

Wolverhampton City Council

OPEN DECISION ITEM

SCRUTINY PANEL

Date **21 APRIL 2010**

Portfolio **CHILDREN AND YOUNG PEOPLE /COUNCILLOR MRS C MILLS**

Originating Service Group(s) **CHILDREN AND YOUNG PEOPLE**

Contact Officer(s) **GREN KNIGHT**

Telephone Number(s) **EXT 5953**

Title **SOCIAL INCLUSION STAFFING STRUCTURE, MULTIAGENCY
SUPPORT TEAMS (MASTs) AND INTEGRATED WORKING**

RECOMMENDATION

That the CYP Scrutiny Panel supports the proposals described in this report.

1. Purpose of the Report

- 1.1 As part of a consultation process that also involves staff and their professional associations this report sets out proposals to realign a staffing structure in Social Inclusion Services that was developed mainly with professional group line management in mind to a structure that supports management of multiagency disciplinary service delivery through 8 locally based MASTs.

2. Background

- 2.1 Social Inclusion Services are one of the four service groups within the Children and Families Directorate of Children and Young People's Services. It includes the four Pupil Referral Units, the West Midlands Consortium Services for Travelling Children, the Education Welfare Service (EWS), the Social Inclusion Pupil Support (SIPS) Team, the Psychology Service, the administration staff supporting these last three groups and the Education staff within the Key Team. The current structure also includes 1.5 Social Worker posts, the Elective Home Education Advisory Teacher and from July 2009, 8 MAST Manager posts and 8 Parent Support Adviser posts. In November 2009 these staff were joined by the 4 members of the Integrated Working Team.
- 2.2 Most of the staff within the EWS, Psychology Service and SIPS Team were deployed through nine Area Teams each coordinated by an Area Educational Psychologist or a BEST Coordinator. In September 2008 these nine Area Teams were reorganised into the eight MAST areas and together with the new PSA posts and eight Area Special Educational Needs Coordinators, these staff provide the basis for the variety of other professional groups that are associated with the MASTs.
- 2.3 The aim of the proposals in this report is to realign a staffing structure that was developed mainly with professional group line management in mind to a structure that supports management of multi-disciplinary service delivery, whilst still having regard to the need for lines of accountability, supervision and training that are particular to professional groups and to maintaining effective city-wide services where specialism cannot be adequately delivered solely by a locality team.

3. Overview of the Proposed Structure

- 3.1 The eight MASTs will be the key organisational units for the delivery of targeted support to individual children & families (eg persistent absentees, SEN support), and as many specialised services as is practical within a local area. Most of the activity of the EWS and SIPS Teams is at the 'targeted services' level of delivery and staff work very closely with schools. This is also the case to some extent for the Psychology Service though more experienced staff have specialist city wide roles for part, or all of the time. Nevertheless it is proposed that the vast majority of all three staff groups, and their admin support be located within the eight MAST Centres. MAST Managers will have responsibility for ensuring effective coordinated delivery of targeted services within their area and for those specialized services agreed by the city wide leads for delivery via MASTs (e.g. some therapeutic work, and work with special groups like Looked After Children (LAC) and children with statements in mainstream schools).
- 3.2 The principle of basing as many staff as possible in MAST Centres will leave a small group of senior and specialist staff outside of MASTs. These will include the Head of Social Inclusion, the Deputy Head of Social Inclusion, the Advisors/Professional Leads for Social

Inclusion Pupil Support and for school Attendance/Child Welfare and Family Support, and their admin support. Three of these senior staff will also have a professional supervisory and support role for MAST operational support staff. The Specialist Senior Psychologists for LAC and for Early Years will also need to have a base centrally with their specialist teams, together with the team supporting the development of integrated working and use of the Common Assessment Framework. (Four staff).

3.3 Detail of the existing structure of the EWS, Psychology Service, SIPS and Admin Teams together with the proposed professional group structures are set out in the Appendices to this report. In general each MAST will have the following professional group deployment from Social Inclusion Services:

- MAST Manager
- MAST Operational Support Officer
- Area Education Welfare Officer (EWO)
- At least one MAST Centre based Community EWO
- One or two School based Community EWO; (subject to joint funding and management arrangements with schools in the area)
- Two SIPS Workers
- Area/Specialist Educational Psychologist
- Assistant Psychologist/Trainee Educational Psychologist
- 0.5 Social Worker
- A Parent Support Adviser

In addition the following staff will be deployed to address higher levels of need in some areas but will also have district/city wide roles:

- Three District Senior Educational Psychologists
- Seven Targeted Mental Health in Schools staff (in 3 priority areas)
- Three Senior SIPS Workers
- Three District SIPS Coordinators
- Three Behaviour and Attendance Consultants

4. Specific Changes from Existing Staff Structures

4.1 The Education Welfare Service

4.1.1 The proposals are to delete all of the existing posts in the service except the Team Leader/Adviser whose job description will be revised to include professional leadership of the MAST Social Workers and Parent Support Advisers as well as EWO's. This will mean the deletion of 3 Senior EWO posts and all of the existing EWO posts. The proposed structure, set out in Appendix A, includes a Senior EWO Leader/Court Officer post, eight Area EWO posts at NJC 30-33 (to lead on Attendance and Children Missing Education issues within each MAST) and between 12 and 16 Community EWO posts at NJC Scale 5/6 for casework with primary and secondary schools.

