

Report of: Head of CLA

Report to: The Director of Children & Families

Date: 12/06/2020

Subject: Team realignment and recruitment to SDM vacancy in Children Looked After



Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" 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

1. Main issues

- There is a pressing need to end current temporary arrangements around service delivery management capacity within the children looked after and care leaving service and realign services under the existing establishment.
- In order to realise and achieve the position above we will need to realign job roles associated with SDM roles across the service area.
- The ability to achieve and realise these outcomes is provided by the agreed transfer of responsibility for the kinship, special guardianship and private fostering teams (three full-time PO6 team managers) alongside the family group conferencing service and under the early help service. An SDM has been recruited separately in the early help service structure to undertake this role which is subject to a separate DDR.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

The recommendations set out within this report are consistent with the Leeds Best Council Plan, the values of spending money wisely and the Leeds children and young people's plan 2018 to 2023. Specifically the recommendations support:-

- making Leeds the best city for children and young people to grow up in
- keeping people safe from harm and promoting community respect and resilience
- safely and appropriately reducing the number of children who are looked after
- reducing the number of children not in education, employment or training
- improving achievement, attainment, and attendance at school

3. Resource Implications

- The resource implications associated with the recommendations set out in this report are to realise a reduction in the current service delivery management costs associated with the children looked after and care leavers service area.
- The recommendation is to recruit to a vacant service delivery manager post and to realign that role to support the nine children looked after teams whilst at the same time ending a temporary additional full-time acting service delivery manager role and a part-time temporary service delivery manager role which are both in place to support the current structure.

Recommendations

The Director of Children & Families is recommended to agree:

- a) That the existing full-time service delivery management vacancy on the establishment of the children looked after and care leavers service structure overseeing our Kinship Assessment and Assessment teams is recruited to.
- b) Following the recruitment to the vacant full-time service delivery management post this be realigned to support the children looked after teams and report to the Deputy Head of Service.

1. Purpose of this report

- 1.1 The purpose of this report is to seek approval to submit a requisition to fill a vacant service delivery management post and realign service management within the current structure thereby reducing the current service delivery management resource by 1.5 FTE.

2. Background information

- 2.1 The existing structure of service delivery management within the children looked after and care leaving service has developed in response to demand and service area performance issues. Over the past year and a half the service area has had in place one additional service delivery manager supporting work across the care leaving service, welfare benefits team and the therapeutic social work team and d additional .5 FTE service delivery manager supporting the Children Looked After teams.
- 2.2 Following a review of our services work in respect of family group conferencing alongside a separate review of our work to support special guardians and kinship arrangements, children social work services agreed the realignment of some

specific service areas. The outcome of these intended moves has been to relocate the kinship, SGO and private fostering teams within the early help service structure. This relocation of staff and responsibilities has provided capacity to transfer service delivery management resource which is much needed in the children looked after teams.

- 2.3 The existing staffing structure within the children looked after and care leaving service includes nine children looked after teams each managed by a team manager at PO6. These managers are supported by one full-time service delivery manager which was recognised as an inappropriate volume of work for one manager. In order to support this additional capacity was agreed .5 of the service delivery manager to work alongside the existing service delivery manager to support these teams. Total assessment capacity needed is to full-time service delivery managers.
- 2.4 In addition to the extra .5 SDM capacity used to support the volume of work within the children looked after teams the service area has also had an additional one FTE service delivery manager supporting the work within the care leaving service. Principally this additional capacity was agreed to support priority performance management issues and ensure that service was delivering its statutory obligations. Following a change in service delivery manager for the care leaving service we are now able to revert back to one full-time service delivery manager covering that service.

3. Main issues

- 3.1 The outcome of this request to recruit to the permanent service delivery management vacancy within the service area, and realign the role to support the children looked after teams will enable the existing additional 1.5 SDM roles to be released. A before and after service structure is attached below at appendix 1.
- 3.2 Coterminous with this set of arrangements will be the transfer of the kinship, special guardianship and private fostering teams to the early help service area (in total three PO6 team managers. This reduced demand for service delivery management combined with the proposed restructuring of teams across the service area will enable full SDM capacity based on current funded established posts

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Whilst separate to this direct request consultations and engagement with the staff team of the kinship service, special guardianship and private fostering teams has taken place through both the head of service early help and head of service children looked after and care leavers services.
- 4.1.2 The needs to restructure our SDM capacity to better to support the Children Looked After teams has been discussed with Trade Unions and the plans outline above confirmed.
- 4.1.3 The assessment for the current expenditure for SDM resource across the relevant service areas has been reviewed and provided below at paragraph 4.4.3 by finance colleagues.

4.1.4 With regards to the temporary managers covering these posts conversation and consultation with regards to specific temporary contracts have been explicit within supervisions.

4.2 Equality and diversity / cohesion and integration

4.2.1 It is intended that the recruitment to permanent full-time service delivery management role will be undertaken internally and through the usual clearance process with regards to equality and diversity.

4.3 Council policies and the Best Council Plan

4.3.1 The anticipated recruitment and realignment of services set out in the recommendation will be undertaken within frameworks policies set out by the council. The anticipated outcome from these changes and recommendations will achieve a reduced cost to the authority and support delivery against the priorities from the Best Council plan and the children young person's plan as set out above.

Climate Emergency

4.3.2 There are no specific considerations with regards to climate as a result of these recommendations

4.4 Resources, procurement and value for money

4.4.1 As set out within the report above the outcome anticipated through these recommendations will be to realise significant savings against current expenditure the service delivery managers within the children looked after and care leaving service area.

