

Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Friday, 3 November 2017

Notice of Reports Received following Publication of Agenda.

Children and Young People Select Committee

Monday, 13th November, 2017 at 10.00 am,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

Item No	Item	Pages
3.3	Recommendation arising from our review of Placement and Support Team	1 - 24

Paul Matthews
Chief Executive

This page is intentionally left blank

SUBJECT: Document for the re-alignment of Monmouthshire Children's Services Delivery Model (Fostering)

Directorate: Social Services

MEETING: Select Committee

DATE: 13/11/17

DIVISION/WARDS AFFECTED: County Wide

1. PURPOSE

- To provide details of a proposed re-alignment of Monmouthshire Children's Services delivery model specifically in regards to the Placement and Support Team (PAST).
- To highlight progress against the targets identified within the initial business case previously endorsed by Cabinet including an outline of next steps.

2. RECOMMENDATION

2.1 That Select Committee provides pre-decision scrutiny regarding:

- The proposed reconfiguration of 2 assessing social worker posts from the establishment within the PAST.
- The transfer of resources released from 1 of the posts into the creation of a social worker post within the Support and Protection Team.
- The transfer of resources released from the 2nd post into a spot-purchasing budget to procure independent assessments as and when required.
- To progress with reviewing 3 other posts also created within the initial business case i) Psychologist ii) Special Guardianship Worker and iii) Placements and Contracts Officer Post.

- To transfer the Contact Team from the line management of the PAST to the Service Manager Early Help and Assessment as part of the realignment of Family Support and Edge of Care services.

2.2 Select members are requested to consider these proposals in the context of:

- The National Fostering Framework which sets out the direction for more regional approaches to fostering services across Wales (see background papers).
- The increasing demands and pressures across Monmouthshire Children's Services as set out within the Workforce report. There continues to be an upward trend in the numbers of children Looked After Children, children on the Child Protection Register and Children subject to court proceedings, with corresponding budgetary pressure.
- The two parallel papers presented regarding Family Support and Workforce.

3. Key Issues

3.1 In 2014 council approved a business case to include as follows:

- To employ 2 full-time Social Workers with the intention of recruiting more Monmouthshire Foster Carers
- To employ a part time psychologist to assist with the recruitment and retention of foster carers and promote placement stability
- To create a Placements and Contracts Officer post to assist with finding and maintaining placements for children in foster care
- To create a Special Guardianship Order worker to support / increase Special Guardianship Orders within the authority.

3.2 The PAST Project Board was established in early 2017 to work within the overall Delivering Excellence Programme for Children's Services and specifically to:

- Review progress against targets in the business case
- Review the additional posts that had been created within the business case
- Develop an improvement plan
- To consider different service delivery options.

3.3 The Project Board carried out a range of activities in accordance with its aims including:

- Benchmarking against other Local Authorities and regional partners
- Development of team dashboards and performance indicators for the PAST
- Gaining feedback from foster carers
- Caseload analyses and productivity over the last 5 years
- Gaining feedback from colleagues in the wider Children's Services arena

3.4 Outcomes from the review

- The original business case assumed that increasing staff would, amongst other targets, increase foster carer recruitment and retention and allow more placements to be made with in-house foster carers. However, this was found not to be the case.
- The review data informed us that in comparison to other Local Authority fostering teams our caseloads and productivity remained low.
- That kinship carers were often required within tight timescales of court work, which could make it difficult to manage peaks & troughs. This was found to create delays within the completion of generic fostering assessments.
- The review concluded that further work around systems and processes for the PAST could help improve efficiency.
- In summary, the objectives within the 2014 business case were not fully on target to be met and were therefore not having the required impact on the service. Consequently, the low number of Monmouthshire Foster Carers continues to make us over-reliant on independent fostering agency carers which creates additional budgetary pressure, and does not improve outcomes for our Looked After children and young people.
- The Fostering Project Board is now structured around separate workstreams (see figure 1). Targets are set around the increase in generic carers and the transfer of independent foster carers to Monmouthshire carers.