4.1.2 The Community EWO posts will include the existing school based EWOs (regraded in line with the Community EWO role). The exact number will depend upon the commitment of schools to joint fund posts. Currently 5 schools have committed to this arrangement including the South Wolverhampton & Bilston Academy which has requested 2 Community EWO posts, one for each site. This makes a total of 6 joint funded posts, 15 community EWO's altogether with the capacity to consider 2 further joint funding arrangements.

4.1.3 The purpose of these changes is to increase the potential number of staff working closely with schools (Community EWOs) on a day to day basis and improve the advisory work and supervision arrangements within the service through the creation of Area EWO posts (who will also have casework responsibilities for more complex cases). EWO's will be operationally managed by their MAST Manager. The efficiency of the delivery of specialist legal work will be improved through the establishment of the Senior EWO/Court Officer post. The proposals will also result in a contribution of approximately £40,000 to the Savings Programme.

4.1.4 To deliver this new structure with minimal disruption to service delivery approval is requested to:

- Appoint to the new Senior EWO/Court Officer post through a recruitment process ring fenced to the two senior EWO's whose posts will disappear in the new structure.
- Assimilate the unsuccessful Senior EWO in this recruitment process to one of the new Area EWO posts with protection of current salary for a six month period;
- Recruit to the other seven Area EWO posts through recruitment internal to the EWS;
- Assimilate unsuccessful applicants for Area EWO posts as Community EWOs with 6 months salary protection if necessary (most recently recruited EWOs have salaries within the new proposed range for Community EWOs).

The contributions to the Savings Programme target can be achieved for the periods of salary protection by savings arising from not filling vacant posts immediately.

4.2 **The Social Inclusion Pupil Support Team**

4.2.1 The SIPS Team comprises a Team Leader/Adviser, three District Coordinators/Advisers, 9.5 Advisory Teacher posts, three Senior SIPS Workers and seven SIPS Workers. A further three SIPS Worker posts are funded through the Area Based Grant. The proposals are as follows:

4.2.2 Regrade the three District Coordinator posts from Teachers pay and conditions to Soulbury Advisers 8-11 (+3 SPA), better reflecting the nature and demands of the role. District Coordinators will have a small caseload but will have a substantial role in providing professional supervision for SIPS staff in their Districts and contributing to city wide training and development work with schools. They will deputise for the Adviser/Professional Lead and have oversight of alternative provision in their districts.

4.2.3 Delete 8 of the Advisory Teacher posts and replace these with two Behaviour and Attendance Consultant posts paid on Soulbury Advisers Scale 5-8 (+3 SPA).

4.2.4 Regrade the existing Behaviour and Attendance Consultant post funded through the National Strategies from Soulbury Advisers Scale 10-13 to Soulbury Advisers Scale 5-8 (+3 SPA).

- 4.2.5 This will provide one Behaviour & Attendance Consultant post for each District. Each of these will have a substantial commitment to supporting curriculum and pastoral developments in mainstream schools, a small caseload and a significant city wide specialism (curriculum support for the Key Team, Elective Home Education (EHE), promoting the Social and Emotional Aspects of Learning materials).
- 4.2.6 In line with this it is proposed to delete the 0.6 Advisory Teacher post for EHE, currently a freestanding post outside of the SIPS Team;
- 4.2.7 Establish six additional SIPS Worker posts to provide two SIPS Workers for each MAST. This will ensure adequate casework cover following the cessation of the current teaching posts.
- 4.2.8 Establish a specialist Senior SIPS Worker post based with the Youth Offending Team to replace the present temporary secondment with a permanent arrangement and allow the existing three Senior SIPS Worker posts to be deployed on the basis of additional need to MAST areas. These four posts will also provide a career progression route for SIPS staff and will include training, development and supervisory responsibilities.
- 4.2.9 These changes will provide additional staff for pupil support, more clearly and efficiently deliver the advisory, training and curriculum development responsibilities expected by the National Strategies and facilitate a more coordinated and improved approach to delivering specialist responsibilities like EHE, and work with the Key Team and alternative providers. They will also facilitate the management of service delivery with other colleagues by MAST Managers.
- 4.2.10 To deliver this structure with minimal disruption to service delivery approval is requested to:
- Assimilate the two District Coordinators currently in post to two of the three regraded Soulbury posts and to advertise, if necessary externally, for the third vacancy.
 - Assimilate the present EHE Coordinator to one of the Behaviour and Attendance Consultant posts.
 - Assimilate the present Advisory Teacher seconded to the Healthy Schools team to lead on Emotional Health and Wellbeing, a temporary grant funded position, to the second Behaviour and Attendance Consultant post and advertise, if necessary externally, for a temporary replacement to cover the secondment.
 - Assimilate the current Senior SIPS Worker secondee to the new Senior SIPS Worker YOT post and recruit to the vacancy that this creates.
 - Two of the SIPS Teachers whose posts will be deleted in these proposals remain in post (6 of the 8 posts are vacant). Both teachers will be able to express an interest in being considered for the vacant posts of District B&A Consultant, and for posts expected to become available in the Key Team and Pupil Referral Units. It is proposed to continue their present appointments, if necessary, until December 2010 to allow reasonable time for a move to a new post to take place. The salary levels of alternative posts are at least at the current level of remuneration though some could entail a move to Soulbury Conditions of Service.
- 4.2.11 Our experience of the increasing prominence and accountability that the DCSF and Ofsted has given to attendance, behaviour and exclusions together with development in our own monitoring and casework management systems, provides the rationale for establishing a new post of Social Inclusion Officer at NJC Scale 5/6. This post will bring together the

range of duties involved in managing the exclusion process and casework systems within Social Inclusion and MASTs, will ensure that procedural advice is readily available for schools and that data returns are made appropriately. The post holder will have an important role assisting with the development of MAST casework systems and will be able to represent the authority at regional events on exclusions and other matters.

4.3 **Administrative Clerical and Operational Support within Social Inclusion**

- 4.3.1 Administrative and clerical support within Social Inclusion has been managed as a distinct professional group by a Principal Administrative Officer and three District Administrative Officers. A fifth senior post has led on finance and staffing. There are, in addition, 11.5 clerical posts at Scale 3 supporting area team staff and NotSchool.net. The restructuring proposals include a reduction of 2.5 of these clerical posts leaving eight posts, one for each MAST to be retitled MAST Operational Support Officers and operationally managed by the newly appointed MAST Managers.
- 4.3.2 It is proposed that a ninth post be retained at Scale 3, as Personal Assistant for the Head and Deputy Head of Social Inclusion.
- 4.3.3 The vacant Principal Administrative Officer post will also be deleted. Professional oversight and support for MAST Administration staff will continue to be available from the three District Senior Administrative Officers whose posts will be retitled Social Inclusion District Operational Support Officers. Each post will have substantial city wide responsibilities including support for NotSchool.net, other centrally based staff and some of the duties currently undertaken by the Administrative Officer currently responsible for finance and staffing matters, enabling this post to be deleted as well. They will continue to be centrally based for part of the time, the remainder being timetabled to provide additional support to the MASTs in their districts.
- 4.3.4 This arrangement will also allow for the deletion of the present NotSchool.net administration post.
- 4.3.5 To facilitate ongoing service delivery through this period of change and restructuring approval is sought for the following:
- Maintain current MAST area admin staff deployment offering permanent contracts to the current administrative/clerical officers with temporary posts.
 - Assimilate the current Staffing and Finance Officer, whose post will be deleted, to a vacant District Social Inclusion Operational Support Officer post with 6 months salary protection.
 - Assimilate the current Scale 3 Administrative Officer to the new Head/Deputy Head of Social Inclusion Personal Assistant post (also Scale 3).
- 4.3.6 These proposals will streamline the current Social Inclusion Admin/Clerical support into a structure consistent with the operation of MASTs and continuing city wide responsibilities. It will also make a contribution of approximately £70,000 to the Savings Programme through the deletion of the Principal Administration Officer, the Finance & Staffing Officer, the administrative officer for Notschool.net and deleting the other, currently vacant admin posts.
- 4.3.7 The Service Group is currently reviewing administrative arrangements overall. The post referred to here will form part of that review but the current proposals take significant steps

towards streamlining the administrative support arrangement which will reduce the need for future change and respond to the unmet need for support to MASTs and to the central SIMT.

4.4 **The Key Team**

- 4.4.1 The Key Team is a multiagency specialist team supporting some of the most disturbed young people in the city. Education staff within the Key Team are operationally managed by the Key Team Manager who is employed by the Primary Care Trust. The six current LA employed posts are a Teacher Coordinator, a second teaching post, two Therapeutic Education Workers and two Assistant Therapeutic Education Workers. The last four posts are equivalent to Senior SIPS and SIPS Workers in terms of experience, qualifications and pay. The teacher post is vacant.
- 4.4.2 Approval is requested to delete the vacant teacher post and Therapeutic Education Worker post and to create an additional post at the Therapeutic Education Assistant level.
- 4.4.3 As the nature of the Therapeutic Education Worker/Assistant roles is very similar to that of SIPS Workers approval is also requested to retitle these posts as Senior SIPS Worker and SIPS Worker. This will make recruitment and cover arrangements simpler.
- 4.4.4 The loss of the teacher post will be compensated for in two ways. One of the proposed Behaviour and Attendance Consultant posts within the SIPS Team will have a significant time allocation for supporting curriculum development and personalized learning for Key Team clients. This will help extend the innovative individualised educational programmes available through the Key Team and improve joint working with SIPS and other MAST staff.
- 4.4.5 Secondly it is proposed to establish a budget of £10,000 that can be used by the Key Team Manager to employ temporary Teaching Assistant staff as required. This is similar arrangement to that operated for additional sessional staff for activities outside of the school day. To enable use of this budget it will be necessary to establish two part time temporary Teaching Assistant posts within the Key Team, to be filled as pupil need requires and budget is available.
- 4.4.6 The overall effect of these changes to the Key Team will be to provide a contribution of £30,000 to the Savings Programme. The posts proposed for deletion are both vacant.

4.5 **The Psychology Service**

- 4.5.1 The structure of the Psychology Service was revised in November 2007 and a new structure supported by SMB consistent with the service budget. This has been partially implemented but requires the following posts to be established / regraded.
- 4.5.2 A full time specialist Psychologist for work at the Orchard Centre (Counselling/Clinical Psychologist at the salary range Soulbury Advisers 4-7);
- 4.5.3 Regrading three existing Area Educational Psychologist posts to Specialist Senior Area Educational Psychologists posts.

- 4.5.4 Establishing a fourth Specialist Senior Educational Psychologist with a 0.5 specialism with LAC, by upgrading an existing Area EP post and using the income from LAC to establish a full time trainee EP post to maintain MAST area cover. This LAC specialism will be commissioned by the LAC Service using Care Matters funding.
- 4.5.5 Establishing a full time Counselling Psychologist (Soulbury Advisers Scale points 4-7) (with a 0.6 specialism with LAC) and a 0.4 role with primary pupils who have Behaviour, Emotional & Social Difficulties by re-designating an existing Assistant Psychologist post.
- 4.5.6 Re-designation of the three existing “Assistant Educational Psychologists in Training” posts to Trainee Educational Psychologists remunerated on Soulbury Trainee EP Scale 1-6.
- 4.5.7 Establishment/re-designation of these posts will enable the Psychology Service in each MAST area to be led by an experienced Area or Specialist Senior EP supported by a Trainee EP or an Assistant Psychologist with cover and additional support available from District Senior EPs who will also have supervisory and substantial specialist responsibilities.
- 4.5.8 The Headteachers and Management Bodies of the Braybrook and Midpoint Pupil Referral Units have requested that an Additional counselling psychologist post (at Soulbury Advisers 4-7) be established within the Psychology Service for specialist therapeutic work in their centres. This will be funded equally from the budgets of the two PRU’s.
- 4.5.9 The restructuring of the Psychology Service supported by SMB in November 2007 which brought the cost of the Service into line with the allocated budget, and reduced the actual expenditure by approximately £100k. The proposals outlined above are all manageable within the current budget arrangements including income from the LAC Service, The Orchard Centre, Braybrook and Midpoint Centre and Birmingham University (two part time seconded posts).

5. Social Workers in MASTs

- 5.1 Developing the role of MASTs in delivering early intervention to support parents, children and young people in need in a family context is a key priority. Qualified Social Workers working alongside Parent Support Advisers, EWOs and other MAST staff will help improve the quality of service delivery and assist in the development of collaborative working with the staff in the Child Protection/Children in Need and LAC Services. The aspiration is for a Social Worker in each MAST. The proposals build on the 1.5 social work post already established in Social Inclusion to enable a 0.5 Social Worker presence in each team.
- 5.2 Approval is sought to:
 - Establish a temporary 0.5 post (Social Worker level A/B) using ABCD funding which is available until March 2011.
 - Establish a permanent full time post (Social Worker Level A/B) using Care Matters funding.
 - Establish a permanent full time Social Work post by deleting an Education Welfare Officer post and recruiting, if possible, (Level A/B) from suitably qualified existing Education Welfare Officer staff.

6. Financial Implications

- 6.1 In addition to creating a structure that is consistent with delivering services through the new MASTs and developing important specialist areas of activity these proposals will result in an overall contribution of £400k to the Savings Programme in a full year. In 2009/10 this amount will be achieved through slippage on several unfilled posts from 1 April 2009 and recruitment to new posts in the financial year 2010/11.

(JJ/13042010/N)

7. Staffing/Legal Implications

- 7.1 These proposals have been informed by discussion with all of the staff in Social Inclusion, commencing in December 2008. Staff in posts affected by these proposals who have left during this period have not been replaced. If the proposals in this report are approved the two remaining SIPS teachers will have similar posts available to them. All of the current Education Welfare Officers can be appointed to posts in the new structure, in some cases at an improved payscale. For those EWOs offered posts with a lower range 6 months salary protection can be managed within the projected budget.

8. Equality Implications

- 8.1 All of the staff referred to in this report work with children & young people with special educational needs, mental health & social issues. In general boys are disproportionately represented in these vulnerable groups. In some areas of need boys of black and mixed race are disproportionately involved (e.g. exclusion from school). These proposals strengthen the capacity of specialist professional groups to provide appropriate levels of support and will make a major contribution to delivering more efficient coordinated activity by a variety of disciplines through the Multiagency Support Teams.
- 8.2 In terms of staff the proposals introduced new opportunities for current staff and others at various levels and create new and appropriate career progression routes in various parts of the service.

9. Schedule of Background Papers

- 9.1 There are no recent reports dealing with the staffing structure in Social Inclusion.

March 2010
GRK/LB SI Staffing Structure

CHILDREN & FAMILIES - SOCIAL INCLUSION SERVICE – (APPROXIMATELY 255 FTE POSTS EXCLUDING ADMIN)

EXCLUDING NEW AND TRANSFERRED FUNDING, AND DEPENDENT UPON JOB DESCRIPTIONS AND GRADES, THE TO BE STRUCTURE REPRESENTS £400K SAVINGS

