedures in each LA to reduce and re-design forms and processes
- agree new processes and forms enhancing and complementing systemic social work practice
- support the safe adoption of the new processes within the LAs

The aim of the Reducing Bureaucracy work is to reduce the time taken by social workers on administrative tasks by 20% thus freeing up time that can then be spent in direct work with families. The new team co-ordinator posts are integral to this objective.

### **3. Human Resources Considerations**

In order to successfully achieve the objectives set out in the Innovation programme, it has been necessary to create the new posts detailed in the report. These posts the new posts have been subject to the Council's Hay Job Evaluation Scheme and consultation with the recognised trade unions.

Morning Lane Associates have been involved in the recruitment process for Consultant Social Workers by putting applicants through an assessment to identify their knowledge of systemic practice, their potential to undertake these roles and likely development needs.

Recommended candidates were then subjected to a formal interview by relevant Council officers in line with the Council's normal recruitment and selection procedures.

Further Consultant Social Worker applicants will be recruited and assessed jointly by MLA and Council officers, though the final decision-making will appropriately rest with Council officers.

The social workers, children's practitioners and team co-ordinators will be recruited in line with the Council's Recruitment and Selection Procedures, though MLA will facilitate information sharing for interested applicants.

#### **4. Financial Considerations**

Funding for Derbyshire from the DfE Innovations Programme totals £528,007. In addition, government funding is provided to MLA to employ staff to work in and with Derbyshire.

The expenditure for each proposal is described below and is shown in more detail in Appendix 1.

##### Preventing Family Breakdown

Based on current placement costs and care needs of teenagers, enabling a sustained return home or preventing admission for just 10 young people who would have been in residential care, and 10 who would have been in contract care would save approximately £1,570,000 per annum. Against the numbers of children in this age group that are being brought into care, officers believe that this number of admissions can be prevented and the reduction in spend delivered.

Staffing costs for each team are approximately £200,000 and detailed in Appendix 1.

The two Clinicians will be directly employed by MLA until end March 2016 and recharged to the authority. Their role will be evaluated and any further proposals following the evaluation will be the subject of future reports. The cost of the clinicians plus other expenses incurred by Morning Lane is estimated at £110,000.

It is envisaged that within 6 to 9 months, the ongoing cost of the teams will be more than covered by the savings in placement costs. Net savings from the development of an Edge of Care service would be used to help achieve CAYA's budget reductions as part of the on-going Invest to Save programme related to Children in Care.

Projected Cashflow (assume June 2015 start):

	2015/16 £000s	2016/17 £000s	Ongoing
Cost of teams	347	406	406
Anticipated Savings	(200)	(1,570)	(1,570)
Net Cost/(Savings)	147	(1,164)	(1,164)

In 2015/16, it is proposed that the any excess cost of the teams compared to the anticipated savings is covered by use of the earmarked reserve CAYA prior years' underspends.

Consultant Social Worker Development – fixed term 1 year

8 (maximum) Consultant Social Workers (Grade 13)  
4 (maximum) Team Coordinators (Grade 7)

Each Consultant social worker will cost £51,770 and each team Co-ordinator £25,112.

The total maximum staffing cost for one year is estimated at £514,608 and additional costs such as travel and administration expenses are expected to be £1,000 per person making a total estimated cost of £526,608.

The projected costs for this proposal can be met from the DfE Innovations grant allocation to the authority. It is likely that expenditure will span both 2015/16 and 2016/17, approval is therefore sought to hold any unspent grant at the end of 2015/16 in an earmarked reserve pending its use in 2016/17. Final costings will be affected by the number of CSWs and team co-ordinators appointed, and the extent of backfill arrangements.

**5. Legal Considerations**

Services to prevent children coming into care, or to enable a sustained return home are provided under Section 17 of the Children Act 1989.

**6. Equality and Diversity Considerations**

Children in care and care leavers often have poorer outcomes than the general population, and so maintaining young people safely within their own families is likely to lead to improved outcomes.

**7. Other Considerations**

In preparing this report the relevance of the following factors has been considered: prevention of crime & disorder, equality of opportunity, environmental, health, property and transport considerations.

**8. Key Decision?**

No

**9. Call In**

Is it required that the call in period be waived in respect of the decisions being proposed in the report - No

**10. Background Papers**

Progressing the 'Reclaiming Social Work' model in five Local Authorities Innovation Programme. Papers held by Officers

**11. Strategic Director's Recommendation**

That:

- the successful bid for ring-fenced government funding via the Innovations Unit and related work is noted
- agreement is given to agree the creation of an ear-marked reserve

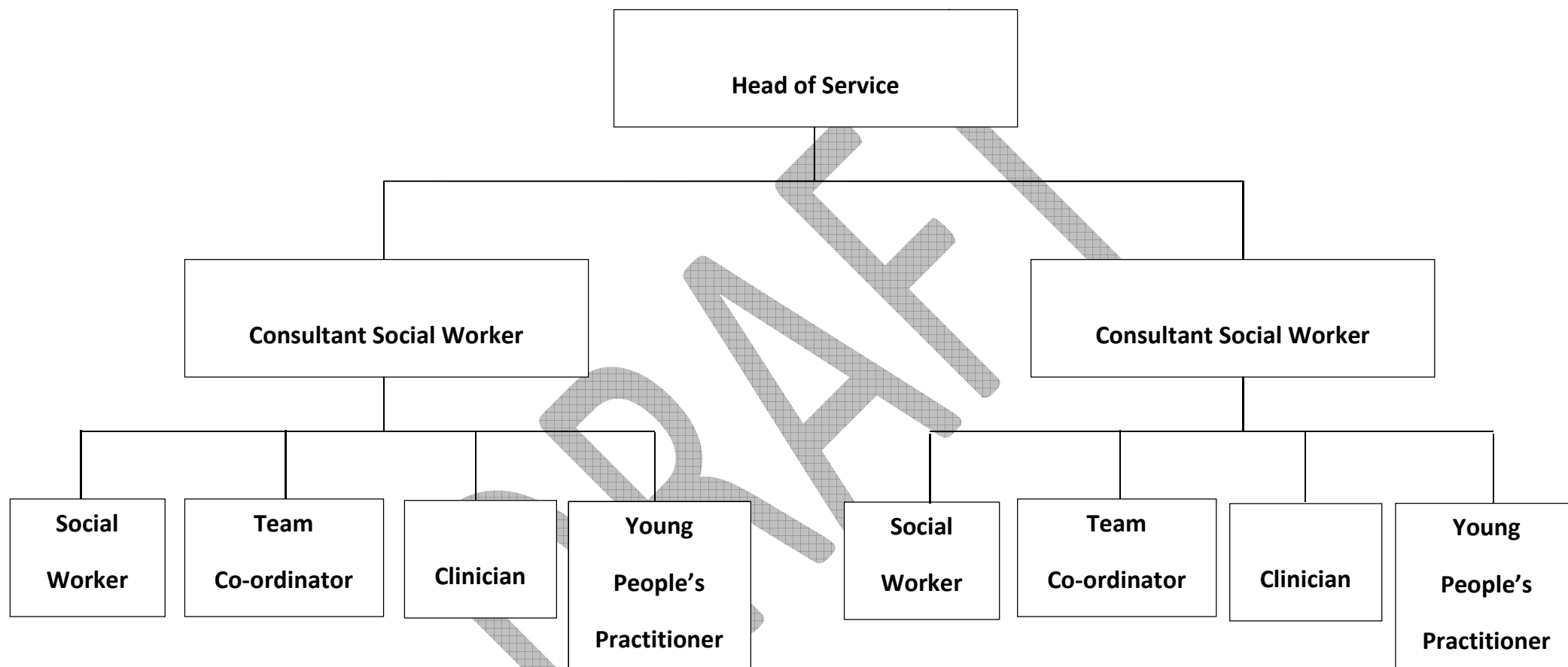
**Ian Johnson**  
**Strategic Director for Children & Younger Adults**

**APPENDIX 1****Preventing Family Breakdown**

Worker	Grade	FTE per team	Total FTE	Cost per FTE incl oncosts	Total cost incl oncosts
Consultant Social worker	Grade 13	1.00	2.00	51,770	103,540
Social Worker	Grade 9 - 11	1.00	2.00	36,829	73,658
Children's Practitioner	Grade 8	1.00	2.00	28,096	56,192
Team Co-ordinator	Grade 7	1.00	2.00	25,112	50,223
Plus Travel costs + Non salary related costs					
2x .8 Clinician - Recharge from Morning Lane					110,000
<b>Total Preventing Family Breakdown Costs per annum</b>					<b>393,613</b>

**Consultant Social Worker Development**

Worker	Grade	FTE per team	Total FTE	Cost per FTE incl oncosts	Total cost incl oncosts
Consultant Social worker	Grade 13		8.00	51,770	414,162
Team Co-ordinator	Grade 7		4.00	25,112	100,446
Plus Travel costs + Non salary related costs					
<b>Total Consultant Social Worker Development Costs per annum</b>					<b>514,608</b>
<b>Total cost per annum</b>					<b>908,221</b>





## APPENDIX 3