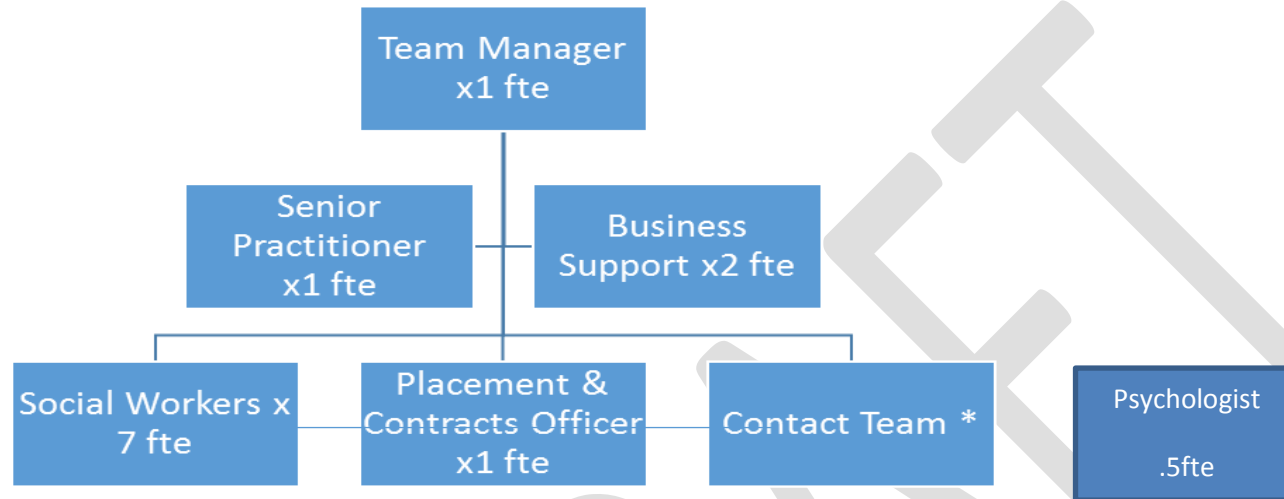
Figure 1



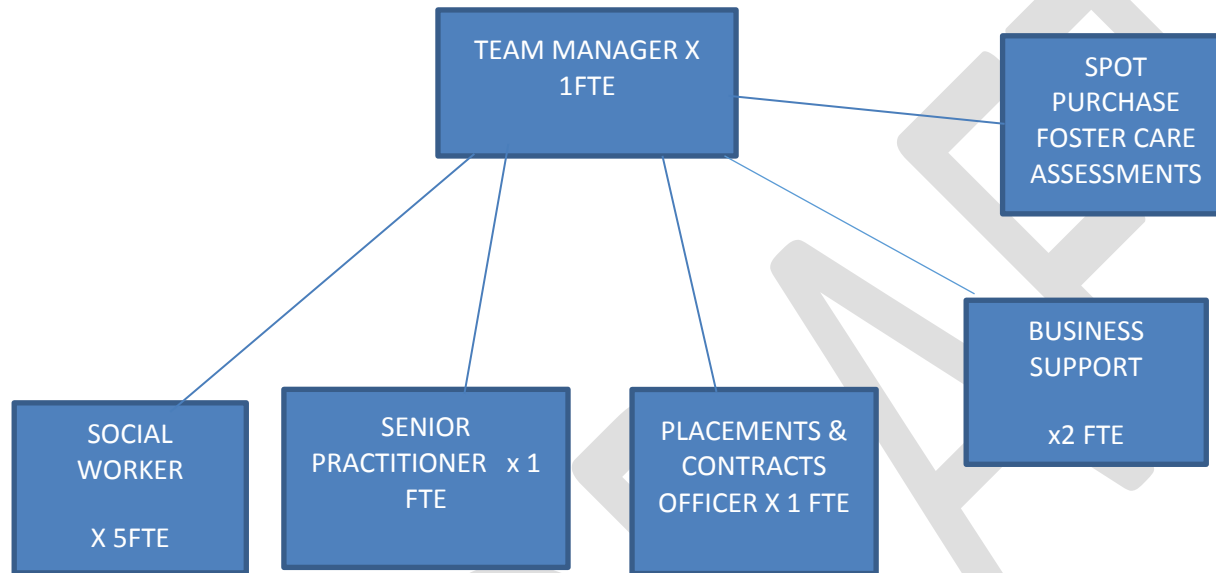
3.5 Current Proposals

- Following the overall workforce analysis of demand versus resources, we propose to release one full-time social work resource from PAST to assist with addressing the pressures within the wider Children's Services area where demand currently exceeds resource.
- We propose to reconfigure one full time social work resource to create a budget for spot commissioning Foster Carer Assessments on an as needed basis. This is to help the team manage the peaks and troughs around demand and reduce delay in the completion of generic assessments.
- In line with the Family Support review we propose to move the Contact Team from the management structure of the PAST into that of the Early Help and Assessment service area. This is to achieve a managed network of support services that can be utilised in a more efficient and effective way by coming under the umbrella of one Service Manager.
- In line with the original business case (2014) we propose to continue to review the posts to ensure that they are best aligned to the overall aims of the service and specifically the Fostering Project
- If the proposals within this report are agreed by Cabinet implementation will move forward between January and April 2018.

