

Report of: Head of Early Help Services

Report to: Director of Children and Families

Date: 23rd June 2017

Subject: Recruitment of staff for the implementation of the innovation bid



Are specific electoral Wards affected? If relevant, name(s) of Ward(s): ALL	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

- As previously reported to the Executive Board in March 2017 we were successful in securing £9.6M in funding from the Department for Education (DfE), the largest single funding award of any Council. As agreed in discussions with DfE, this funding will be used to invest in continuing the Leeds strategy for children’s services in two important ways: to continue to lead the way in trialing new approaches to working with children and families; and to continue to invest and reform preventative services in order to reduce demand and costs over time.
- As part of our new approaches to working with children and families we have identified the following areas which will need recruiting into:
 - Restorative Early Support Teams which will be based around 7 high needs cluster groups;
 - Using the ‘Formulation and Leeds Practice Model’ a network of practitioners and experts will be used to improve new ways of working to support adolescents and their families. This area is termed as the ‘Re-think Formulation Model’ for the purposes of this report;
 - Post Removal Support Service, which will work with families that have had their children removed in order to reduce the chance of more children being removed in the future; and,
 - The Leeds Relational Practice Centre, which will build upon our work as a

‘Partner in Practice with the Department for Education.

- At this stage we are seeking approval to spend £4.763M of the £9.6M funding so that we can appoint 36.5 full time equivalent staff to fill the structures to support the work set out in paragraph 2.2. We will continue to review the innovation work and refine our approach so that we can best meet our requirements.

Table 1 details of new posts required

RES Team	RE-Think	Post Removal Support	Leeds RPC
3 x social work team managers (PO6 grade)	3 x senior practitioner (PO6 grade)	1 X lead practitioner (PO6 grade)	1 x partner in practice and innovation lead (PO6 grade)
13 x social workers (PO3 grade)	3 x practitioner (PO4 grade)	2 x practitioner (PO3 grade)	1 x sector led improvement manager (PO4 grade)
1 x practice improvement officer – innovation (PO2 grade)	1 x practice improvement officer – innovation (PO2 grade)	0.5 x outcome coordinator (C1 grade)	1 x practice improvement officer – innovation (PO2 grade)
3 x outcome coordinator (C1 grade)	1 x outcome coordinator (C1 grade)		1 x workforce development officer (PO1 grade)
			1 x project support officer (C1 grade)

- The posts required have been subject to the Council’s job evaluation process and will be advertised following further consultation with staff and the Trade Unions. Wording will also need to be agreed with the DfE. We expect that these will be filled by both external and internal candidates.
- As the posts will be for permanent staff it is vital that, as part of our exit strategy, we achieve the expected outcome of reducing the number of children looked and wider demands on social care. If this is not achieved the continuation of these teams would be contingent upon savings being secured elsewhere within the payroll budget.
- In addition to other expenditure linked to the innovation work we have estimated that the associated costs for these new posts will be £4.76M over the next two and a half financial years. This assumes that the posts will be filled from the beginning of October 2017¹. For each month the recruitment is either delayed or expedited the costs would need to be adjusted by approximately £130K. The DfE has advised that a copy of the proposed advert for any external recruitment would need to be shared with them.
- As £2.28M of the £9.6M awarded by the DfE is contingent upon us being able to demonstrate satisfactory progress it is important that the posts detailed in Table 1 are filled in a timely manner. This will enable work to commence and improve the chances of demonstrating satisfactory progress

Recommendations

- The Director of Children & Families is recommended to:

¹ This is based upon lead in times for recruitment of new staff.

- Approve the proposed structure; and
- Give delegated responsibility to the Deputy Director, Children & Families for implementation.

1 Purpose of this report

- 1.1 This paper sets out the initial stage of change and investment associated with the implementation of the innovation bid. Approval is sought, as delegated by the Executive Board, from the Director of Children and Families for the recruitment of employees to the innovation bid work streams.

