

To: HOUSING & SOCIAL WORK SERVICES COMMITTEE		Subject: THE RE-DESIGN OF CHILDREN AND FAMILY SERVICES (PHASE 3)	
From: HEAD OF SOCIAL WORK SERVICES/CHIEF SOCIAL WORK OFFICER			
Date: 20 AUGUST 2008	Ref: IMcA/MF		

1. Purpose of Report/Introduction

To seek approval of the third phase of implementation of the redesign of children and family services, with a particular focus on locality based services.

2. Background

- 2.1. At Social Work Committee on 11 January 2007, members were advised of the work undertaken to audit and redesign services to children and their families. The proposed model for improving service delivery was agreed.
- 2.2. The agreed model involved delivering services to young people through locality based young people's teams with lead roles in youth justice, substance misuse, supporting parents to manage teenage behaviour and throughcare arrangements for looked after and accommodated children. Services would also be delivered in localities by a children and family support team with a lead role in child protection, early years, parenting and parental substance misuse. The model also proposed two Intensive Services to support the work of locality-based teams with young people and children and family support respectively.
- 2.3. On 24 October 2007 Housing & Social Work Committee approved the merging of two services, the Crisis and Support Team (CAST) in Bellshill and the Community Alternatives Team in Coatbridge to create a single intensive service for young people. A second phase of this merger was approved on 7 May 2008 taking account of changes made by the Single Status Agreement reached by North Lanarkshire Council and Trade Unions on 1st November 2007
- 2.4. The Housing & Social Work Services Committee of 7 May 2008 approved the set up of the Intensive Service for Children and Family Support.

3. Proposals/Considerations

- 3.1. The core of social work provision for children and families is provided by locality based teams. These teams operate across the six localities of North Lanarkshire; Cumbernauld, Airdrie, Coatbridge, Bellshill, Motherwell and Wishaw.
- 3.2. The current services are provided across the age range from birth to 18 by staff with a variety of historical designations, often from specific ring-fenced funding which was made available.

3.3. The model agreed by Social Work Committee on 11 January 2007 was that each locality would provide social work services for children and families from teams with lead roles for children and family support and young people respectively, within each locality. These teams will be formed through re-shaping the following existing designations and grades:

- Young People Support Unit Team Leader – NLC12
- Care Manager (Children with Disabilities) – NLC10
- Young People's Support Worker – NLC10
- Groupworker (Integrated Schools, Youth Justice, Children and Families) – NLC9
- Resource Worker– NLC9
- Assessment Worker – NLC9
- Young People Support Worker – NLC9
- Young People Support Team Worker – NLC9
- Worker – NLC9
- Young People Support Assistant– NLC7
- Assistant Young People's Support Worker – NLC7
- Social Work Assistant (Children and Families) – NLC7
- Project Assistant - NLC7
- Outdoor Resource Assistant – NLC7
- Social Groupworker – NLC7

3.4. It is proposed to rationalise the existing designations within the locality based services to four distinct designations, which reflect those implemented in the redesign of intensive services. All workers will take on a lead role for either children and family support or young people. The designations and grades are :

- Senior Social Worker (NLC 12) (£29,232 - £35,904 – 35 hour salary scale)
 - to provide professional guidance and support to designated staff to ensure improved outcomes for children and family services.
- Social Worker (NLC10) (£25,671 - £31,821 – 35 hour salary scale)
 - to be the lead professional in individual assessment, planning and intervention in respect of the most complex/high risk work.
- Children and Family Support Worker (NLC9) (£21,861 - £26,424 – 35 hour salary scale)
 - to take a co-ordinating role in individual and planning work where need/risk is more defined and to provide individual group and family interventions, including interventions.
- Children and Family Support Assistant (NLC7) (£17,820 - £21,189 – 35 hour salary scale)
 - to take on a lead role for practical support, individual coaching and certain structured programmes

- 3.5. The current staffing levels within the six localities has developed over a number of years based on historical need. The demand placed on the services within the six localities varies greatly as illustrated by the following workload figures:

Team	Allocated Work	% of NL Workload
Airdrie	619	17.5%
Bellshill	480	13.6%
Coatbridge	397	11.3%
Cumbernauld	897	25.5%
Motherwell	474	13.5%
Wishaw	657	18.6%
Total	3,524	100%

- 3.6. It is therefore proposed to allocate the staffing in the localities to match the distribution of the workload. This will apply to the Social Worker and Support Worker posts as they will undertake the assessment planning and intervention functions, which are the core business of the locality teams.