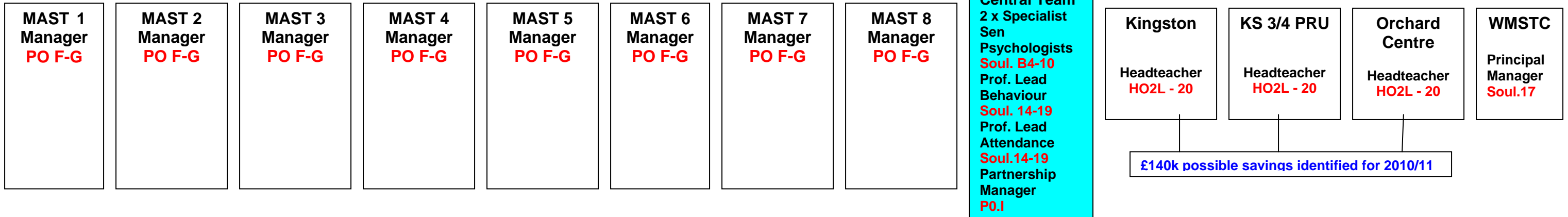
CHILDREN & FAMILIES
Scale: **COG P.38**

TIER THREE

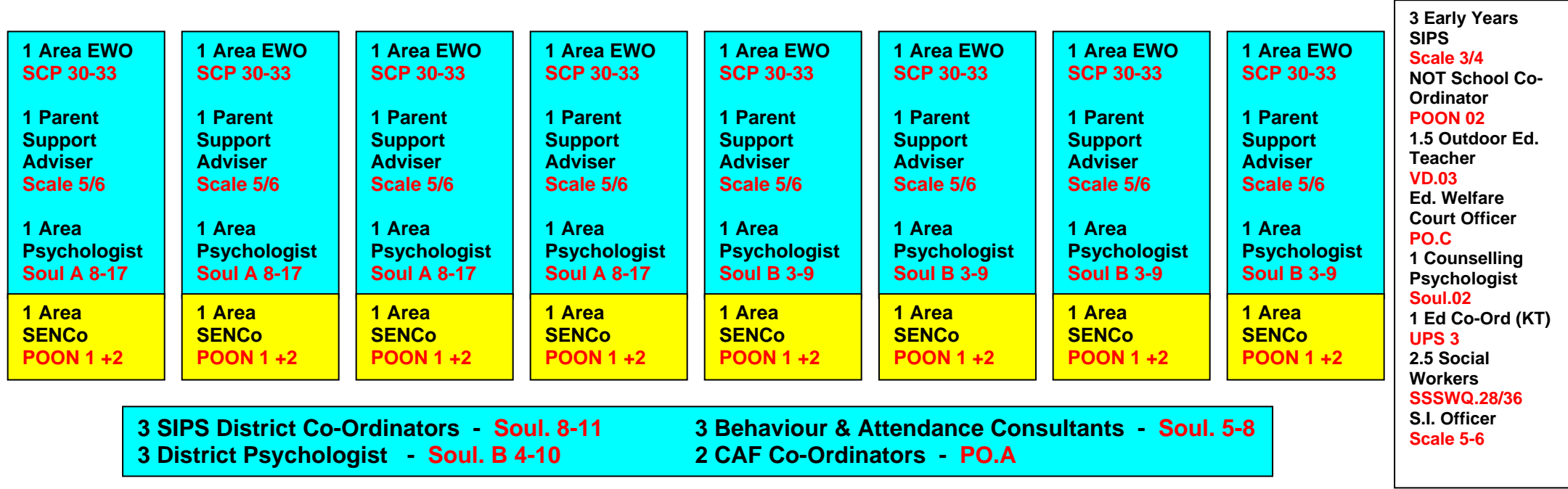
HEAD OF SERVICE SOCIAL INCLUSION
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DEPUTY HEAD OF SERVICE SOCIAL INCLUSION
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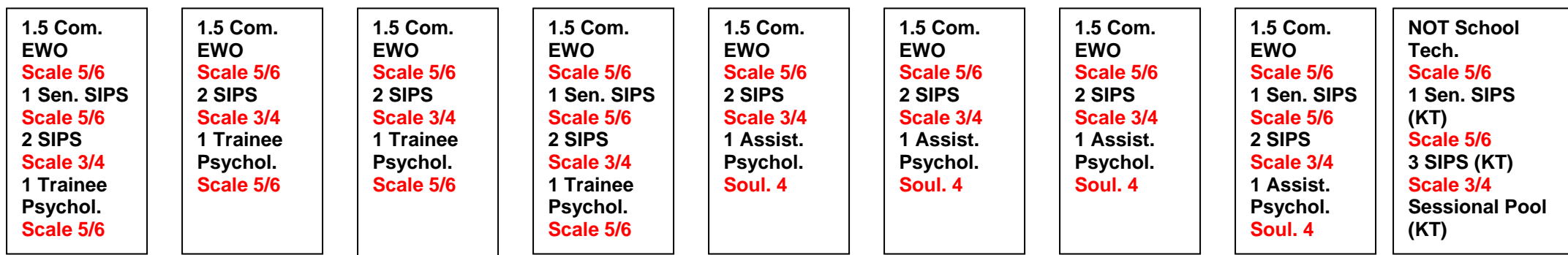
TIER FOUR