2 Background information

- 2.1 Our vision, as set out in the Children and Young People's Plan 2015/19, is for Leeds to be the best city in the UK and the best city for children and young people to grow up in. This is supported by our three obsessions, one of which is safely reducing the number of children who are looked after which will help to mitigate budget pressures within this area.
- 2.2 One of our biggest strategies is to embed a culture of restorative practice within our services and we have been successful in bidding for innovation funding through the Department for Education (DfE). As previously reported to the Executive Board in March 2017 we have been successful in the latest round of innovation funding, a Department for Education (DfE) initiative, in securing £9.6M.
- 2.3 This is the largest single award, accounting for nearly 5% of all national funds. Building upon initial work and early experiences we have identified the required structures to progress our work in restorative practice and the posts that need to be created and appointed into. This rest of this report sets out the necessary structures, posts and associated payroll and ICT costs.

3 Main issues

General

Restorative Early Support Teams (RES Teams)

- 3.4 Analysis has identified 7 high needs cluster groups around which RES Teams will be developed. Once the concept has been proven to work it is anticipated that the methodology will be rolled across the rest of the City, including the Specialist Inclusive Learning Centres (SILCs), using a 'hub and spoke' approach.

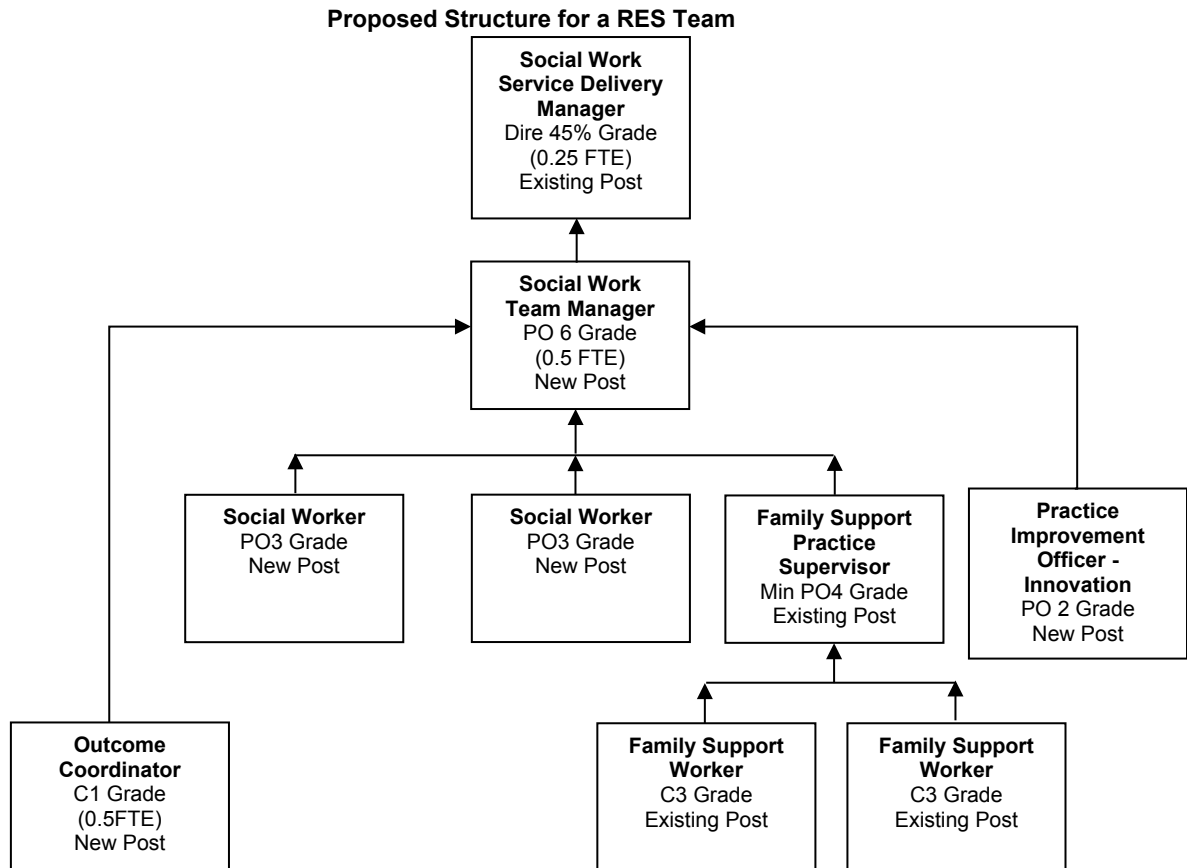
Table 3: Breakdown of the identified high need clusters