Stage 1 – Locality Based Posts

- 3.7 The first phase of this process will be to re-designate all posts within the six localities teams detailed in 3.3 to one of the four new designations detailed in 3.4.
- 3.8 Six of the Social Work Assistant posts which will be re-designated are linked to ring-fenced funding from Sure Start and those posts will now become a permanent part of the establishment.
- 3.9 In addition, it is proposed to re-designate three Young Person Support Team Leader posts graded NLC12 to Senior Social Worker posts (see Appendix 1)
- 3.10 It is proposed that assessment and planning functions are enhanced through the deletion of 9.5 vacant posts of Social Work Assistant (NLC7) from the locality teams to create 9 posts of Children & Family Support Worker (NLC9) (See Appendix 1)
- 3.11 A vacant Project Worker graded NLC8 will be deleted. (See Appendix 1)

Stage 2 – Posts Currently Based at Centre

- 3.12 Under the current structure of children and family services, the Rushes project based in Bellshill provides drug and alcohol services to young people across the authority. Throughcare for Young People who were previously looked after and accommodated is currently provided from a central team based in Motherwell. Under the re-designed model it is proposed to deliver these services from young people's teams in localities. This recognises the importance of substance misuse services as being a core element of young people's services. It also allows Throughcare services to be delivered by the workers that young people are already familiar with within their locality.
- 3.13 In order to enhance the assessment, planning and intervention functions within localities in respect of work relating to substance misuse and Throughcare, it is proposed that a total of 9 Young Person Support Assistant posts from Rushes (NLC 7 + 7.5%), be deleted and 9 posts of Children & Family Support Worker (NLC9) be created to be based in the localities. Six of the nine posts are funded by ring fenced monies from the Changing Children Services Fund and it is now proposed that these posts become a permanent part of the establishment.

- 3.14 In addition it is proposed to delete 7 posts of Social Work Assistant (NLC 7 + 7.5%) from the Throughcare team and create 7 posts of Children & Family Support Worker (NLC9) to be based in the localities.
- 3.15 It is proposed that the 3 posts of Care Manager (NLC9) currently based in the Throughcare team be redesignated as Children & Family Support Worker (NLC9). These posts will be based in the locality teams to further enhance local assessment and planning functions. Two of these posts are currently occupied by Social Workers graded NLC10. These two post holders will be matched into Social Worker vacancies in the locality teams.
- 3.16 Following the creation of Children and Family Support Worker posts, detailed above, it is proposed to offer existing post holders at the NLC7 grade restricted access via competitive matching to the newly created Children and Family Support Worker posts. However, it is anticipated that, in the short term, not all of these employees will meet the full essential criteria and it is proposed that the new Children and Family Support worker posts be phased in over a predetermined period and postholders will be offered the opportunity to study for the SVQ Level 3 or HNC in Social Care within the same timescale. Upon the successful completion of this qualification, the qualified employees will be matched to vacant Children and Family Support Worker posts and the resulting vacancies will be deleted from the establishment. Employees who do not wish to be considered for the new posts, or who do not obtain the relevant qualification within the predetermined timescale, will be subject to redeployment. Post holders currently at the NLC9 grades affected by re-designation will be matched into appropriate posts at the equivalent level.
- 3.17 To enhance capacity to manage the additional staff in the localities it is proposed to allocate 4 Senior Social Workers graded NLC12. This will be achieved by re-designating an existing post of Project Leader (Rushes) graded NLC12 to Senior Social Worker. In addition, the vacant Service Co-ordinator (Throughcare) post graded NLC11 will be deleted and a Senior Social Worker created graded NLC12. Two existing vacant posts of Senior Social Worker graded NLC12 will also transfer to localities. These will be allocated to match the staffing and workload distributions within localities.
- 3.18 In addition, it is proposed to create a Senior officer, Supported Employment (NLC12) and one Job Coach (NLC7). These posts will be based in the supported employment service and will provide a service to the most vulnerable young people, particularly where young people are experiencing additional support needs e.g. young care leavers who also have emotional/mental health difficulties
- 3.19 These proposals are consistent with other arrangements previously agreed by Committee in respect of day opportunities for people with a disability and other children and family services.
- 3.20 The Housing and Social Work Committee of 7 May 2008 approved the implementation of the redesign of Children and Families Services Phase 2C – intensive services for children and family support. To achieve the necessary posts for the model approved at committee, it is proposed to delete 3 vacant Young Persons Support Worker posts previously located across young people's services. In addition, one Groupworker post currently located in Parents For Change in Bellshill locality will also be deleted. This will create 4 Social Worker posts graded NLC10 which will give the full complement of 6 Social Worker posts identified in the model approved at committee. It is also proposed to re-designate two posts of Groupworker (Youth Court) to Children and Family Support Worker graded NLC9. This will provide the full complement of 4 Support Worker posts as approved at committee.