3.6 Current Service Model within placement Team



3.7 Proposed Service Delivery Model



3.8 Summary of changes

What will change?	What will be created?
One FTE assessing social work post will be deleted and moved to Family Support and Protection Team	No post will be created as a result of this the fostering team and the post will be retained elsewhere within Children's Services establishment
One FTE assessing social work post will be deleted and the financial resource reconfigured	The released financial resource will remain in the team and used to spot Purchase independent assessments to enable effective response to the peaks and troughs of the assessment work as and when required
The contact team will move across to the 'front door'.	This will align with the second phase of the family support review

Page 7

4. Option appraisal

OPTIONS	BENEFITS	DIS-BENEFITS	RECOMMENDED	Cost
Do nothing retain status quo	<ul style="list-style-type: none"> No short term disruption 	<ul style="list-style-type: none"> Additional resource tied up in system unable to respond to pressure points 	No	No cost

		<ul style="list-style-type: none"> The current demand doesn't justify this level of resource. 		
<p>2. Do less: Relocate one social work post only and retain the other within the PAST</p>	<ul style="list-style-type: none"> Reduces disruption Potentially contributes to on-going project / service aims The social worker could potentially work peripatetically across the service 	<ul style="list-style-type: none"> Does not provide flexibility to work with the peaks and troughs of demand A peripatetic post would be diverted from PAST work because of the additional demand pressures within the service. 	No	Release £49k per FTE
<p>3. Proposal: delete x2 FTE from PAST team</p>	<ul style="list-style-type: none"> Reinvest resource across wider system Reinvest resource in efficient spot purchasing approach to Foster care assessments Protected employment policy potentially benefits individuals concerned and wider service area. 	<ul style="list-style-type: none"> Disruption in short term. Affected Individuals may not wish to apply for roles across wider system 	Recommended	Release £49k Per FTE

5. Evaluation Criteria

- Responsive, efficient and effective service
- Increase in Monmouthshire foster carers
- Increase in range of placements offered with Monmouthshire foster carers
- Decrease in use of Independent Fostering Agency and residential placements
- Improved retention and satisfaction of foster carers
- Clearer defined role profiles within the PAST
- CYP always placed locally where in their best interests
- Increased placement stability

6. Risk Assessment

Risk	Uncontrolled Risk	Control	Controlled Risk
Loss of two qualified social workers to whole service, and potentially exposing the authority to redundancy costs	Medium	<p>Affected social workers will be able to apply for a post in the other areas of service under protected employment policy conditions</p> <p>Offer of any relevant interview support by independent manager prior to interview.</p> <p>Employment protection policy to be implemented.</p>	Low

		Induction targeted at up-skilling as required to be developed	
The loss of a full time equivalent post from the PAST will affect performance in this area and the capacity of the team / fostering project to meet its aims.	Low	<p>Current analysis of data does support this.</p> <p>Further work to streamline business systems and processes</p> <p>Implementing a project management approach to fostering project.</p> <p>The resulting structure within the re configured placement team will be reviewed on an ongoing basis as part of the wider foster care project board and to ensure any impact from the two posts is managed.</p>	Low

There will be insufficient independent assessors to complete spot-purchase assessments.	Medium	Work is being undertaken to create a pool of independent assessors for Monmouthshire.	Low
Commissioning and quality assurance processes for independent assessors will time-consuming and outweigh benefits of releasing the resource to fund this.	Medium	Commissioning and quality assurance processes are in place	Medium - Low

7. Resource Implications

Resources that will be released as a result of these proposals will be recirculated within the service to i) assist with the proposals regarding increasing the social work establishment and ii) be retained within the service to create a spot-purchasing budget. Other proposals within this report are cost neutral.

8. Future Generations & Well Being Assessment (including sustainable development, equalities, safe guarding and corporate parenting requirements)

The overall aim of the re-alignment is to ensure that the Children's Services delivery model is sufficiently resourced to provide safe and effective services to children and families. Getting the optimum delivery model is central to our overall aims of delivering consistently high standards of well-being, prevention, managed social care and safeguarding within Children's Services.

The work of the fostering project aligns closely to the Local Authority's corporate parenting responsibilities around ensuring good outcomes for Looked After Children and Young People.

9. Background Papers:



0765 NFF Phase
Two Report 2016-20

10. Consultees

- Children's Services Management Group
- Directorate Management Group
- Senior Leadership Team
- Unions: Unison & GMB
- CYP Select
- PAST team
- Foster carers
- wider CS management

The service is currently consulting the workforce on these proposals and will continue to listen, consider and reflect the views of workforce in the final report.