East North East	South South East	West
2Gether ²	Joint Extended Schools and Services (JESS)	Shire View
Seacroft Manston Inner East	Beeston, Cottingley and Middleton (BCM)	Farnley and Armley Cluster Extended Services (FACES)

² The structure is already in place for this cluster group (1 Team Manager, 2 part-time social workers, and a support officer).

3.5 The 2Gether pilot team is already in post and the early findings of the evaluation of their work are very positive. The next stage is to use our Innovation Funding to provide RES Team support for all of the high need clusters.

3.6 The structure for the new posts will be as follows:



3.7 Each RES Team will be led by a Team Manager with a social work qualification who will be responsible for both social work and family support staff, as well as an 'Outcomes Coordinator' who will provide support to the effective working of the team. The RES Team Manager will report to the local Social Work Service Delivery Manager.

3.8 The Family Support staff will be made up from existing staff moved from the existing Family Intervention Services across the city. The Family Support staff (1 x Practice Supervisor; 2 x Family Support Workers) will be directly line managed through the RES Team Social Work Manager.

3.9 In addition to the costs of the front line teams, it also proposed to create an additional one 'Practice Improvement Officer – Innovation' post at PO2 grade. The post will work to support the roll-out of the teams, support the implementation of the Leeds Practice Model, and contribute to the evaluation of our work. The post will be professionally led by existing managers in the Improvement Hub, with day to day management by senior managers working to implement the RES model.

- 3.10 Table 4 provides a breakdown of the estimated costs for filling the above structure in year 1 (assuming posts are filled from October 2017) which includes a budget for travel, ICT support³ and mobile phone costs.

Table 4: Costs for the delivery of the RES Team work

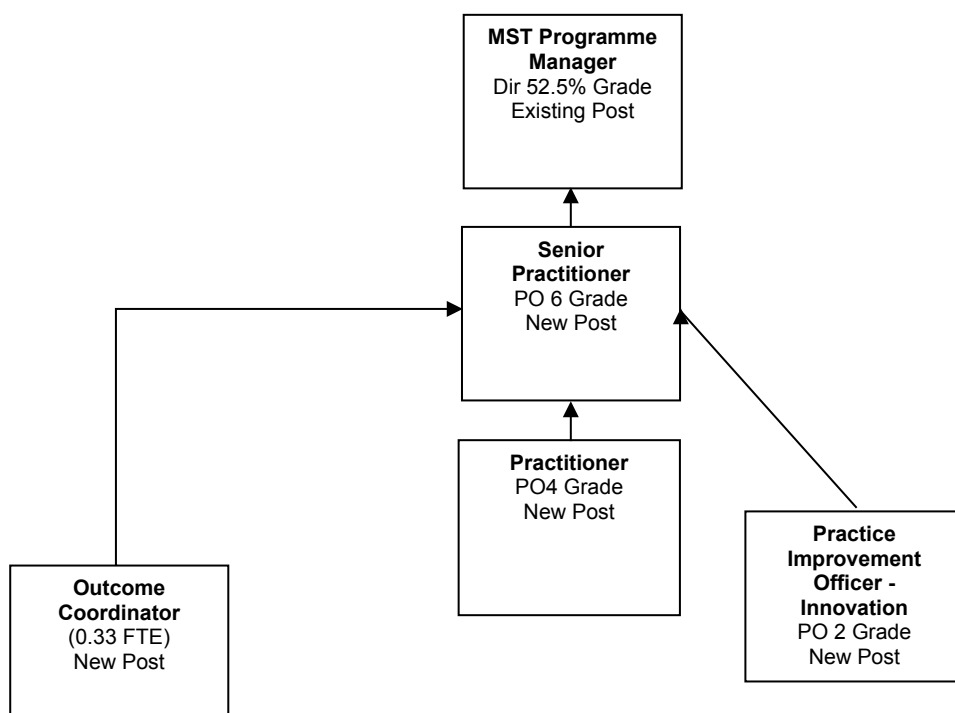
Description of costs	Year 1 (pro rata)	Year 2	Year 3	Year 4
Salary and on costs	£ 439,000	£ 915,000	£ 935,000	£ 957,000
Other costs (Travel, ICT)	£ 46,000	£ 60,000	£ 66,000	£ 67,000
Total costs by year	£ 485,000	£ 975,000	£ 1,001,000	£ 1,024,000

