

ABERDEEN CITY COUNCIL

BUSINESS CASE

COMMITTEE	Finance, Policy and Resources	DATE	1 December 2016
LEAD OFFICER	Bernadette Oxley		
AUTHOR OF BUSINESS CASE	Anne Donaldson and Andrea McGill		
NAME(S) OF HR ADVISER(S) CONSULTED	Lesley Strachan		
NAME(S) OF FINANCE PARTNER(S) CONSULTED	Brian Dow		
TITLE OF BUSINESS CASE	Children's Residential Service Redesign, Children's Social Work		
REPORT NUMBER	ECS/16/077		

1. PURPOSE OF BUSINESS CASE

The purpose of the business case is to seek approval for the proposed changes to the Children's residential service structure as set out in Appendix 1, following approval of the report to Education and Children's Services Committee on 17 November 2016 outlining the rationale for the redesign of this service.

2. RECOMMENDATION(S)

It is recommended that Committee approve the following:

- 2.1. The revised structure set out in Appendix 2.

Additional resource(s) / change to structure required	Job title(s)	No of jobs
Establishment of permanent job	Clinical Practitioner Senior Support Assistant	1 1
Conversion of fixed term job to permanent status		
Creation of fixed term job		
Extension of fixed term job		
Dis-establishment of permanent job	Team Manager Senior Support worker Support worker 2/3	1 2 3
Change to Job Title	Former: Revised:	
*Redesign of existing job	Senior Support Worker to Team Leader Support Worker to Residential Practitioner Support Worker to Support worker / Trainee Residential Practitioner	4 34 33

* for a redesign of an existing job there should be reference in the report to the impact of the redesign on the jobholder(s).

3. BACKGROUND

- 3.1. A comprehensive review of residential childcare provision was concluded in 2015, with recommendations which are positively impacting on the outcomes experienced by young people. At inception, the review focused on; the admissions procedure, agreeing the role and function of each of the Children's Homes; the impact and suitability of Proact SCIP as the preferred behavioural management strategy.
- 3.2. In addition, Scottish Government have initiated the recommendations of The National Residential Child Care Initiative Report; Higher Aspirations, Brighter Futures (2009). Stating that the quality of the residential workforce is fundamental to how young people experience care and that a well-equipped and supported workforce is critical to ensuring that children and young people are provided with the best possible care. "The changing profile of children in residential care and the complexity of their needs demand an increasingly skilled, competent, confident and qualified workforce".
- 3.3. The recommendation to improve outcomes has been linked to both establishing a standard for the residential workforce and raising the level of professional qualification to join the residential childcare workforce. Introducing an SCQF Level 9, will raise the level of qualification held by the residential workforce from HNC/SVQ level 7, to ordinary degree level. This will take effect from October 2017, initially in respect of those joining the workforce and those with staff supervisory and management responsibilities. Following this, from October 2019 to residential practitioners who seek to renew their SSSC registration.

- 3.4. A benchmarking exercise was undertaken across a range of local authorities has informed this service redesign. The benchmarking information highlighted that there were benefits to a management oversight within Residential Homes / Units at all times, rather than just within office hours as is the case at present. Comparisons with pay and grading information have been considered and have shown that the Council's current grades are comparable.
- 3.5. The Education and Children's Services Committee had before it on 17 November 2016 a report to provide an update on the Children's Residential Service Redesign within Children's Social Work with a recommendation to remit the changes in structure to the next meeting of the Finance, Policy and Resources Committee.
- 3.6. The redesign has concluded a number of proposed changes to posts within the structure as follows:
 - 3.6.1. The redesign of the Senior Support Worker role (Grade 13) to Team Leader (Grade 14) to reflect the enhanced level of operational management expected to support and further develop changes in work culture and practice.
 - 3.6.2. The creation of a Clinical Practitioner (Grade 14) post to support the planning and delivery of complex interventions, hold residential teams to the principles of therapeutic practice and child development; and in time support the delivery of specialist training. This post will have a key role in ensuring that the residential workforce is well equipped to manage their exposure to young people who have self-regulation difficulties.
 - 3.6.3. The redesignation of the current Support Worker post (Grade 12) to Residential Practitioner (Grade 12) to more accurately reflect the professional role and the requirement to attain the degree in Residential Childcare (or equivalent) which will become a future statutory requirements in accordance with SSSC registration.
 - 3.6.4. The creation of a new post of Trainee Residential Practitioner (Grade 11) will provide a career pathway for entry level employees to be supported to progress to Residential Practitioner (Grade 12) post on attainment of the relevant qualification. It is anticipated that this will be an attractive recruitment initiative to attract new entrants to the residential workforce and to assist with the significant current recruitment and retention challenges. The existing Support Worker (Grade 11) post will be phased out as existing jobholders attain the necessary qualification and progress to Residential Practitioner (Grade 12) posts.
 - 3.6.5. The creation of a Senior Support Assistant will lead on the provision of administrative support across the children's homes and ensure proportional and responsive provision

BUSINESS CASE

4. **How will the recommendation/s impact on the staff and customer experience of the Council?**
 - 4.1. In terms of the customer experience, the priority for the service is to:

- improve the care experience and future life chances of the children and young people in the Children's Homes;
- support them to maintain family relationships and stay connected to their communities;
- support children and young people realise their aspirations and recognise their achievements; and to
- support the mental health and wellbeing of this care experienced group.

4.2. In terms of the staff experience, the service aims to:

- ensure that residential staff have equal knowledge, skills, values and status as other professionals within the wider children's services workforce;
- promote a culture of learning and professional development of the individual, the team and the service.
- promote professional practice which is enabling of safe care and located within a cycle of practice improvement and quality assurance.

5. What specific outcomes will be achieved by the implementation of the proposed recommendation/s

- 5.1. More effectively meet our statutory duties towards in care and care experienced young people.
- 5.2. Effectively meet wellbeing needs.
- 5.3. Retain a future focus in terms of meeting our workforce development needs in relation to SSSC workforce qualification standards.
- 5.4. Enable young people from the local communities of Aberdeen to retain this sense of identity and maintain significant relationships.
- 5.5. Improve outcomes from key transitions and limit the number of placement moves young people experience.
- 5.6. Ensure best use of resources and outcome from investments in our workforce and estate planning.

6. How will the recommendation/s support Corporate or Service objectives and/or a requirement of the Local Outcome Improvement Plan or the achievement of a Statutory Performance Indicator.

- 6.1. Children have the best start in life.
- 6.2. Children are safe and responsible.
- 6.3. Children are respected, included and achieving.
- 6.4. Improve the life chances of children, young people at risk.

- 6.5. Improve the healthy development of young children particularly those most at risk.
- 6.6. Improve the life chances of looked after children.
- 6.7. Reduce use of out of authority/specialist placements.
- 6.8. Children, young people and their families are supported to stay together.
- 6.9. Sustain long term change by focusing on the prevention of our reduction in health inequalities.

7. What other options (eg collaboration with other public sector organisations; alternative methods of delivery) have been considered and why were those options rejected?

- 7.1. Maintaining the status quo by continuing to accommodate a significant number of young people in placements out with this authority.
- 7.2. These placements are costly and frequently attract additional costs in terms of enhanced provision.
- 7.3. There is no body of evidence that this financial expenditure on external placements equates to sustainable long term improvements in outcomes for this group.
- 7.4. Instead this investment in local provision and workforce, where the ethos underpinning care will be clearly enshrined in an evidential basis, support the better assessment and management of high levels of risk therefore leading to more skilful professional responses and an increased likelihood of young people retaining a sense of inclusion and belonging in their local communities.

8. Risk Management: What are the consequences of not proceeding with the recommendation/s?

- 8.1. As outlined above, interventions which are effective are enshrined in an evidential basis which is reflected in our proposed investment in workforce development, facilitating the workforce to maintain support to those young people with higher levels of complexity; expand the range of effective services. This is a high skill basis for undertaking this work; intervention with vulnerable children and young people is an area of potential high risk.
- 8.2. The council has a range of duties and powers it must discharge and were it not to do so it could face legal challenge and sanction and vulnerable children and young people could be at risk of increasing significant harm. There is a significant reputational risk to the council of not having a quality residential child care service in place.
- 8.3. The implementation of the revised model will ensure that the council discharges its duties and powers effectively and develops a quality residential child care service thus mitigating the risks highlighted above.

9. Risk Assessment: What Health and Safety considerations have been taken into account?

- 9.1. Providing a care environment where there are enhanced levels of staff to young person ratio, therefore inviting better levels of individual care and reducing the capacity for incidents of conflict or violence. There will be a clear ethos of care in the delivery of support where staff can confidently contribute to therapeutic and recovery supports. Investment in staff development and training, to better equip the residential workforce to support and care for children with complex needs.
- 9.2. Changing the profile of the Residential Service will lead to improved recruitment and retention of staff with the additional benefit of avoiding staff working overtime to maintain Care Inspectorate requirements for staffing levels. These posts will consequently become more attractive and consolidate the career pathway of the residential childcare workforce.

10. Financial Implications:

- 10.1. Proposed changes to the staffing structure will be achieved within existing budget. The changes to grading described will be enacted on an incremental basis reflecting the timeframe for the initiation of the requirement to attain the Residential childcare qualification.

10.2. PROPOSED STRUCTURE

Job Title	FTE	Status	JE Grade	Min Salary*	Max Salary*	Min Salary*	Max Salary*
External Residential Manager	1	No change	G15	53,675	61,358	£53,675	£61,358
Team Manager	4	No change	G15	53,675	61,358	£214,701	£245,431
Clinical Practitioner	1	New post	G14	46,915	53,650	£46,915	£53,650
Team leader	5	Redesign	G14	46,915	53,650	£234,575	£268,250
Residential Practitioner	34	Redesign	G12	35,877	40,948	£1,219,822	£1,392,239
Support Worker / Trainee Residential Practitioner	33	Redesign	G11/ G12	31,396	40,948	£1,036,056	£1,351,291
Facilities Assistant	1	No change	G9	24,738	27,862	£24,738	£27,862
Senior Support Assistant	1	New post	G9	24,738	27,862	£24,738	£27,862
Support Assistant	2.68	No change	G8	21,639	24,713	£57,994	£66,230
Domestic Assistant	2.7	No change	G4	21,332	21,332	£57,596	£57,596
Total	85.38					£2,970,810	£3,551,769

10.3. **CURRENT STRUCTURE**

Job Title	FTE	Status	JE Grade	Min Salary*	Max Salary*	Min Salary*	Max Salary*
Performance Improvement officer	1		G15	53,675	61,358	£53,675	£61,358
Team Manager	5		G15	53,675	61,358	£268,376	£306,789
Senior Support workers	6		G13	40,974	46,888	£245,841	£281,331
Team leader	1		G14	46,915	53,650	£46,915	£53,650
Support Worker Lvl 3	39.5		G12	35,877	40,948	£1,417,146	£1,617,454
Support Worker Lvl 2	30.5		G11	31,396	35,852	£957,567	£1,093,480
Facilities Assistant	1		G9	24,738	27,862	£24,738	£27,862
Support Assistant	2.68		G8	21,639	24,713	£57,994	£66,230
Domestic Assistant	2.7		G4	21,332	21,332	£57,596	£57,596
Total	89.38					£3,129,848	£3,565,750

Additional note

The enhancements and allowances would be budgeted the same as the current year budget.

10.4. Source and amount of budget funding available (include budget code):

CSYPCA : There is no additional cost.

10.5. Source and amount of external monies available within the current financial year:

Not applicable

10.6. Source and amount of external monies available in total:

Not applicable

10.7. If the recommendations are funded on a time-limited basis from an external source:

10.7.1. What is the likelihood of the project continuing beyond the term of funding?

Not applicable

10.7.2. What steps are being considered in order to finance this extension?

Not applicable

11. In the case of fixed term contracts, state whether this contract is task or event related; outline the proposed exit strategy and detail how potential exit costs will be met.

Not applicable

12. What accommodation and equipment considerations have been taken into account?

There has been an option appraisal of the physical environment and equipment needs of the estate and these will continue to be prioritised and activated as provision.

13. Trades Union Comments:

None

Date Consultation Began		Date Consultation Ended	
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Trades Unions Consulted – tick those which apply			
GMB	*	EIS	
UNITE	*	SSTA	
UNISON	*	Other Teaching Unions	
UCATT			

14. Legal, Finance or HR Comments

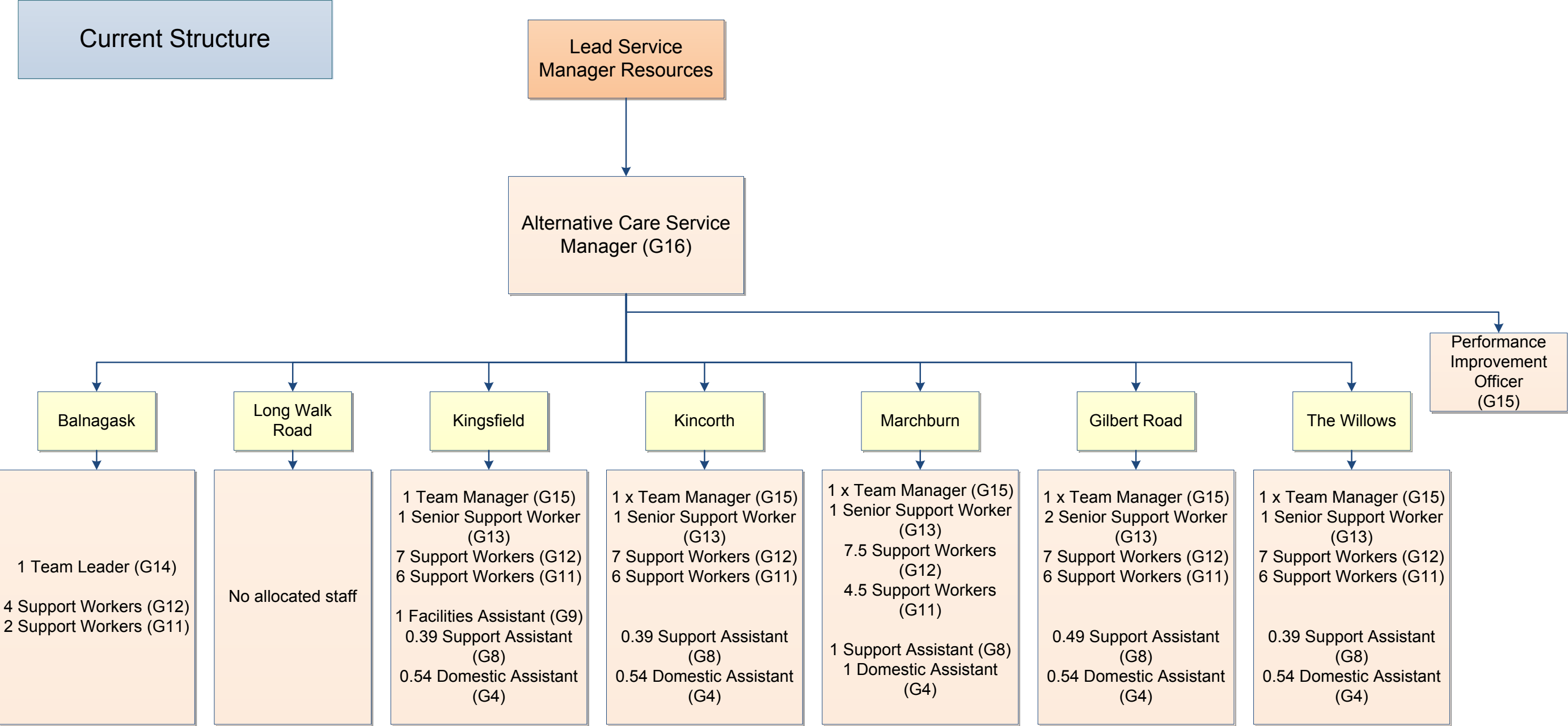
Finance - as set out in body of the business case

15. Report Author Details

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	Establishment	
Team Managers	G15	5
Performance Improvement Officer	G15	1
Team Leader	G14	1
Senior Support Worker	G13	6
Support Workers	G12	39.5
Support Workers	G11	30.5
Facilities Assistant	G9	1
Support Assistants	G8	2.68
Domestic Assistant	G4	2.7
	FTE	89.38

	Care Inspectorate Registration	Current Estate Placements
Kingsfield	5	5
Kincorth	5	0
Marchburn	6	0
Gilbert Road	6	4
The Willows	6	6
Balnagask	2	2
Long Walk Rd	2	0
Linksfield	5	5
Action for Children	10	5
Total	47	27
	% of total estate	57%

