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| SUBJECT: | Delivering Excellence in Children's Service: Establishment update in line with setting the structure for 2019/20. |
| MEETING: | Individual Cabinet Member Decision |
| DATE: | 8th May 2019 |
| DIVISION/WARDS AFFECTED: | All |

NON-PUBLICATION – N/W

1. PURPOSE:

To establish a fit for purpose structure for Children's Services for the forthcoming financial year of 2019/2020 and beyond. The recommendations are aligned with the workforce element of the transformation agenda that the service has embarked on over the past three years.

2. RECOMMENDATIONS:

Summary of the recommendations relating to the Children's Services establishment in preparation for the new financial year of 2019/20.

1. To note and approve the realignment of duties within the current service management structure between the Service Manager for Well-being, Family Support and the Service Manager for Safeguarding and Quality Assurance.(appendix 1)
2. To approve a re-grade to the Service Manager for Safeguarding and Quality Assurance post from SCP L to SCP M. (appendix 2)
3. To approve the change in one Social Work post from a contracted hours of .81 FTE to 1 FTE within the children with disabilities team.
4. To approve the review of the care co-ordinator role and update the role profile to reflect actual duties being carried, in line with the future direction of the Disabilities Services. (appendix 3)
5. To approve the updating of role profile and re-grading of the Family Support Team Manager given the current roles and responsibilities. (appendix 4)

3. KEY ISSUES:

Service Manager Structure (Recommendations 1 & 2)

On 27th July 2016 Cabinet approved a leadership re-structure within Social Care & Health Directorate. This deleted the post Service Manager for Safeguarding and created the post Service Manager for Well-being, Family Support and Safeguarding.

Just prior to that, on 6th July 2016 Cabinet had approved a Safeguarding Strategy and programme of activity that brought together the Joint Safeguarding Unit, integrating the work of

children's safeguarding and the protection of Adults at Risk as well as Corporate Safeguarding. This in itself represented an extensive work / development programme.

The original intention was for the Service Manager for Well-being, Family Support and Safeguarding to provide line-management to the Unit together with oversight from the Head of Children's Services and the Director for Social Care & Health (who holds statutory responsibility). By March 2017, it had become evident that this intention was over-ambitious, and simply an 'impossible ask'. This was largely because, at the same time, Children's Services had embarked upon its own improvement programme (Delivering Excellence) including the development work for the 'front-door' and the wholesale review and re-design of all Family Support Services both of which key areas fell to the Service Manager for Well-being, Family Support and Safeguarding.

The cabinet report from 1st March 2017 highlighted potential vulnerability within the management arrangements for safeguarding and sought approval for the creation of a Service Manager for Safeguarding and Quality Assurance, stating:

Safeguarding children and adults at risk has the very highest priority in Monmouthshire County Council. Safeguarding is recognised as everybody's business and considerable progress has been made over the last 5 years to systematically embed safeguarding culture, knowledge and practice in every area of the Council's responsibility. There are, however, areas where the understanding and operation of safeguarding are not yet of the standard they need to be. We need to be constantly vigilant in understanding the effectiveness of our governance and assurance systems.

The post was approved and appointed to with the post holder commencing 5th June 2017 at band L. This arrangement remained in place until June 2018.

The improvement programme for Children's Services had been set out over an initial 3 years from April 2016 – March 2019. In June 2018, this being the final year, we were in phase 3 of the Family Support review. Much of the detail is set out in the cabinet report entitled *Delivering Excellence in Children's Services: Statutory Support in Children's Services* dated 15th June 2018.

This report recognised that in order to drive through these final changes some additional capacity was required within the Service Manager for Well-being, Family Support and Safeguarding role. It was agreed within the service to put a temporary arrangement in place to bring the Early Help and Assessment Team under the line management of the Service Manager for Safeguarding and Quality Assurance. This was based on the rationale that:

- The arrangement aligns broadly with the 'front-door' arrangement for responding to Adults at Risk
- There are similar line management arrangements within other Local Authorities
- The front-door now had a stable management team
- The newly recruited Adults at Risk Team Manager post was about to be filled.

This arrangement has been in place since 4th June 2018 with an honoraria in place reflecting the additional 'statutory' duties that are being undertaken by the Service Manager for Safeguarding and Quality Assurance including Court work and legal planning. The arrangement is working well.

In the meantime the overall outcomes of the Family Support review has seen a significant increase in the portfolio for the Service Manager for Well-being, Family Support and Safeguarding role, including taking over some management responsibilities from both CYP (Schools based counselling and Face to Face) and Enterprise (BSF); and there is further development work still to do including:

- MYST
- Contact Services
- Edge of Care

The expectation that the three operational service managers work flexibly and co-operatively between each other is clear and well established. This degree of flexibility and co-operation ensures good cover arrangements and the smooth running of the service as well as role-modelling the 'one service, all of our children' ethos which we have worked hard to establish at a cultural level. Never-the-less fit for purpose, clear and transparent leadership arrangements within the service are seen as a pre-requisite to enable the on-going development / improvement work which the service demands.

Based on the positive outcomes of the initial temporary arrangements and the increase portfolio of the Service Manager for Well-being, Family Support and Safeguarding role, the service has now reached the conclusion that this is the correct service management arrangements for the service. The recommendations within this report reflect this and the report, therefore, seeks approval to establish the arrangement on a permanent basis and ensure that the posts are graded appropriately.

Children with Disabilities Team

Recommendation 3

In line with Children's Service workforce planning strategy we encourage and welcome a flexible workforce who from time to time move within the service across teams. There are many benefits when Social Workers move teams either on a temporary basis (via secondments) or permanent basis. In this situation 2 Social Workers moved teams at the same time under a secondment arrangement. One who was contracted to work full time, the other 4 days a week. The Social Workers remained on their same contracted hours. This then leaving an establishment short by 7.24 hours. Whilst there are many benefits to this type of arrangement, if it continues on a longer term basis, it can create an insecurity and instability for a team. This arrangement has worked out very well for both teams resulting in both team members and the service now requesting to maintain this arrangement on a permanent basis. This will provide both staff members with security and will create stability within both teams.

Recommendation 4

In 2017 the children with disabilities, Independent Living Team and Community Learning Disabilities Team, were brought together under the 'All Age Disability Service'. This has allowed us to work closely with our colleagues in the adult disability service. Since this time social workers in the team have focussed on the care co-ordination of the more complex cases which continue to increase in complexity.

Within the structure currently sits the post of a care co-ordinator, this role was introduced initially in 2004 has changed over time and the responsibilities in the role profile are no longer reflecting the activities actually being carried out by the current post holder. Currently a majority of the activities included in the original role profile are being carried out by health staff, Social Workers, and Senior Practitioners.

The current post holder is a valued member of the team and they now spend the majority of their time on other tasks i.e working directly with children and families and undertaking the preventative, enabling work within the team as per the principles of the Social Services and Well Being Act (Wales 2014). As a consequence of this the role profile has been updated to actually reflect the valuable work that the current post holder is doing on a day to day basis as well as the current needs of the service. The activities that the post holder is currently carrying out is demonstrating evidence of better outcomes for children in terms of providing information and advice, facilitating the exchange of information with partners and undertaking direct work with families This role update will now formally allow for the continuation of this more effective approach currently employed by the adult disability service.

The recommendations within this report reflects the need to have up to date role profiles in the team and that all post holders carry out the role as described in the role profiles. Therefore this report, seeks approval to update the role profile and ensure that the post is graded appropriately.

Family Support Services (Recommendation 5)

In July 2016 the Council approved Monmouthshire Children's Services Strategy, 'Where I am Safe' as one of the key documents directing the work of the overarching improvement programme. The strategy supported the primary aims for children's services to :-

- Work together with other to ensure that Monmouthshire's children and young people reach their full potential and live free from the harmful effects of abuse and neglect.
- Provide responsive, family orientated services which ensure that our most vulnerable children's are effectively safeguarded, and to keep children and young people safe by preventing need from escalating.
- Work successfully with children and young people, their parents and families, partner agencies to help children and young people achieve the best outcomes.
- Safely support children to achieve the best outcomes for them within their families, recognising this is the best environment for the majority of children and young people to develop and achieve their outcomes.

Three papers have been brought to cabinet which set out the development of family support Services. The first dealt with pre-strategy threshold family support services including the development of the Building Strong Families Team and alignment of a suite of pre-statutory threshold services including schools-based counselling and early intervention. As part of this service re-design and restructure it was proposed that these services be brought under a single manager. At this point it was not envisaged that it would cover as wide a brief, including post-statutory threshold teams within its remit. This post has evolved rapidly and now involves the management of five small teams, three operating as a pre-statutory threshold level and two as a post-statutory threshold level. Therefore given the structure of the team, the level of risk being managed and the requirements placed on the post holder the role profile has now been updated to reflect the actual role being delivered. Following a more accurate role profile the role has been evaluated and this post is a Band K in line with all other Team Managers across the service.

The service has now reached the conclusion that this is the correct Team Management for the service. The recommendations within this report reflect this and the report, therefore, seeks approval to establish the arrangement on a permanent basis and ensure that the post is graded appropriately.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

The report supports a Children’s Service establishment structure for now and into the future. Retains the skills, knowledge and experience of the current workforce and will ensure teams are suitably supported in order to deliver services to children, young people and families across Monmouthshire.