Re-Think Formulation Model

- 3.11 The second major element of the Innovation Programme bid was improving support for adolescents and their families. During the review a cross-service working group developed the ideas of the bid and shifted the focus of our planned changes from structural changes to looking at the quality of practice and the way that we engage and build relationships with adolescents and their families. This has now evolved into the 'Re-Think Formulation Model' which will develop networks of practitioners and experts in working with adolescents to improve practice and strengthen joint working across the city.
- 3.12 Our aim is to recruit staff to implement and develop new ways of working, based around Formulation and the Leeds Practice Model, to create the Formulation Forums to support shared learning and networking and to build capacity through training and development (please refer to Appendix C for more detail on the Leeds Practice Model).
- 3.13 The proposed structure is for a single team made up of experienced professionals with high levels of expertise in working with adolescents and families. There will be a PO6 Senior Practitioner and a PO4 Practitioner allocated to each of the three areas of the city, supported by 1 'Practice Improvement Officer – Innovation' for project support and an Outcomes Coordinator for practical day to day support for the initiative.
- 3.14 The three Senior Practitioners will report to the MST Programme Manager. The Practice Improvement Officer – Innovation will work across the three areas and be managed by one of the senior practitioners.

³ Estimated as £1,300 per employee by the Business Relationship Manager and includes new equipment and licensing costs.

Proposed Structure for the Re-Think Formulation Model by Area



- 3.15 Table 5 provides a breakdown of the estimated costs for filling the above structure in year 1 (assuming posts are filled from October 2017) which includes a budget for travel, ICT support and mobile phone costs.

Table 5: Costs for the delivery of the Re-Think Modulation Model

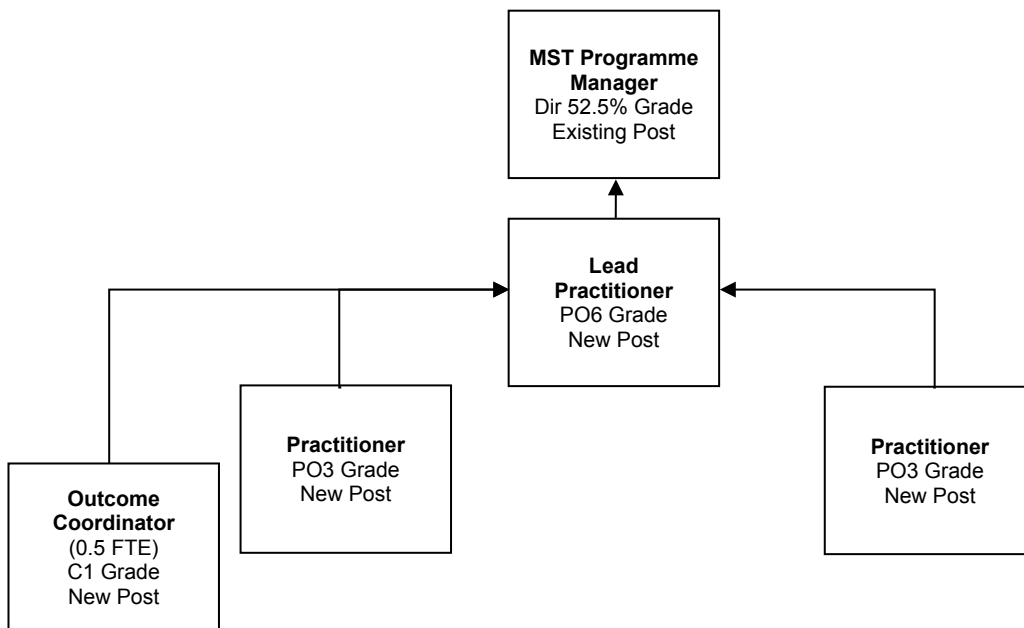
Description of costs	Year 1 (pro rata)	Year 2	Year 3	Year 4
Salary and on costs	£ 192,000	£ 396,000	£ 405,000	£ 414,000
Other costs (Travel, ICT)	£ 12,000	£ 11,000	£ 13,000	£ 13,000
Total costs by year	£ 204,000	£ 407,000	£ 418,000	£ 427,000

Post Removal Support Service

- 3.16 One of the many opportunities created through the changes and investment of the Innovation Programme is the chance to begin to create a new Leeds model for working with families that have had their children removed, in order to reduce the chance of more children being removed in the future.
- 3.17 The importance of working with families who have had children removed was highlighted in Lancaster University's research that showed that '[a]t least 1 in 4 women will return to the family court, having previously lost a child through court order, and the chances of having a child removed increase to at least 1 in 3 for the youngest women who were teenagers at the birth of their first child'. These findings were borne out by local research (Bane 2014) that showed that from a sample of cases where an infant entered care nearly two thirds of families had had previous children removed.

- 3.18 As such 'post removal support' has become a key aspiration both locally and nationally and a range of approaches have been trialled, with some success. The main model nationally is the Innovation Programme supported 'Pause' model, which has shown significant impact in a number of authorities. In Leeds there has been much discussion in this area and a good deal of agreement but progress has been slow on moving on to developing and funding a new service.
- 3.19 It is proposed to use the change and energy of the Innovation Programme as an opportunity to try to make a breakthrough to pilot and model the change we need. This will enable us to add capacity to develop the service and better engage partners from across the city.
- 3.20 The proposed team should be seen as a start, a trial and catalyst for change. The proposed model of service is one previously discussed across the city – assertive outreach led by the voluntary sector and other services with strong relationships with these families. There will be a small therapeutic core to provide intensive support once the families have been engaged and supported to be ready to change.
- 3.21 The team will initially work with, and take referrals from, front line services such as GP practices and the voluntary sector, and their own work will be evidence informed and based around the 'Leeds practice model.'

Proposed Structure for Post Removal Support Service



- 3.22 Table 6 provides a breakdown of the estimated costs for filling the above structure in year 1 (assuming posts are filled from October 2017) which includes a budget for ICT support and mobile phone costs.