11. Report Author

Rhian Evans

CONTACT DETAILS:

Tel: 01633 644 488

Mob: 07976 176 476

E-mail: rhianevas@monmouthshire.org.uk

DRAFT

This page is intentionally left blank

Name of the Officer Jane Rodgers Phone no: E-mail: : JaneRodgers@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal Realignment of workforce to ensure most effective response to demand across children's services.
Name of Service Children's Services	Date Future Generations Evaluation form completed 9 th Nov 2017



1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The on-going work to revise children's services structure will have a positive impact as it articulates a number of actions which will ensure that resources are effectively and efficiently used within Monmouthshire. The promotion of Monmouthshire foster carers will	This service re-design will be managed through the authorities' protection of employment policy.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	retain money within the area rather than going to private profit.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The service developments seek to maximise its resources in respect of addressing the needs of the most vulnerable children and families in the county	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The Social Services and Wellbeing (Wales) Act 2014, requires local authorities to review the care and support they provide, while providing a range of services designed to promote wellbeing and prevent the need for care and support. To this end these current proposals support this 'people focused' approach.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The proposals regarding the fostering project will promote Monmouthshire foster placements for Monmouthshire children and thereby enabling children and young people to retain their friendships, education, and community activities, all of which promote cohesive communities.	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	This will promote a strong sense of community pride and achievement in supporting local children and young people within our communities.	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The proposals are designed to support local children and young people to remain in their families and communities they are from.</p>	<p>We have an agile working policy that support staff towards achieving a healthy work life balance.</p> <p>Any necessary external recruitment will be marketed bilingually</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The proposals support Equal Opportunities by ensuring that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to support children and young people to remain with their birth family, extended family and communities, and avoid the need for children and young people to become looked after.</p>	<p>We will work with colleagues to ensure appropriate equal opportunities with regards implementing to the protection of employment policy.</p>

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The proposals sit within the context of the 3 year service and financial plan which sets out a sustainable service and financial plan for Children’s Services, combining improvements in social work practice, workforce development and commissioning. It reflects the need to strengthen the capacity within the service to meet demands both in the short medium and long term.</p>	<p>N/A</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6th of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work with individual families. We will continue to develop working arrangements with partners to ensure that we are achieving the best outcomes for children and families within Monmouthshire. This is well evidenced through the family support review work and our work to maximise the benefits of Families First grant through developing a coherent pathway of early intervention and support.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>These proposals are in response to service demands and concerns around the welfare and safety of individual young people. We are encouraging young people to get involved in the services through our LAC and care leavers group.</p>	<p>It is important that Children's Services engages with the corporate engagement and participation officer to take forward consultation with families.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The proposals support the shift away from service led solutions to well-being, early intervention and prevention. The proposals will assist and enable children and young people to achieve in their childhood, and that they can be successful in their futures. We will ensure that achieving the best for children and young people is at the centre of everything we do. We will safely support families and children to achieve the best possible outcomes for their lives.</p>	<p>We will continue to review how we manage our resources to ensure we have a flexible structure that can adapt to the changes required in order to deliver our services.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>The service delivery model will help ensure that we find safe and appropriate ways to work with families and children to help them meet their needs, including their need to be protected from harm. Whenever it is safe to do so, we will always look for ways to support people in our communities.</p>	<p>N/A</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The service is being developed to impact positively on the children and families we work with. This will assist in reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families. We encourage foster carers of all ages, cultures and backgrounds to support our children and young people in care.	N/A	In line with change management processes we would look to mitigate any potential future impact.
Disability	As above	N/A	As above
Gender reassignment	As Above	N/A	As Above
Marriage or civil partnership	As Above	N/A	As Above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	As Above	N/A	As Above
Race	As Above	N/A	As Above
Religion or Belief		N/A	N/A
Sex	As Above	N/A	As Above
Sexual Orientation	As Above	N/A	As Above
Welsh Language	As Above	N/A	As Above

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire’s Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Two of the principals on which the review is based is ensuring that safeguarding and corporate parenting issues are fundamental to all considerations	N/A	Safe recruitment practices will be followed for all Children’s Services appointments.
Corporate Parenting		N/A	

5. What evidence and data has informed the development of your proposal?

<p>The evidence and data that has informed this report is:</p> <ol style="list-style-type: none"> 1. The Social Services and Wellbeing (Wales) Act 2014 2. Protection of Employment Policy 3. Financial data – Agresso 4. Service user data – PLANT 5. Employee consultation within both Children’s services and across Monmouthshire.

6. **SUMMARY:** As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The Future Generations Evaluations Form has helped the Council understand the positive and negative impacts of the current proposals and has evidenced that the Council has paid due regard to equality and sustainable development issues within the strategy proposal.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Nov 2018
--	----------

9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Full Service Consultation	November 2017	
2	CYP Select Committee	November 2017	

DRAFT