TIER FIVE



TIER SIX

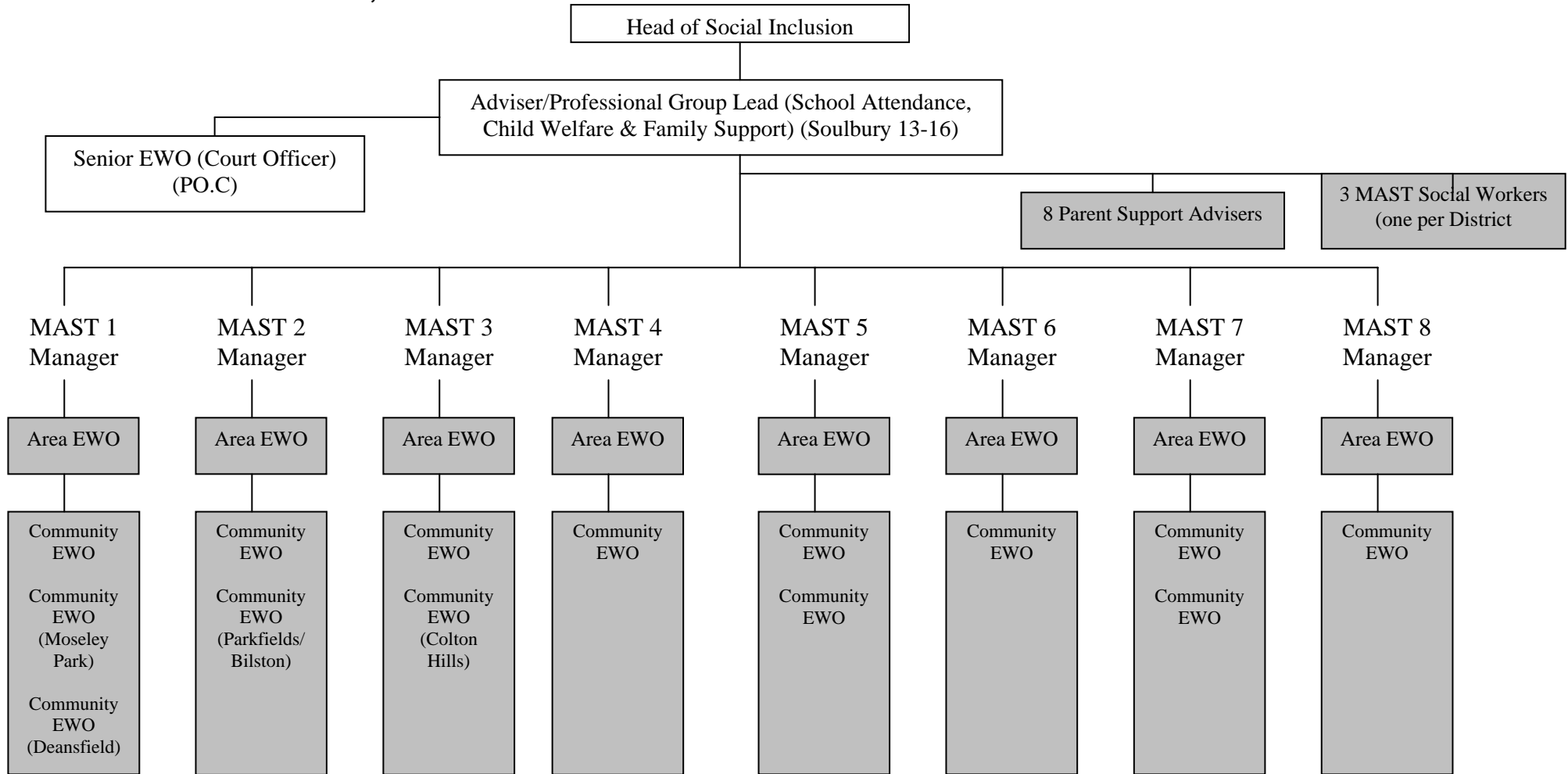


TIER SEVEN

Professional Supervision for Tier 6 Staff provided by Central Team in Tier 5

Professional Supervision for Area SENCo's provided by Learning Support Team Manager (SEN/Dis) Tier 5