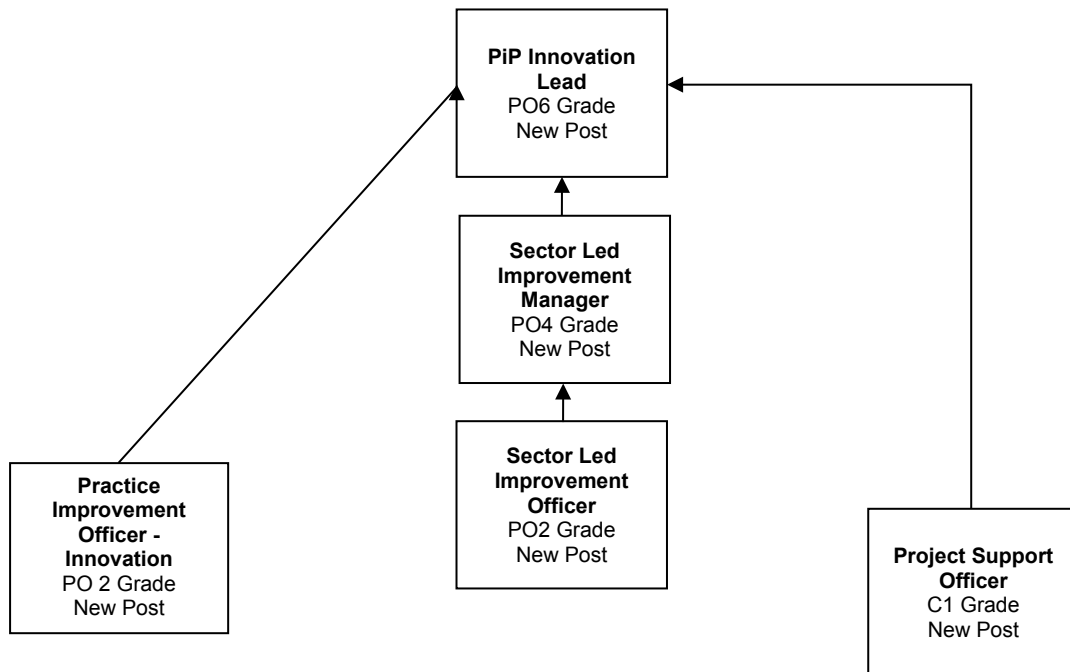
Table 6: Costs for the delivery of the Post Removal Support Service

Description of costs	Year 1 (pro rata)	Year 2	Year 3	Year 4
Salary and on costs	£ 74,000	£ 158,000	£ 165,000	£ 171,000
Other costs (Travel, ICT)	£ 12,000	£ 12,000	£ 13,000	£ 12,000
Total costs by year	£ 86,000	£ 170,000	£ 178,000	£ 183,000

Leeds Relational Practice Centre

- 3.23 The development of the Leeds Relational Practice Centre will build upon our work as a ‘Partner in Practice’ (PiP) with the Department for Education to support sector led improvement and reform. In line with our commitment to relationship-based approaches this work will involve building collaborative networks and offering a range of face-to-face structured support and learning and development opportunities, both to practitioners within the City and to colleagues in other local authorities.

Proposed structure for the Centre for Excellence (Citywide)



- 3.24 Table 7 provides a breakdown of the estimated costs for filling the above structure in year 1 (assuming posts are filled from October 2017) which includes a budget for ICT support and mobile phone costs. It also factors in additional costs of £100,000 per year to support sector led activity as a ‘Partner in Practice’.

Table 7: Costs for the delivery of the Leeds Relational Practice Centre

Description of costs	Year 1 (pro rata)	Year 2	Year 3	Year 4
Salary and on costs	£ 107,000	£ 221,000	£ 226,000	£ 231,000
Other costs (Travel, ICT)	£ 11,000	£ 11,000	£ 12,000	£ 12,000
Sector Led PiP Work	£ 50,000	£ 100,000	£ 100,000	£ 100,000
Total costs by year	£ 168,000	£ 332,000	£ 338,000	£ 343,000

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 As already detailed in the March 2017 Executive Board report the proposals for the funding were shaped through a consultation and engagement process. This involved extensive consultation with national government and key local partners such as the NHS, schools and clusters.
- 4.1.2 As part of current implementation process we will continue to engage with key stakeholders (clusters, staff, local children and families) to inform the development of the innovation work. This will be supplemented by the development, publication, and communication of one minute guides.
- 4.1.3 The Deputy Director, Children & Families will also engage with other stakeholders (such as the Leeds Safeguarding Children's Board, Children and Families Trust Board) to determine the required level of consultation. We have also got informal links to the Family Support Review which will enable a consistent message on our work to be shared with the Third Sector.
- 4.1.4 We will also continue to consult with Trade Unions and staff where there are any proposed developments affecting staffing. Members will also continue to be updated through the innovation programme.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.5 Equality and Impact Screening was completed as part of the initial Executive Board Report in March 2017 (attached at appendix 1). We will continue to consider equality, diversity, and integration throughout the implementation of the innovation work.
- 4.2.6 There are significant links to our strategy around early help and family support services. Initial work will be undertaken with vulnerable families living in our most deprived areas, which has been based upon analysis of data from our social care records⁴. We will therefore be helping/supporting the following vulnerable groups:
- Disabled children;
 - Children with special education needs;
 - Young carers;
 - Those showing signs of engaging in anti-social or criminal behaviour;
 - Those who have returned to their family home from care; and,
 - Those showing early signs of abuse and/or neglect.

4.3 Council policies and Best Council Plan

- 4.3.1 The Best Council Plan 2017/18 sets out seven priority areas of work, of which this work will contribute towards:

⁴ Based around clusters we have analysed the number of contacts, referrals at the front door, number of children looked after, and those subject to a child protection plan.

- Better lives for people with care and support needs; and,
- (Building) a child friendly city.

4.3.2 The work will also contribute towards:

- Our obsession to reduce the need for children to enter care, as set out in the Children and Young People's Plan; and,
- Early identification and support for vulnerable families early in the life of the child, as set out in the Leeds Best Start Plan.

4.4 **Resources and value for money**

4.4.1 As part of the latest round of innovation work we have already secured £7.32M of funding from the DfE. A further £2.28M in funding is dependent upon us being able to demonstrate satisfactory progress. The costs associated with filling the posts detailed in this report are contained within this funding from the DfE.

4.4.2 Our financial model was based upon front-loaded' support, funded by the DfE, and it is anticipated that the innovation work will become fully sustainable in the longer term. This will be achieved through safely reducing the number of children looked after to below 1,000 and building upon effective partnership working and developing shared services.

4.4.3 Reducing demand for entry to care will both directly reduce placement costs (on average £36,400 per placement per year), and free up capacity in the local market to shift from higher cost placements (e.g. residential and independent fostering) towards lower cost placements (e.g. internal fostering).

4.4.4 If these expected benefits are not realised this will create an additional budget pressure of approximately £1.9M per year from April 2020.

4.5 **Legal Implications, Access to Information and Call In**

4.5.1 The Executive Board has already delegated approval for the use and planned investment of the innovation funding to the Director of Children and Families. Decisions will continue to be made in line with the Council's decision making process, including compliance with any call-in requirements.

4.6 **Risk Management**

4.6.1 Project management methodology will be used to assist in the implementation of this work. Standard templates, including a risk register will be used as part of this process. The risk register will be assessed in terms of probability and impact providing an overall rating, as required in the Corporate Risk Management Policy.

4.6.2 The risk register will be reviewed on an on-going basis by the project board and any 'very high' risks will be reported to the Deputy Director; Children & Families who will then determine whether any significant risks should be reported to the Children and Families Senior Leadership Team.

5 Conclusions

- 5.1 The recruitment of staff into the structures detailed within the main body of this report will enable the innovation work to be rolled out across each of the seven high needs clusters. This will enable expected outcomes to be achieved and improve the likelihood of satisfactory progress being demonstrated to the DfE to secure the remaining £2.28M of funding.

6 Recommendations

- 6.1 The Director of Children & Families is recommended to:
- Approve the proposed structure; and
 - Give delegated responsibility to the Deputy Director, Children & Families for implementation.

1 Background documents⁵

- 1.1 None

⁵ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.