
Report to: Special Meeting of Clackmannanshire Council

Date: 11 October, 2012

**Subject: Childcare Services - Councillor Update & Proposals to
Increase Capacity**

Report by: Chief Executive

1.0 Purpose

1.1 The purpose of this report is:

- a) to inform Council of significant under-capacity in the childcare service;
- b) to put forward for approval proposals to enhance capacity, primarily by increasing the establishment of the service; and
- c) to bring councillors up to date with ongoing activity in respect of childcare services.

2.0 Background

- 2.1 Council considered a report at a special meeting in December, 2011, which outlined criticisms and concerns which had been raised by the Sheriff in relation to a specific childcare case.
- 2.2 An independent review was commissioned into certain aspects of the childcare service. The review commenced in January 2012 and was reported to a special meeting of Council in June called early after the May local government elections.
- 2.3 The period since has seen extensive work and significant investigations to identify the extent and potential causes of the issues highlighted in the review. This has included taking forward the action plan derived from the recommendations of the independent review which has enabled a number of issues which had been described in general terms to be more precisely articulated, as well as the taking forward of procedures under the Council's disciplinary policy.
- 2.4 It is in that context that this report to Council now considers in greater depth the matter of under-capacity in the Clackmannanshire locality childcare team which was alluded to in the independent review.
- 2.5 In addition, the report briefs the Council on work which has taken place, and which is ongoing with the Care Inspectorate, the Scottish Government and the Centre of Excellence for Looked After Children in Scotland and on the

additional support which has been secured further to a series of discussions with senior officers of these agencies.

3.0 Recommendations

3.1 It is recommended that Council:

a) notes the significant under-capacity in the childcare service and the need for immediate additional investment;

b) approves unbudgeted expenditure of £171,500 in 2012-13 (£686,000 in 2013-2014) to increase the establishment of the childcare service as set out in section 7 of this report;

c) notes that an interim Assistant Head of Social Services is being recruited and that a number of temporary adjustments to management responsibilities are being made by the Chief Executive in response to current vacancies and absences in the service;

d) notes the additional direct support which is being provided to the service by the Scottish Government and the Care Inspectorate;

e) approves one-off costs of £60,000 and £24,000 recurring costs for the acquisition and implementation of a new information system for childcare as set out at section 8 of this report;

f) notes that further updates will be submitted to Council and the relevant Committee on an ongoing basis.

4.0 Considerations

4.1 Council considered the independent review into aspects of childcare in June 2012. The general issues of heavy caseloads and capacity were highlighted, though not fully quantified, leading to recommendations that the Council:

a) take immediate action to strengthen the capacity of the long term team to review all cases so that the quality of care planning and risk management can be assured;

b) review the capacity of the long term team to meet current and anticipated demands;

c) develop a realistic workforce plan that ensures the long term team has the right number of staff with appropriate levels of skills and experience.

4.2 The immediate action taken to strengthen capacity was to recruit an interim service manager, an additional Team Leader and two social workers and these posts were filled through August and September.

4.3 An initial review of "pending cases" i.e. those cases that had been dealt with by the Initial Assessment Team for a period of 12 weeks and were awaiting transfer to the long term team, was undertaken in June. This indicated those cases which could be closed, those which needed some additional short term work and those recommended for reallocation.

- 4.4 As part of the work to attempt to allocate those pending cases, a further review of staff's current workload was required. This took place in August and examined all the allocated cases in the Long Term Team. While this examination resulted in some cases being reprioritised and some being closed, it also highlighted the extent to which the existing staffing establishment lacked the capacity to fulfil the a local authority's duties and powers in respect of those children and that a number of the children did not have up to date assessments and care plans.
- 4.5 Further to this case review exercise, in mid August a risk assessment was commissioned by the Assistant Head of Service (Operations). The scope of this risk assessment was agreed with the Chief Executive and was carried out by the Governance Manager (also the Council's Monitoring Officer), the interim Childcare Manager and childcare team leaders over the period to mid September.
- 4.6 This risk assessment served to quantify the precise extent of under-capacity in the long term team through a detailed caseload review which analysed every case allocated to every worker, as well as those cases which were awaiting transfer to that team from the short term team. The assessment compared caseloads with national guidelines and found that relative to those guidelines, the long term team was under-capacity to a significant extent.
- 4.7 In response to this, the Assistant Head of Service (Operations), childcare service managers and team leaders have brought forward proposals to bring the service up to the capacity which is required in order for services to be delivered in accordance with recommended caseload guidelines.
- 4.8 The next sections of this report provide commentary on the present under-capacity and presents proposals to remediate the situation in a sustainable way.

5.0 Capacity Review - Current & Anticipated Demands

- 5.1 The Laming Report in 2003 recommended that caseloads should be no higher than 14 per social worker and the recent Independent Review quoted local guidance that stated caseload should be no more than 20 per social worker.
- 5.2 The capacity review which has recently been undertaken considered current caseloads in relation to complexity, staff skills and experience and used the following recommended caseload guidelines which are based on sound professional opinion and best social work practice for the holding of manageable caseloads in Clackmannanshire:

* *Newly qualified social workers* - recommended maximum caseload of 10, with no child protection or permanence cases

* *Social workers with less than 2 years post qualifying experience* - recommended maximum caseload of 15, including no more than 1 child protection case and 1 permanence case

* *Social workers with more than 2 years post qualifying experience* - recommended maximum caseload of 22, including no more than 5 child protection case and 3 permanence cases

5.3 Applying these guidelines to the full time establishment of the long term team (which is 14.6 fte including the two additional posts agreed further to the independent review) the recommended total caseload capacity would be:

223 cases, of which no more than **53** would be child protection cases and 36 would be permanence cases.

5.4 At the time the capacity review was undertaken, the actual caseloads were:

248, of which **116** were child protection cases and 32 permanence cases.

5.5 The actual number of cases in excess of the recommended capacity was 15 overall but the mix of cases was such that there were 63 child protection cases over and above the recommended capacity. Further details of this are provided in the attached Appendix at the section 5, *Long Term Team - Caseload Analysis*.

5.6 On top of this, at mid September, there were 191 cases awaiting transfer from the short term to the long term team, **30** of which were child protection cases.

5.7 Overall, therefore, at the time of the caseload review there was under-capacity equivalent to 206 cases of which **93** were child protection cases.

5.8 This significant under-capacity is exacerbated by the fact that at the time of compiling the caseload analysis the long term team were 5 fte down (2 recent vacancies, 2 sickness absence, 1 disciplinary suspension) although in the last two weeks 2 additional social workers have been recruited and agency social workers sourced.

5.9 Looking beyond the long term team, the caseload review also considered capacity across the locality team which also includes the short term team (also called intake team) and the disabilities team. The findings of this are set out in section 4 of the attached Appendix and, in summary, show that at the time the review was undertaken the maximum caseload capacity at full establishment of 22.6 FTE workers was 413 but the actual number of cases was 658.

6.0 Capacity - Contexts

6.1 In tandem with the risk assessment and review of caseloads, an analysis has been undertaken of relative demand on the childcare service and relative levels of resourcing. This analysis (also included in the Appendix to this report) compares Clackmannanshire to the Scottish average position in respect of children in need, financing of childcare services, allocation of resources across and within childcare services and staffing levels.

6.2 This analysis suggests that there are factors which have contributed to, and are compounding, the issue of under-capacity. In summary, these factors are:

a) on average in Clackmannanshire there is higher call on childcare services than there is across Scotland in that:

i) child protection figures per 1000 population in Clackmannanshire have been among the highest in Scotland in the last three years (in the top two of 32 local authority areas for the past three years and double the rate in Glasgow for two of these years)

ii) the rate of looked after children as a % of population is 7th highest in Scotland.

b) the childcare budget in Clackmannanshire has seen real terms reduction of 127k since 2008-9 and relative to Scotland:

i) childcare spend in Clackmannanshire is less than the national average

ii) within the childcare budget in Clackmannanshire, spend on staffing is less than the Scottish average;

iii) within the childcare budget in Clackmannanshire, proportionately less is spent on staffing compared with other aspects of childcare (e.g. day care)

c) there are fewer whole time equivalent childcare staff per 1000 population in Clackmannanshire than the Scottish average; this has been consistent between 2007-2010 (the 2010 figures are the most recent).

6.3 Greater details of the calls on the service and its recent resourcing are contained in the attached Appendix to this report.

7.0 Increasing Capacity

Practitioner Staffing

7.1 The under-capacity which has been now been quantified requires immediate and significant investment to ensure the Council is able properly to carry out its statutory duties, effectively to protect children and effectively to carry out its duty of care as an employer.

7.2 The Assistant Head of Service (Operations) and interim childcare Service Manager have set out the following investment proposals which, while targeted primarily on the long term team, also take into account needs in the short term team and the significant - and apparently disproportionate - demand for child protection work in Clackmannanshire. The proposals cover the Long Term Team, the child protection hub and the Initial Assessment Team (short term team) as per:

7.3 1 - Long Term Team - Proposed New Posts

- 2 Senior Practitioners/Assistant Team Managers
- 6 Enhanced Practitioners
- 3 Social Workers

- 3 *Social Work Assistants*

7.4 These additions to the long term team establishment should bring the following benefits:

Senior Practitioners/Assistant Team Managers

- these posts will provide formal mentoring and supervision for Social work assistants and newly qualified and inexperienced workers with support from team Managers
- Chair child protection core groups ensuring quality assurance and consistent thresholds
- Carry small complex case load (up to 5 families)
- Assist with day to day decision making when deputising for team managers
- Allows team managers capacity to hold a strategic overview of all case work thus promoting consistent responses, thresholds and provision of services

Enhanced Practitioners

- this will provide suitably qualified and experienced staff to undertake complex case work including child protection investigations and casework and permanence cases

Social workers

- this will add to the capacity of the team and ensure that the local authority is fulfilling its statutory duties in reviewing Looked after Children at Home and other statutory visits.

Social work assistants

- this provision will free up social workers to undertake tasks within the social workers remit.
- Social work assistants can supervise contact regularly and transport children to and from contact social workers will only need to supervise contact when part of an assessment process..
- Social work assistants will provide a level of support to families in a preventative capacity to look at areas such as budgeting routines parenting and family hygiene
- Provide one to one work with children through activities and hobbies that promote resilience.
- Provide a preventative support service to families

7.5 Overall the additions will allow Team Managers the capacity to scrutinise and quality assure casework on a regular basis and raise the practice standards and the profile of social work in Clackmannanshire. This will help to promote external agencies and partners confidence in our services and it will attract more experienced social workers to the service. Staff will feel supported and empowered with a career pathway whilst team managers will be able to have high expectations of service delivery and social work practice.

7.6 2 - Child Protection Hub - Proposed New Posts

- 2 Enhanced Practitioners

7.7 Since February 2012 all Child Protection referrals from the Stirling area have been routed through the Multi Agency Hub in Larbert. To date the Hub has proven to be a robust multi-agency model for the early identification, multi-agency assessment and investigation of child protection referrals and as such will offer significant benefits to Clackmannan's child care service. It is hoped that Clackmannanshire Child Protection referrals could be dealt with by the Hub. A scoping exercise has already been undertaken but it is now recognised that additional capacity would be required to address the anticipated high level of referrals that would come from Clackmannanshire.

7.8 3 - Initial Assessment Team (Short Term Team) - Proposed New Team

- 1 Senior Practitioner/Assistant Team Manager

7.9 This addition to the short term team establishment should bring the following benefits:

- this post will provide formal mentoring and supervision for Social work assistants and newly qualified and inexperienced workers with support from team Manager
- Carry small complex case load (up to 5 families)
- assist with day to day decision making when deputising for team manager
- Allows team manager the capacity to hold a strategic overview of all case work thus promoting consistent responses, thresholds and provision of services

7.10 The enhanced overall staffing levels described at 7.3, 7.6 and 7.8 above would enable all pending cases to be actively worked, all child protection cases to be dealt with by a specialist multi-agency team and workers to have caseloads in keeping with best practice guidelines.

7.11 It will be vital that remedial action taken by the Council to ensure the relevant parts of the childcare service are fit for purpose is well-founded, correctly targeted and, crucially, sustainable. It will be important, therefore, that while the additional staffing which is set out paragraph 7.2 is very precisely described, it remains open to senior management of the service within the broad resource envelope described to recruit and deploy staff flexibly as capacity increases and matters are being addressed and remedied. Also given the significant proposed increase in the staffing establishment, it will take a period of time to recruit staff to the new posts. During that period, it is likely that there will continue to be significant drift in some permanency cases.

7.12 The full year costs of this increase in the establishment are £686,000. In the current financial year, it is likely that costs would be around 25% of that (£171,500) given that the majority of posts would take a few months to fill.

7.13 It may be interesting for members to note that, as set out in the attached Appendix, the amount by which Clackmannanshire Council would have funded childcare staffing had resourcing been in line with GAE is £707,000; senior managers in childcare determined the required additional staffing

(equivalent to £686,000) based solely on service demand and without reference to the analysis of comparative resourcing.

Management Capacity

- 7.14 As members have already been advised via two pieces of correspondence in September from the Chief Executive, an interim Assistant Head of Service is being recruited to provide expertise and experience in the field of childcare at senior management level to support the significant change process which is ongoing in the service. This appointment is being progressed jointly with Stirling Council given:
- a) that the two councils have shared management of a number of areas of childcare (although not the Locality Teams which include the long term team and initial assessment/short term team) and;
 - b) recent developments in relation to staffing at management level in social services where there have been two recent resignations, a suspension and a prolonged sickness absence.
- 7.15 These developments have required the Chief Executives to put in place a number of temporary adjustments to management arrangements.
- 7.16 The interim Assistant Head will (likely) be a former very senior manager of local authority childcare and will manage the four childcare manager posts across Clackmannanshire and Stirling Councils. Two of these manager posts are shared, while the other two relate to the separate localities. It is anticipated that the Assistant Head role will be filled by the end of October.
- 7.17 The full year costs of this post are £83,000 (inc employers costs) and it is expected that the resourcing of this can be accommodated within current staffing budgets. The costs of this would be subject to the protocol for cost-sharing already agreed in relation to shared management posts with Stirling Council.

Other Support/Capacity - Care Inspectorate

- 7.18 As members are aware, the Chief Executive has been in discussion with the Care Inspectorate about issues associated with the independent review. Most recently, further to letters which the Council Leader and the Chief Executive sent to Chair and Chief Executive of the Care Inspectorate respectively, specific support has been offered.
- 7.19 An approach known as "Link Inspector +" has been suggested by the Care Inspectorate whereby, in addition to the regular quarterly meetings which take place between the link inspector and social services senior management, the link inspector will also visit the Council once a month to provide support such as delivering staff development, advising on self-evaluation and supporting case review. It is important to note that this is a support resource rather than additional scrutiny/inspection. It is anticipated that these new arrangements will begin in the coming month.

Other Support/Capacity Scottish Government/CELSIS

- 7.20 Further to discussions between the Council's Chief Executive and the Scottish Government's Chief Social Work Adviser and, most recently, letters which the Council Leader and the Chief Executive sent to the relevant Minister for Children & Families, support has been offered by the Care & Permanency Team of the Scottish Government's Looked After Children Division and the Centre of Excellence for Looked After Children in Scotland (CELCIS). These inputs will potentially be a very important source of support over the medium to longer term by enabling the service to benefit directly from specialist knowledge and experience.
- 7.21 The CELCIS Team will provide support on permanence intervention and improvement . This approach will be based on a partnership with Clackmannanshire and will build on identified assets and assist in tackling challenges. The initial phase of the work will develop an improvement plan for permanence. On a practical level It is envisaged that CELCIS will provide hands on support and mentoring to social workers in the LTT in the preparation of permanence planning and reports and that they will support managers to implement systems to deliver services that are robust and effective in permanence planning
- 7.22 The CELCIS Team / Scottish Government have also agreed to explore any possible underlying reasons for the very high rate of child care / child protection referrals in Clackmannanshire in order for the council to gain a better understanding of root causes, demands, work around thresholds and to benchmark local practice and policy with other Local Authorities.

8.0 Other Issues - Caseload Management System

- 8.1 While the Independent Review of Childcare in Clackmannanshire found that the existing childcare information system was "user friendly" it acknowledged that three different databases had to be explored to collate information and find specific reports on each case. This factor impacts on practitioners who feedback that the current system does not support best practice, can be difficult to navigate and time-consuming. One of the main issues, therefore, appears to be in relation to workflow where the current system, by definition, has a number of fragmented processes.
- 8.2 A business case for having a single case management system (IT) across both Clackmannanshire and Stirling councils has been under development for some time. Most recently, the shared services Programme Board has received a business case proposing that childcare across both councils run the same system.
- 8.3 The system which is the subject of the business case is viewed by social services as an improvement on the current system as it can provide a more integrated workflow which would assist in the referral, assessment and care planning processes. The service indicates that other benefits of the proposed system are that it:
- a) can be designed to support better and more focused record keeping and there are also Care Inspectorate tools that can be embedded to ensure required elements are documented;

b) has more capacity to maintain a systematic family narrative which describes all the events associated with the interaction between a social worker, other professionals, the child and their family. This provides a single coherent view of the information available to the service;

c) can offer more systematic collection of reliable performance data to facilitate the production of management information to support robust quality assurance; and

d) can better support prioritisation of cases by practitioners and managers leading to more effective risk assessment and risk management.

8.4 Among the criticisms confirmed by the Independent Review were deficiencies in case recording and report writing. It is important to bear in mind that technology is usually only be as good as the data it contains and technology cannot make up for poor practice; so a new system alone will not necessarily be sufficient to remedy practice issues. Having said that, a system which promotes a more effective workflow can contribute to and support effective practice. It is recommended, therefore, that Council allocates resources for the acquisition of a new system.

8.5 The estimated costs which are set out in the business case of moving to a new system for childcare in Clackmannanshire are £60,000 in one-off costs and £24,000 in recurring costs. (Final costs would be subject to confirmation of total costs across Clackmannanshire and Stirling and the apportionment of these.) The £60,000 can be accommodated in the General Service Capital Budget and the recurring costs would be factored into the revenue budget.

8.6 It should be noted that the transition to any new system requires input from those who will operate the system (in this case social work practitioners and business support staff) and can cause disruption. Senior management of the service will, therefore, determine the timing of the transition to minimise disruption and any undue drain on frontline resources.

8.7 With the significant proposed increase in the number of practitioners and an increase in the number of cases which are being actively worked, there is likely also to be increased demand for input from colleagues from business support in respect of a number of administrative functions. It is not proposed at this stage that there is any additional budgetary provision for that support; rather, as part of the wider corporate development and streamlining of business support (currently being considered via the budget challenge process), it is anticipated that a robust and focused review of existing provision across the council will identify existing resources which could be either transferred or realigned as appropriate. Related to this, but beyond the immediate scope of this report, is work which is ongoing involving social services and business support to review a range of business processes and to clarify and consistently implement the respective roles of social work practitioners and business support staff in respect of certain tasks. The outcome of this piece of work will also inform the requirements on business support which might result from the increase in the number of practitioners.

9.0 Conclusions

- 9.1 The caseload review has demonstrated that even at full establishment the childcare service is significantly under-capacity, with workers carrying caseloads which can exceed by some way recommended guidelines.
- 9.2 The recommendations of the Independent Review are being taken forward by the Service and a great deal of work has taken place. However, without sufficient capacity at the level of practitioner, it is unlikely that the majority of the recommendations will be able to be fully and effectively implemented.
- 9.3 In order, therefore, to enable the service to improve to the standards of safe practice expected and required, significant additional resources need to be allocated to enhancing the overall capacity of the locality team, and within that, particularly the long term team.

10.0 Sustainability Implications

NA

11.0 Resource Implications

Financial Details - these have been set out in the report

Staffing - approving the recommendations in the report would mean an increase in the permanent establishment of the council as set out in the report.

12.0 Declarations

- 12.1 The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- | | |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses | <input type="checkbox"/> |
| Our communities are more cohesive and inclusive | <input type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/> |
| Our communities are safer | <input type="checkbox"/> |
| Vulnerable people and families are supported | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced | <input checked="" type="checkbox"/> |
| Health is improving and health inequalities are reducing | <input checked="" type="checkbox"/> |
| The environment is protected and enhanced for all | <input type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence | <input type="checkbox"/> |

(2) **Council Policies** (Please detail) N/A

13.0 Equalities Impact

- 13.1 N/A

14.0 Legality

14.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

15.0 Appendices

1 - Child Care Capacity Issues

16.0 Background Papers

1 - Independent Review into Aspects of Childcare Services

2 - SWIFT Business Case

3 - Ratings Reviews

Author(s)

NAME	DESIGNATION	SIGNATURE
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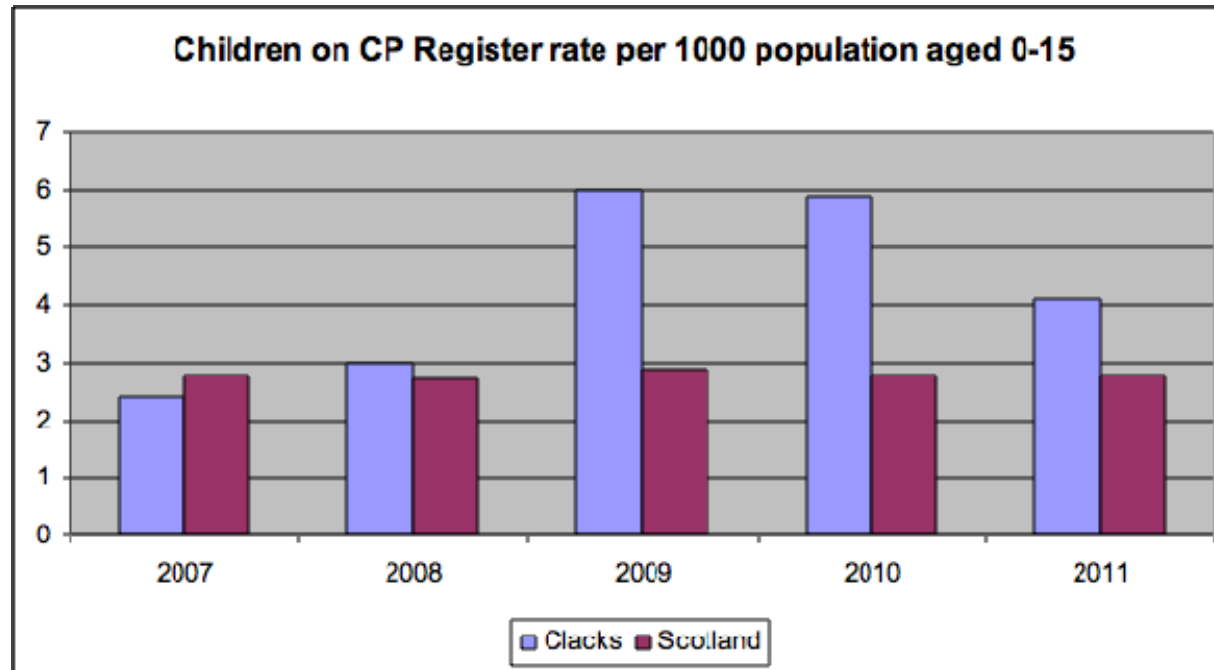
CHILDCARE CAPACITY ISSUES

1.0 SUMMARY OF KEY ISSUES

- 1.1 In Clackmannanshire there is on average higher demand for/call on childcare services than in Scotland as whole:
- child protection figures per 1000 population in Clackmannanshire have been in top two areas in Scotland for the past three years (double the rate in Glasgow for two of these years)
 - the rate of looked after children as a % of population in Clackmannanshire is 7th highest in Scotland (at July 2011).
- 1.2 The childcare budget in Clackmannanshire has seen real terms reduction of 127k since 2008-9. Relative to Scotland:
- childcare spend is less than national average
 - within the childcare budget, spend on staffing in Clackmannanshire is less than the national average; there are fewer whole time equivalent childcare staff per 1000 population in Clackmannanshire than the Scottish average; this has been consistent between 2007-2010 (most recent figures)
 - within the childcare budget in Clackmannanshire, proportionately less is spent on staffing compared with other aspects of childcare, such as day care.
- 1.3 Given the call on the service and level of staffing, the childcare service is significantly under-resourced:
- only 67% of current caseloads are serviceable with the existing full time establishment (as measured by recommended national guidelines)
 - quantification of caseload shows that workers can be exceeding by some way recommended guidelines.
- 1.4 The situation presents significant potential corporate risk which requires immediate and significant investment to ensure the Council properly carries out its statutory duties, effectively protects children and effectively meets its duty of care as an employer.

2.0 DEMAND CONTEXT

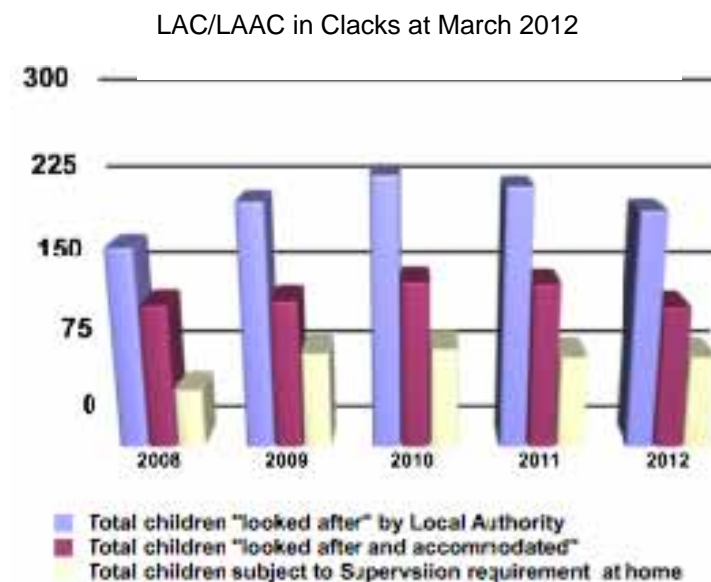
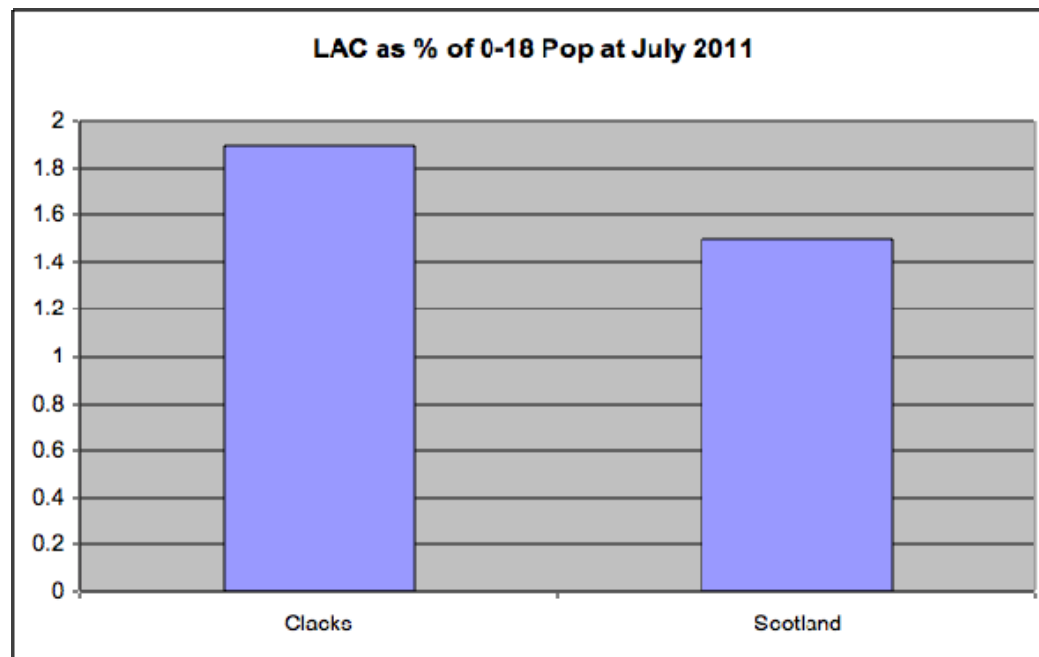
2.1 Child Protection



Source: General Register Office (Scotland) mid-year pop. Estimates 2006-1010

- 2.2 Every year since 2008, Clackmannanshire has been above the Scottish average in terms of the numbers of children on the child protection register per 1000 population.
- 2.3 Clackmannanshire had the highest rate in Scotland in 2009 and has had the second highest in both 2010 and 2011 (Glasgow rates for these years were 3.1, 3.0, 3.6)
- 2.4 At the time of this analysis there were 57 children on the Child Protection register (at July 31 last year it was 39) who require a weekly visit.
- 2.5 The number of child protection related meetings has trebled in the last three years.

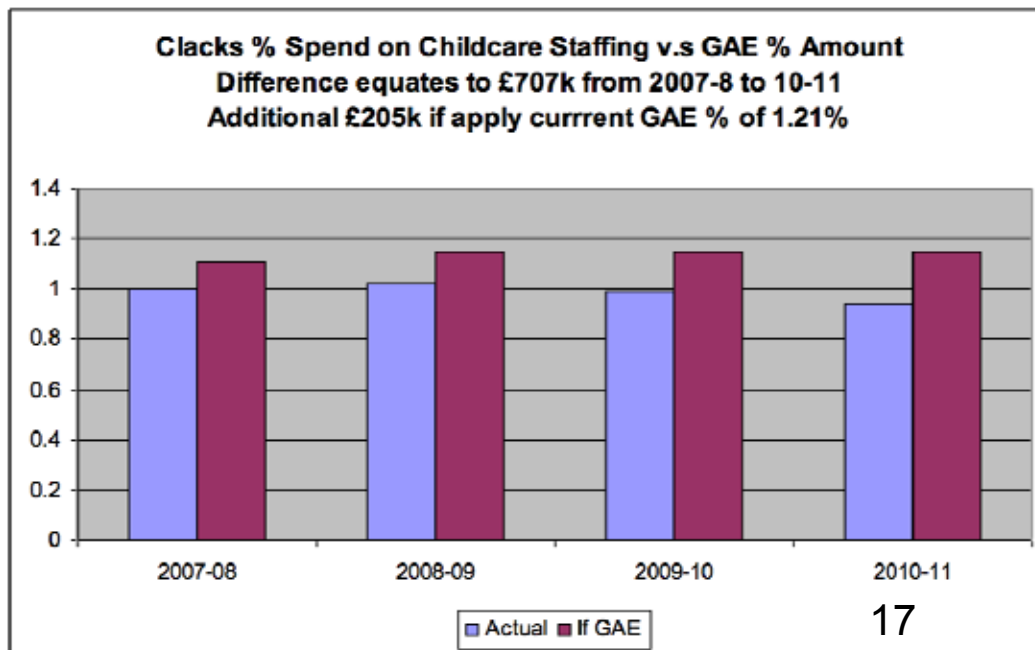
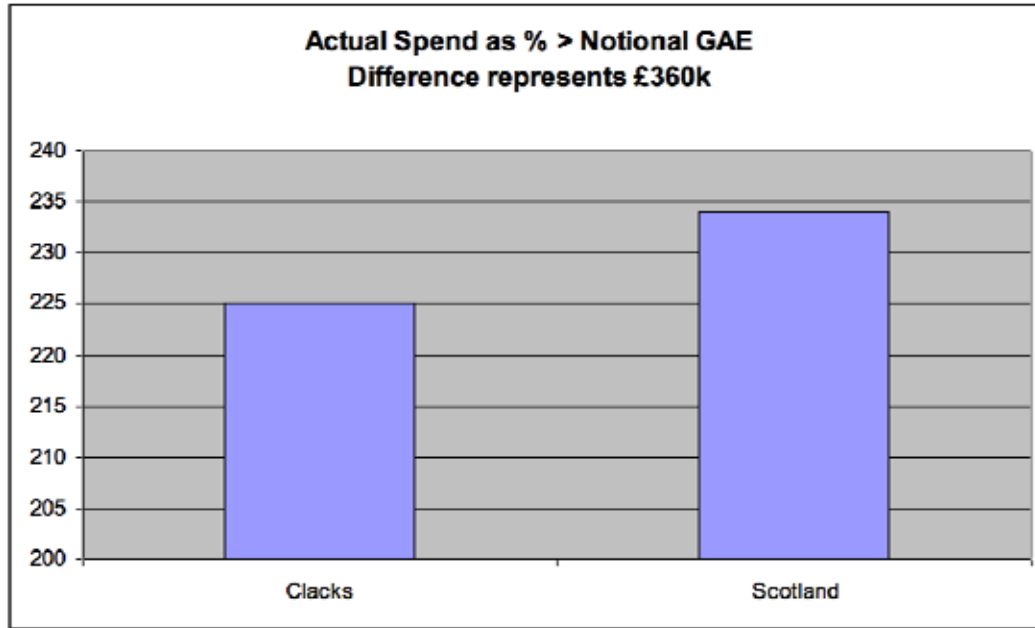
2.6 Looked After Children



Looked After Children - Source: Scottish Government, Children Looked After Statistics, Children's Social Work Statistics Scotland 1, 2012

- 2.7 Of all local authorities Clackmannanshire has the 7th highest rate of children looked after as % of the population (at July 2011)
- 2.8 At 1.9%, the Clackmannanshire rate is above the Scottish average of 1.5. The highest in Scotland is Glasgow at 3.2%
- 2.9 At the time of this analysis there were 88 children looked after away from home on supervision requirement who require monthly visits.
- 2.10 At the time of this analysis there are 112 children looked after who require at least quarterly visits.
- 2.11 There are 200 looked after and looked after and accommodated children who must at a minimum be reviewed once per year.
- 2.12 175 children are subject to supervision requirement (requiring at least 1 hearing per year).
- 2.13 There are 36 ongoing permanence cases which require intensive input (rehab plan, assessment/ planning meetings, core groups, hearings, LAC reviews/, FORM Es, Resource Panel, Advice Hearings, then Court.)

3.0 FINANCIAL CONTEXT



3.1 The childcare budget has had a real terms reduction of £127k since 2008-9

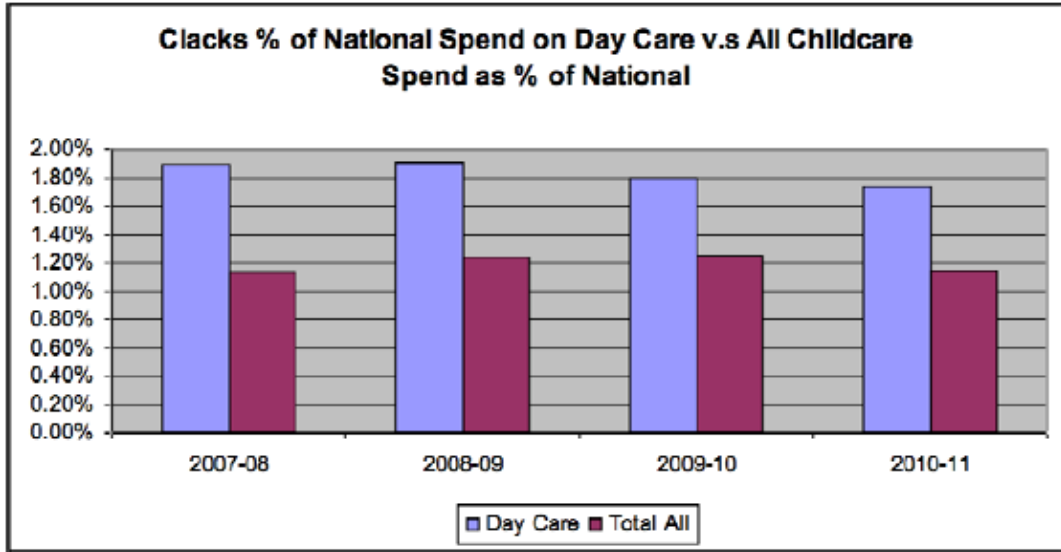
3.2 Childcare spend is 225% of GAE in Clackmannanshire compared with the Scottish average of 234% of GAE, ie. spend in Clackmannanshire is proportionately less on childcare than the Scottish average

3.3 If Clackmannanshire spend was increased to the national average, the Clackmannanshire childcare budget would be £360k higher than it is.

3.4 In % terms, Clackmannanshire spend of Scotland's overall spend on childcare staff was 0.94% in 2010-11 (latest available figures), which is less than GAE.

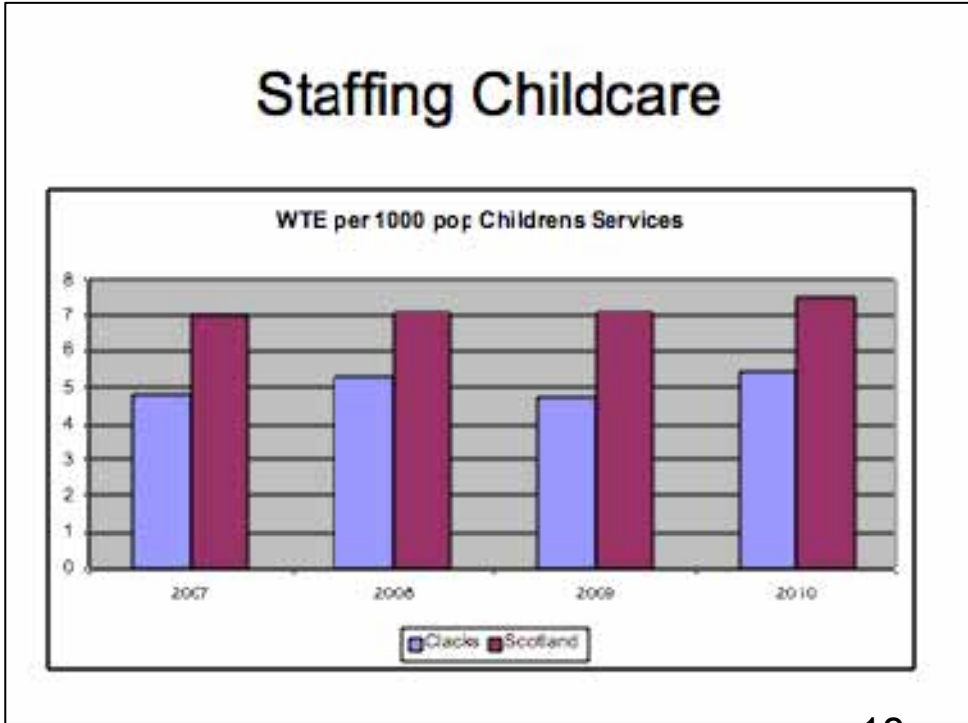
3.5 If Clackmannanshire had spent in 2010-11 the GAE amount on childcare staffing (1.15%), then the budget would have been £707k higher than it was. Clackmannanshire's current % of Scotland GAE for childcare is 1.21% - if we spent that, that would add another £205k to the staffing budget.

Source: LFRs, Ratings Reviews



3.6 The one area of childcare that Clackmannanshire consistently spends more than our GAE is "Daycare Services". We invest more in family centres than other do other local authorities on average by a significant amount.

Source: LFRs, Ratings Reviews



Source: Scottish Government based on authority staffing returns

3.6 Budget cuts and growth in the last five years in social services have been as follows:

2007-8	2008-9	2009-10	2010-11	2011-12
Savings Nil	Savings Nil	Savings Kinship Care - 130 Vol orgs - 67 Homecare - 90 Charges - 20 Staffing - 67	Savings Staffing - 33 Vol orgs - 9 Staffing - 51 Res schools - 300	Savings Family centre - 45 Car allowance - 45
Growth Inflation - 141k Care disability - 60 Throughcare - 60 Direct Paym'ts - 70 Ex fostering - 750 Amendments - 18	Growth Inflation - 141k Staff travel - 12 Kinship care - 320 Direct Paym'ts - 13 Amendments - 24	Growth Inflation - 57k Single Status - 101 Ex foster care - 70 Amendments - 2	Growth Inflation - 58k Kinship Care - 75 Through care - 58 Vacancies - 15 Amendments - 1	Growth Inflation - 120k Pol priorities - 100 Vacancies - 21 Amendments - 19
Total: savings - 0 growth - 1,099 <u>Net growth - 1,099</u>	Total: savings - 0 growth - 510 <u>Net growth - 510</u>	Total: savings - 374 growth - 230 <u>Net saving - 144</u>	Total: savings - 393 growth - 207 <u>Net saving - 186</u>	Total: savings - 90 growth - 260 <u>Net growth - 170</u>
Virements Nil	Virements 252k in from Housing re Supporting People	Virements 294k out to Business Support	Virements 563k in for Changing Childrens Services Fund 2.9M in for residential schools from Education 100k out to FM	Virements 995k in from Education re Family Centres

Source: Clackmannanshire Council

4.0 CHILDCARE CAPACITY OVERALL (intake team, disabilities team plus long term team)

- 4.1 Establishment = 22.6 full time equivalent (FTE) Social Workers
- 4.2 Maximum caseload capacity for 22.6 = 413 (there are a number of unqualified staff within the 22.6)
- 4.3 Current staffing = 14 FTE social workers
- 4.4 Max caseload capacity for 14 FTE = 224
- 4.5 Actual number of active cases = 658

	FTE	Max. Caseload per guidelines	Actual Caseload	> Capacity	% Serviceable
Full capacity	22	413	658	245	63%
Current staffing	14	224	658	434	34%

5.0 LONG TERM TEAM - CASELOAD ANALYSIS (as at early September, 2012)

- 5.1 The current available capacity if all vacancies were filled, there was no sickness and including the two additional staff agreed earlier further to independent review is 14.6 FTE Social Workers in the long term team.
- 5.2 At work at the time of writing were:
- 4 FTE Social Workers with >2yrs Post Qualifying Experience - recommended cases loads 22 max (incl 5 Child Protection/3 Permanence)
 - 1 FTE Social Worker with <2 yrs PQE - recommended caseloads 15 max (incl 1 CP/1 Permanence)
 - 4 FTE Social Workers Newly Qualified - recommended caseload 10 max (no CP or permanence cases)
- 5.3 The total capacity for workers at present (within recommended guidance) should be **143** cases of which up to 21 could be child protection and 13 Permanence cases
- 5.4 The current caseload (excluding those awaiting transfer from the short term team) is **248** cases of which 116 are CP (i.e. children on CP register or classed priority 1) and 36 permanence cases
- 5.5 Even if team was up to **full complement** capacity in the context of the recommended guidelines would be 233 cases of which up to 53 could be child protection cases and 32 permanence cases.
- 5.6 At the time of the analysis the number of pending cases for long term team is 132 (which includes 25 CP cases); the number of imminently pending cases (i.e those nearing the end of 12 week assessment) was 59 (which includes 5 CP cases)
- 5.7 The demand on the long term team, therefore, is 370 cases (141CP); potentially two weeks after the time of the analysis **439 cases (146CP)**

	CURRENT CASELOAD LT TEAM			PENDING CASELOAD LT TEAM					
	If at full capacity of 14.6FTE								
	Capacity	Current caseloads	Current> Capacity	Pending Cases	Imminent Pending	Total Pending	Total Demand	Demand > Capacity	Demand> Current
Total:	233	248	15	132	59	191	439	206	191
- inc CP	53	116	63	25	5	30	146	93	30
- inc Permanence	32	36	4						

	CURRENT CASELOAD LT TEAM			PENDING CASELOAD LT TEAM					
	At current level of 9FTE								
	Capacity	Current caseloads	Current> Capacity	Pending Cases	Imminent Pending	Total Pending	Total Demand	Demand > Capacity	Demand> Current
Total:	143	248	105	132	59	191	439	296	191
- inc CP	21	116	95	25	5	30	146	125	51
- inc Permanence	13	36	23						

6.0 SALARY ISSUES

- 6.1 Some benchmarking has been undertaken by the job evaluation team (corporate HR). This shows that the salaries paid to Clackmannanshire Council social workers is low in comparison to that paid by other authorities. At the most basic grade, the starting salary is the lowest of those sampled and compared with our partner, Stirling Council, the starting salary for a new social worker is some 4k less. And for a post 2 year qualified basic grade social worker, the differential at the top of the scale between Clackmannanshire and Stirling Councils is nearing 3k. At senior/enhanced social worker grades, there is a similar pattern. The table below provides illustration of this.
- 6.2 This position means that there are challenges in both recruitment and retention of social workers which are directly related to salary levels.
- 6.3 It is important, however, to note that the general issue of lower salaries in Clackmannanshire is not unique to social work and is relevant to a number of posts; this is merely a reflection of the fact that salaries at chief executive level are based on population size which means that this effect can cascade throughout the organisation. That said, it is not the case that for all jobs salaries in Clackmannanshire are less than in other authorities.
- 6.4 Other things being equal, the relative salary levels of social work practitioners might not have as much impact on recruitment and retention as the current situation might suggest; however, when heavy demands on the service, clear under-capacity and reputational issues are taken into account, the salary differentials might assume greater weight than they otherwise might.

	Clacks	Stirling	East Lothian	North Lan	Aberdeen C
Social worker	26299-29621	30537-32436	27921-31498	27279-33813	29456-33670
Enhanced practitioner	30071-33864	33900-35967	32428-36553		
Senior SW	30071-33864			31062-38151	35557-44079