5. OPTIONS APPRAISAL

| Rec | Option | Advantages | Disadvantages |
|-----|--|---|--|
| 1&2 | Do Nothing | Retains existing structure | Post not at correct grade in line with Job Evaluation. Role profile not reflecting current roles and responsibilities of post holders. Alternative arrangements will need to be in place to manage the teams. |
| | Approve the recommendations for the new role profile. | Ensures consistency of the Service Manager post within Children’s Services. Appropriate grading in line with Job Evaluation. Role profile reflects the role required by the service following the transformation agenda and service re-design. | |
| 3 | Do nothing | | The current substantive post holder is on secondment in another team, should approval not be sought then both secondees will need to return to their substantive posts. This is not in line with the needs of the services. Is at odds with work force planning and does not compliment the skills knowledge and expertise of the workforce. |
| | Approve the recommendations to amend the contracted hours of an establishment post within Children with Disabilities Team. | Both post holders that are currently on secondments will then become permanent in their seconded posts. This will provide security and stability for 2 post holders who are currently both on secondments via a team swap). It will provide greater resilience within the Social Work population as currently there are no full time qualified Social Workers in this team. | |

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| 4 | Do nothing | Maintains current team job descriptions. | Post holder is no longer carrying out the role of Care Co-ordinator. Structure does not reflect the actual work being carried out. Additional stress on existing qualified staff members; |
| | Approve the recommendations for the new role profile. | Positive impact on the output of the team; Improved and more timely response to the people of Monmouthshire; Allowing qualified staff to spend more time on complex issues; Cost neutral on budget. Allows for an approach designed to be more enabling towards service users. | none |
| 5 | Do Nothing | Retains existing structure | Team Manager will be paid at a lower band than all other Team Managers in Children's Services. Will have a role profile that does not reflect service delivery needs. Open to challenge from a JE perspective. |
| | Approve the recommendations for the new role profile. | Ensures consistency of Team Manager post within Children's Services. Appropriate grading in line with Job Evaluation. Role profile reflects the role required by the service following the transformation agenda and service re-design. | |

6. EVALUATION CRITERIA

The above decisions will be evaluated in line with the business plans, quality assurance and performance monitoring and the SCH DMT member decision evaluation schedule.

Data used to evaluate:-

- Individual post holders personal outcomes via supervision and Check-check-out of post holders.
- Team Morale
- Workforce turnover
- Complements and complaints
- Post holder and team feedback.
- Children and family feedback.

7. REASONS:

All the above decisions align with the **Delivering Excellence in Children's Service** transformation programme that will conclude in 2019.

Approval to build the above into the children's services establishment will :-

- Increase resilience with the teams
- Deliver further stability for individuals and teams.
- Ensure right skills, knowledge and experience are deployed in the most appropriate areas.
- Ensures consistence and fairness across the workforce.
- Moves establishment more in line with Social Services and Wellbeing Act (Wales 2014)

8. RESOURCE IMPLICATIONS:

| | Role | Change | Difference | Resource Implications |
|---|--|---|---|--|
| 1 | Service Manager – Safeguarding, QA | Existing Grade L proposed grade M following job evaluation. | Existing £64,016 Proposed costs £ 69510 £5,496 | Additional costs will be funded from the overall CS budget from the 1 st April 2019 budget build. |
| 2 | Service Manager – Well-being, Family Support | Updated role profile | No change | n/a |
| 3 | Social Worker – Children with disabilities | Proposal to make a secondment role swap permanent. Increase contracted hours of a Social Worker post from .8 to 1 FTE | Existing cost £ 40,908 Proposed costs £50.680 Difference £9,772 | Additional costs will be funded from the overall CS budget from the 1 st April 2019 budget build. |
| 4 | Family Support Team Manager | Updated role profile | Existing £54,382 Proposed costs £59,627 Difference £5, 245 | Will be funded from the early help existing budget from the 1 st April 2019 budget build. |
| 5 | Care co-ordinator | Updated role profile | Pending job evaluation | If applicable the Protection of Employment Policy will be applied. |

The above clearly sets out the financial component of the business case. The overall budget increase for the posts in question amounts to £20,513 per annum and has been built into the 2019/20 MTFP to be met from the Children’s Services budget allocation.

This will be financially resourced out of the Social Care and Health overall directorate budget build from April 2019/2020.

9. CONSULTEES:

Julie Boothroyd– Chief Officer SC&H

Clare Morgan – Service Manager

CSLT – Children’s Services

Rob Long – Accountant.

Tyrone Stokes - Finance Manager

Julie Anthony – HR
Jane Rodgers – Head of Children’s Services
Union - Unison
All current post holders affected in the recommendations

This report reflects and has been amended as a result of the consultation with all above parties.
Democratic Services officers circulate reports to SLT and Cabinet one week prior to agenda despatch.

10. BACKGROUND PAPERS:

Appendix 1- role profile – Service Manager Safeguarding & Quality Assurance
Appendix 2 role profile – Service Manager Family Support Services
Appendix 3 role profile – Children with disabilities Social Care assessor
Appendix 4 role profile – Team Manager – Family Support Services

(Reference to any appendices, such as the business case or evidence referenced above and can also include exempt background papers, which require the exemption certificate to be completed).

11. AUTHOR:

Jane Rodgers – Head of Children’s Services

12. CONTACT DETAILS:

E-mail: janerodges@monmouthshire.gov.uk