4. Financial/Legal/Personnel Implications

- 4.1 As indicated in the Social Work Committee Report of 11 January 2007, this model will enable North Lanarkshire Council to provide better outcomes for children and young people through child centred practice. This is consistent with the Scottish Government's vision for children and the "Getting it Right for Every Child" policy agenda.
- 4.2 The costs of the changes are detailed in the appendix to this report. The total cost of these developments which can be met from the existing Youth Justice National Standards Budget. Appendix 1 provides details of the proposed personnel changes and a breakdown of the financial implications. Previous savings of £68,940 from the redesign process will also be re-invested.
- 4.3 The costs of training highlighted in section 3.16 can be met by prioritising the use of existing budgets.
- 4.4 The personnel implications are set out within the report, and consultation has taken place with trade unions. The proposed changes have been discussed with staff and ongoing consultation will take place regarding implementation.
- 4.5 The redesign of children's services reflects a commitment to the principles of Service and People First, by improving services and ensuring greater efficiency. The new service will be more able to tackle the levels of need and risk which are being presented, and addresses areas of unmet need.

5 Recommendations

- 5.1 Committee is asked to:
 - (i) note the proposed implementation arrangements as set out at section 3
 - (ii) approve the staffing changes as set out at appendix 1.
 - (iii) remit to the Policy and Resources (Human Resources) Sub Committee
 - (iv) Approve the use of funds identified in 4.2
 - (v) Otherwise note the contents of this report



Mary Fegan
**Head of Social Work Services/
Chief Social Work Officer**
31 July 2008

SUMMARY OF PROPOSED CHANGES AND FINANCIAL IMPLICATIONS

APPENDIX 1

POST	CURRENT				POST	PROPOSED				CHANGES	
	Grade	NO	Salary Mid Point	Salary Total		Grade	NO	Salary Mid Point	Salary Total	Status	Salary Movement £+ Cost / - Saving
Salaries based on mid point											
Resignations											
Young People's Support Team Leader	NLC12	3	32,640	97,920	Senior Social Worker	NLC12	3	32640	97920	Redesignate	+£0
Project Leader (Rushes)	NLC12	1	32,640	32,640	Senior Social Worker	NLC12	1	32640	32640	Redesignate	+£0
Care Manager (Throughcare)	NLC9	3	24,201	78,048	inc irreg hours Children & Family Support Worker	NLC9	3	24,201	72,603	Redesignate	-£5,445
Groupworker (Youth Court)	NLC9	2	24,201	48,402	Children & Family Support Worker	NLC9	2	24,201	48,402	Redesignate	+£0
Deletions/Creations											
Service Co-ordinator (Through Care)	NLC11	1	30,084	30,084						Delete	-£30,084
Young Persons Support Worker (Community Alternatives)	NLC9	3	24,201	72,603						Delete	-£72,603
Groupworker	NLC9	1	24,201	24,201						Delete	-£24,201
Project Worker (Wishaw Locality)	NLC8	1	22,560	22,560						Delete	-£22,560
Young Persons Support Assistant (Rushes)	NLC7	9	19,311	186,834	inc irreg hours/week enhc					Delete	-£186,834
Social Work Assistant (Throughcare)	NLC7	7	19,311	145,315	inc irreg hours/week enhc					Delete	-£145,315
Social Work Assistant (Localities)	NLC7	9.5	19,311	183,455						Delete	-£183,455
					Senior Social Worker	NLC12	1	32640	32640	Create	+£32,640
					Social Worker	NCL10	4	28422	113688	Create	+£113,688
					Children & Family Support Worker	NLC9	25	24,201	605,025	Create	+£605,025
					Senior Officer (Supported Employment)	NLC12	1	32640	32640	Create	+£32,640
					Job Coach	NLC7	1	19,311	19,311	Create	+£19,311
Previous Savings from Children & Family Audit Redesign										Funding	-£68,940
SUB TOTAL		37.5	824,142				38.0	956,949		63,868	
ONCOSTS				206,035				239,237		15,967	
TOTALS			1,030,177					1,196,186		COST	79,634