SCHOOL ATTENDANCE, WELFARE & FAMILY SUPPORT PROFESSIONAL GROUP PROPOSED STRUCTURE March 2010



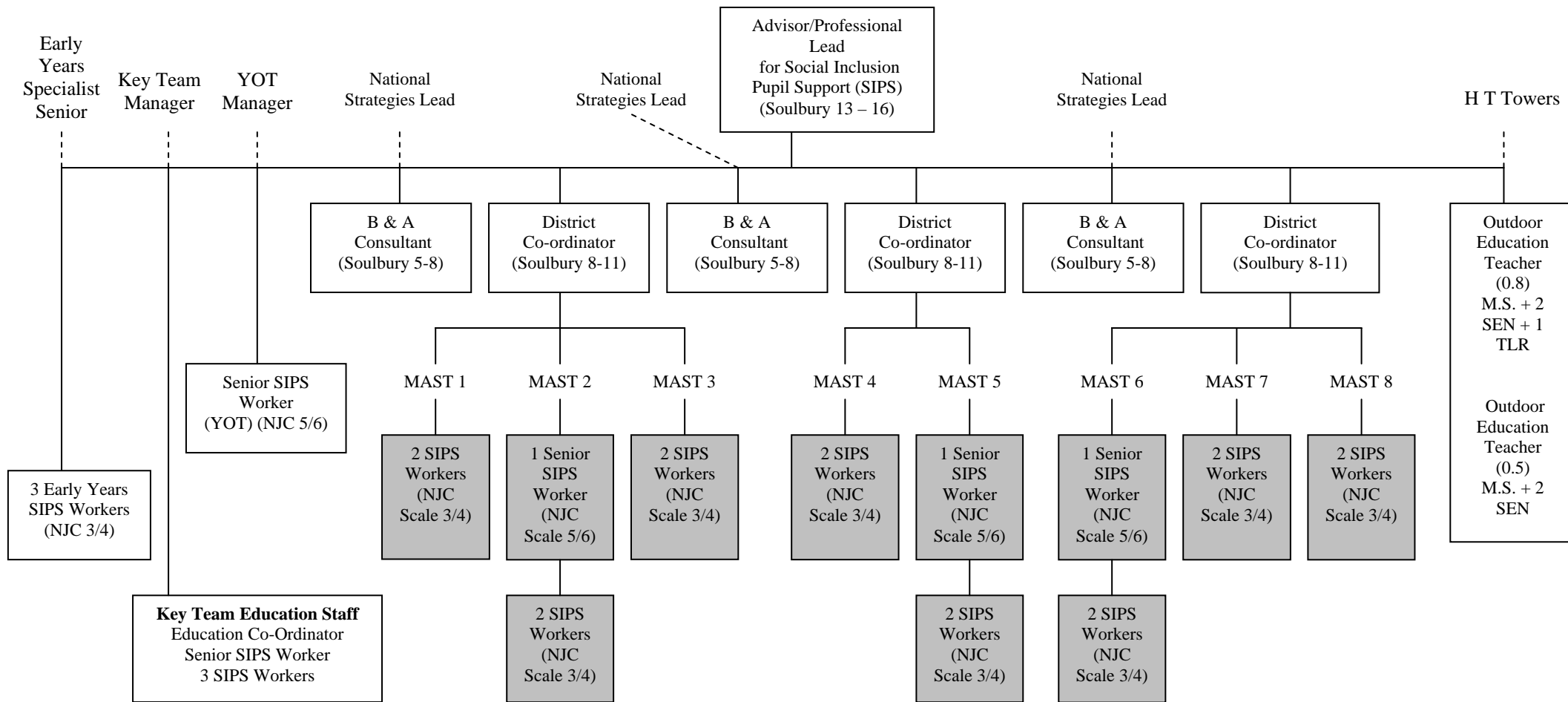
Area EWO City Wide Responsibilities

Area 1	Braybrook	Area 5	Kingston Centre. Penn fields	Area EWO NJC 30-33
Area 2	Orchard Centre	Area 6	Tettenhall Wood. Green Park. Broadmeadow	Community EWO Scale 5/6 (22-28)
Area 3	Penn Hall	Area 7	New Park	
Area 4	MidPoint	Area 8	Westcroft	

Senior EWO/Court Officer City Wide Responsibilities

Co-ordinate and present prosecutions
The Haven

SOCIAL INCLUSION PUPIL SUPPORT (SIPS) PROFESSIONAL GROUP STRUCTURE – March 2010



Council City Wide Specialisms

B & A Consultant

- Elective Home Education
- SEAL
- Training (NPQWSLBA)

District Co-ordinator

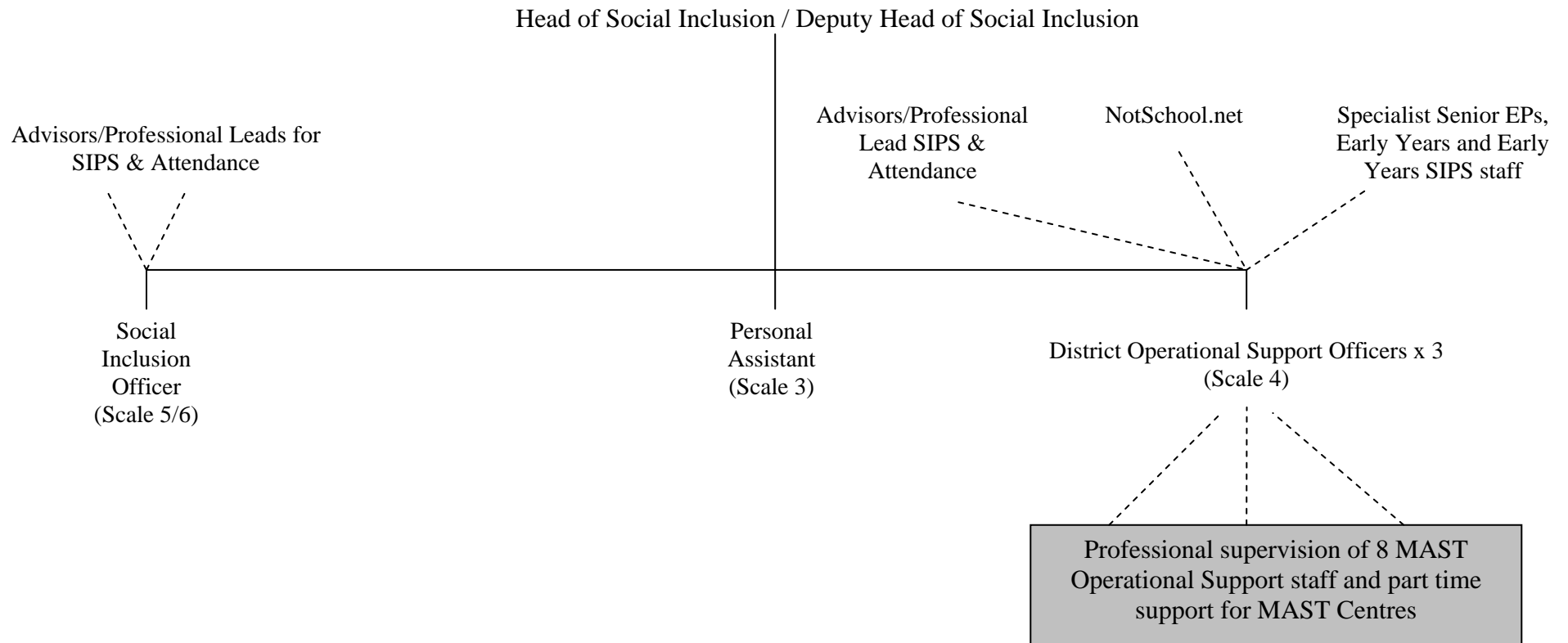
- Anti Bullying Co-ordination
- Learning Mentor Co-ordination and LSC Link
- Nuture Groups
- Key Team

Senior SIPS Worker

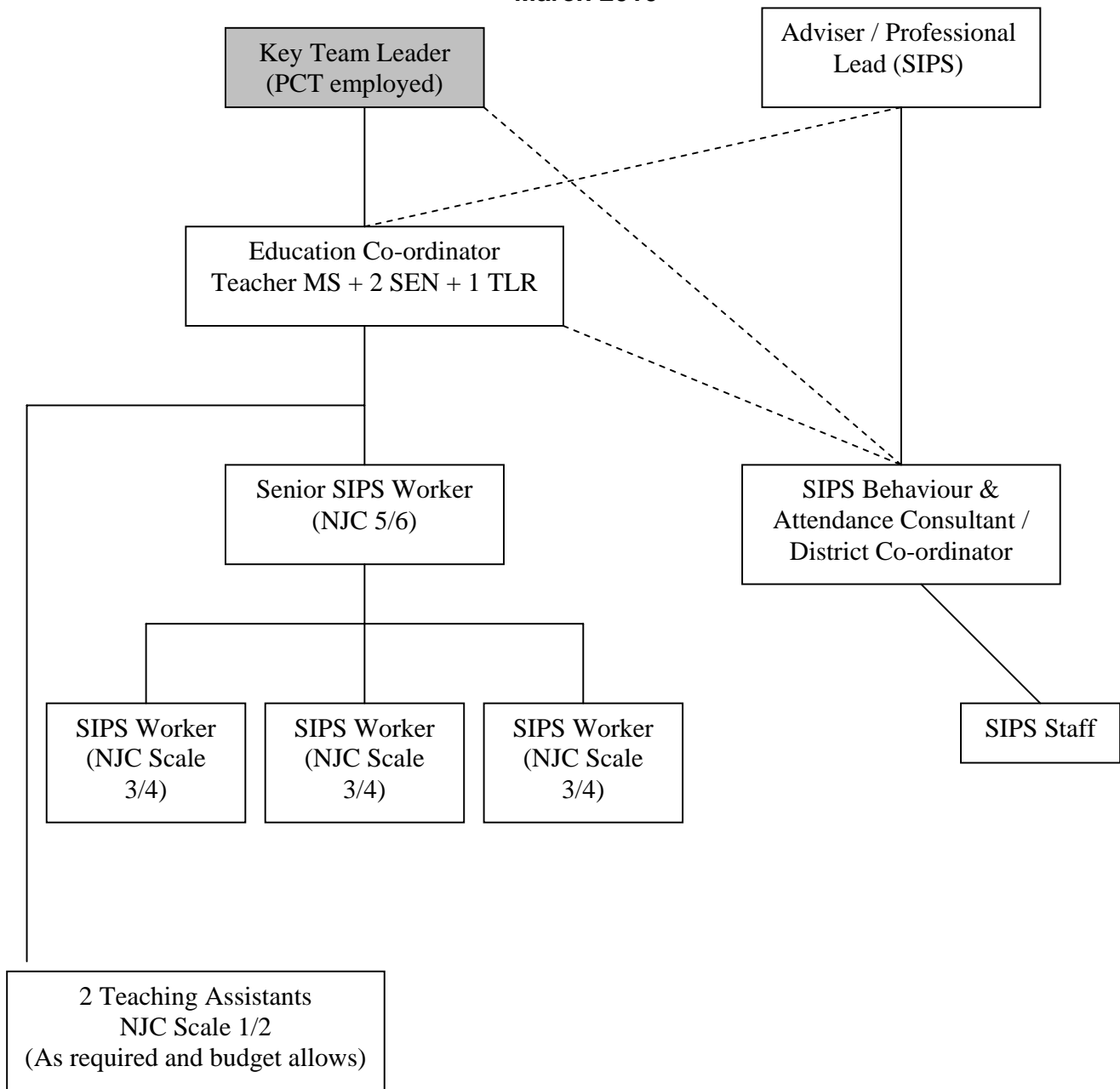
- YOT
- } To be identified
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N.B. All these Senior staff located in MAST Centres and undertaking some area casework.

SOCIAL INCLUSION OPERATIONAL SUPPORT PROPOSED STRUCTURE March 2010



**KEY TEAM EDUCATION STAFF PROPOSED STRUCTURE
March 2010**



- Key Team SIPS Behaviour & Attendance Consultant role**
- Curriculum Development
 - Co-ordinate link with SIPS staff

Proposed Psychology Professional Group Structure – March 2010