4.4.2 The current arrangements in place currently provide for 1.5 FTE additional service delivery managers supporting service areas. The proposal is to recruit to 1 full-time vacancy which in turn will release this additional capacity and thereby realise an actual cost saving to the service delivery management budget across our services.

4.4.3

SDM Proposal	Fte's	Budget/ Cost (£)
Current Structure	4.50	323,500
Proposed Structure	3.00	219,630
Saving	(1.50)	(103,870)

4.5 Legal implications, access to information, and call-in

4.5.1 Not applicable

4.6 Risk management

4.6.1 Not applicable

5. Conclusions

5.1 to seek approval to submit a requisition to fill a vacant service delivery management post and realign service management within the current structure thereby reducing the current service delivery management resource by 1.5 FTE.

6. Recommendations

The Director of Children & Families is recommended to agree:

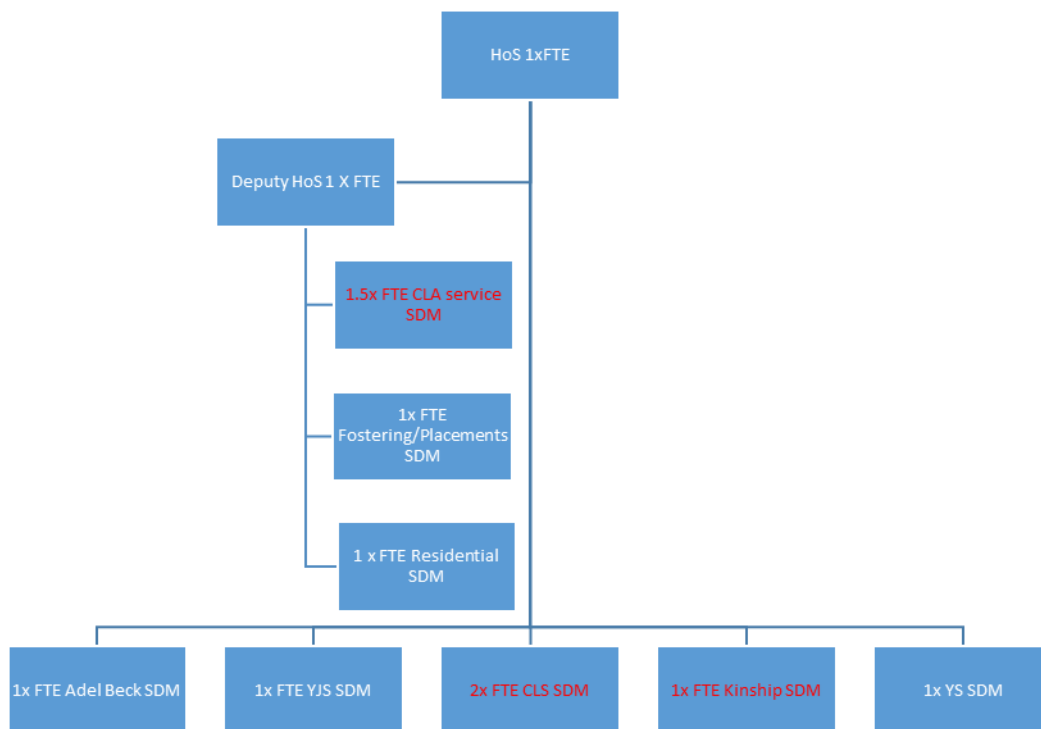
- a) That the existing full-time service delivery management vacancy on the establishment of the children looked after and care leavers service structure overseeing our Kinship Assessment and Assessment teams is recruited to.
- b) Following the recruitment to the vacant full-time service delivery management post this be realigned to support the children looked after teams and report to the Deputy Head of Service.

7. Background documents¹

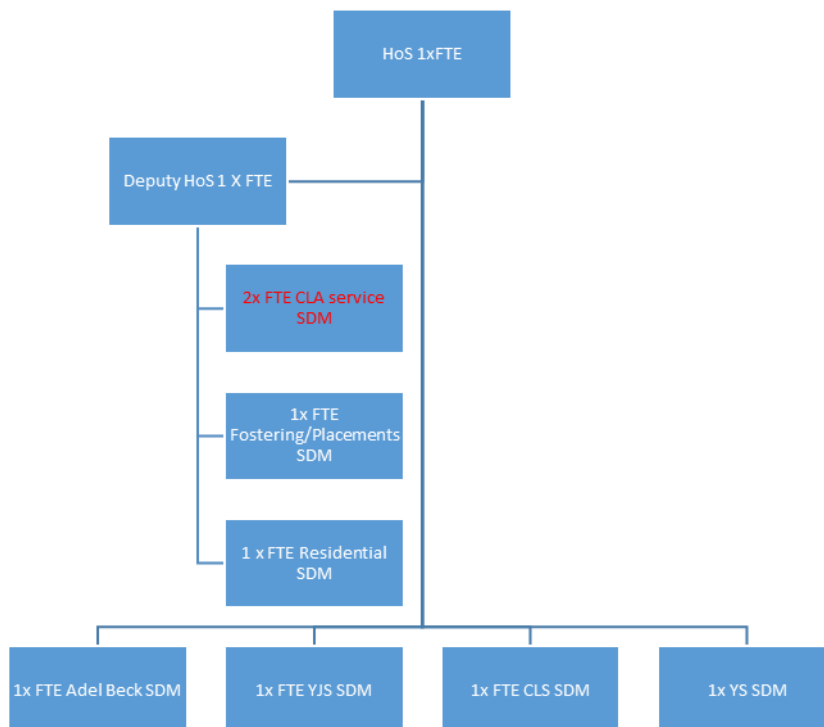
7.1 None

Before and after structures: (changes highlighted in red)

Before:



After:



END: