

The impact of C&F investment in each service area

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Glossary of Acronyms

A&ST	- Assessment and Safeguarding Team
APP	- Accelerated Progress Plan
CWD	- Children with Disabilities
CP(P)	- Child Protection (Plan)
CE	- Child Exploitation
DFE	- Department of Education
DL/DDL	- District Lead/Deputy District Lead
EH	- Early Help Service
EP	- Educational Psychologist
EHCNA	- Education, Health and Care Needs Assessment
IRO/CC	- Independent Reviewing Officer/Conference Chairs
SEND	- Special Educational Needs and Disabilities

Investment Details

and

Current position

Recommendation	FTE Impact	Cost	Status - in position	Commentary
District Teams				
Deputy District Leads	4.00	£306,600.00	4.00	All staff started in roles by early August 2023
Social Worker	1.00	£70,900.00	1.00	Supports with caseload management within AST team. Person in post.
Senior Practitioner	0.50		0.50	Supports with complex case management within AST team. Person in post.
SEND Senior Key Workers	12.00	£534,720.00	10.00	2 positions have been readvertised as those who were successful previously have taken other roles since then.
Educational Psychologists	10.00	£300,000.00	0.00	Recruitment aligned with academic year. 5 posts accepted April 2023. 3 starters Sept 2023 , 2 Sept 2024 after finish training. Further recruitment to begin in September when new cohort start looking for EP posts. Issues exist around national shortage. Eps will assist in improving timeliness of EHC plans, and support early intervention.
Total	27.50	£1,212,220.00	15.50	
Central Teams				
IRO's & CP Chairs - 6 IRO/CP Chair (G12) and 1 team manager (G13)	7.00	£503,310.00	6.00	Team Manager post remains vacant at this stage following HR advice. All IRO/Chair posts recruited and in post.
CE Central Delivery - 2 team co-ordinators (G10) and exploitation manager (G12)	3.00	£185,000.00	3.00	All Staff in position by end of July 2023.
Fostering Mockingbird - Co-ordinator	1.00	£54,380.00	1.00	Appointed. In time, this will positively impact on retention of foster carers, and supporting children with more complex needs.
Wellbeing and Partnerships - 3 Commissioning Officers (G10), 1 QA Officer (G9) and 1 Commissioning Support Officer (G5)	5.00	£248,000.00	5.00	All posts recruited. Commissioning Officers and Commissioning Support Officers started 1 April 23. QA Officer started 2 May 23.
Total	16.00	£990,690.00	15.00	
Business Support				
Admin staff	15.00	£431,188.00		
PA to SW A&ST			3.5	3.5 FTE Waiting confirmation on where SW's are being located
PA to DDL			1	1 FTE agreement to support DLs
SEND Key Workers			4	2 FTE recruited and 2 in process of recruiting
IRO/CP Support			5.5	5.5 FTE Appointed
Ed Welfare			1	1 FTE Waiting confirmation on where located
Total		£2,634,098.00		
Staff Uplift Costs				
Residential Workers (G6, 2 moving to G7)	-	£246,000.00		Residential review being undertaken, business case to be presented to SLT in September 2023.
Social Workers (15 G11 & 2 G12)	17.00	£2,445,000.00		See separate slide provided.
Total	17.00	£2,691,000.00		
Inflation Pay Increase (23/24)		£426,000.00		Allocated pro-rata across cost centres based on above allocations
Total Investment		£5,751,098.00		

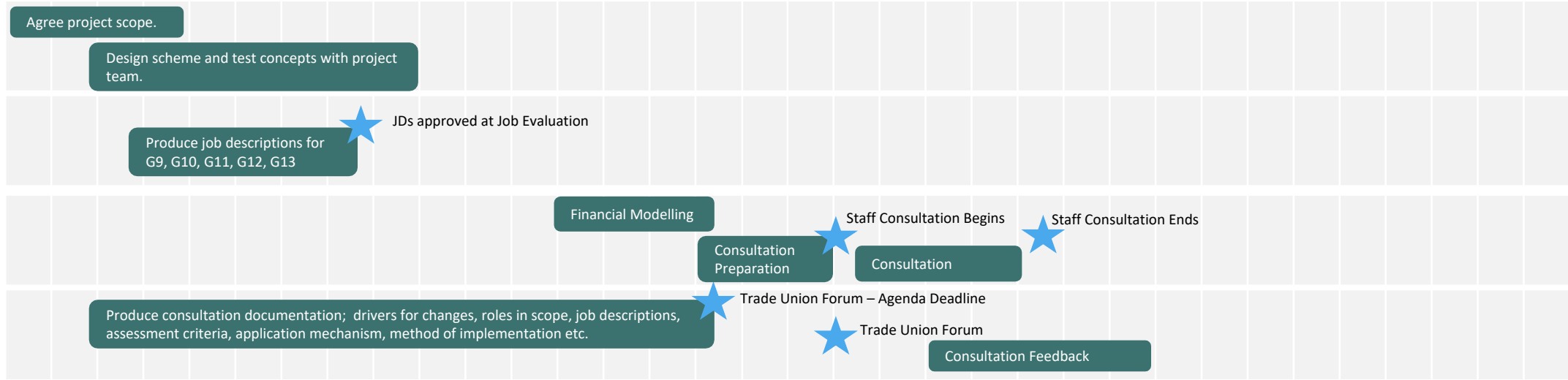
Children's Services: Recruitment Timeline



Social Worker Progression Scheme
Keeping & Attracting Talented People Project

Scheme Design

Consultation



Resourcing & Recruitment



The Impact of Investment

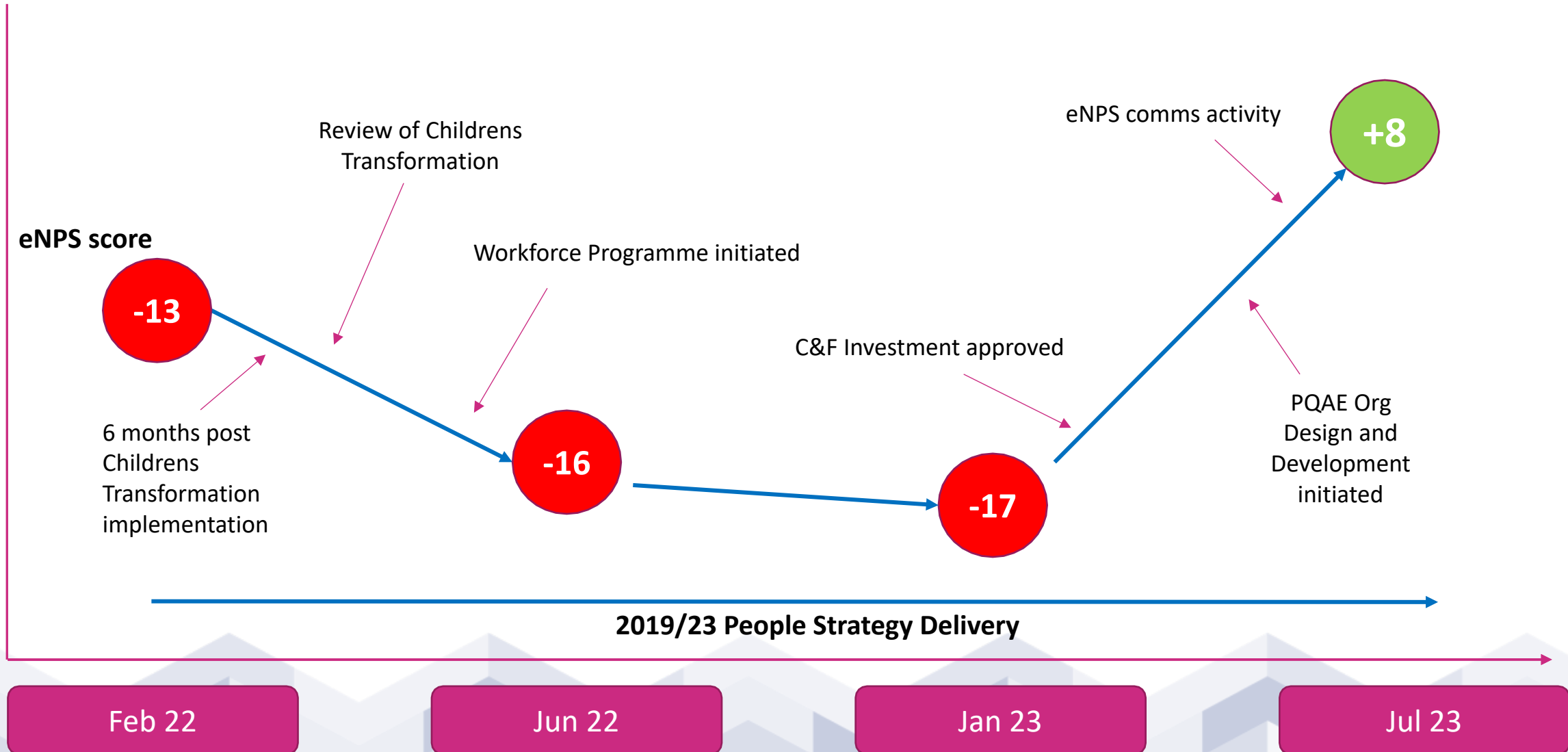


Overall Impact within C&F

Strong Leadership:

- Staffordshire chosen for two DFE Pilots
- DFE Support for progress in APP
- Staff Stability and Morale – evidence in staff retention and feedback
- Additional 1.5 SW posts adds to the stretched capacity within district teams to support children and families.
- Some districts stabilising for the first time i.e. Cannock

eNPS Journey: C&F



11.3%

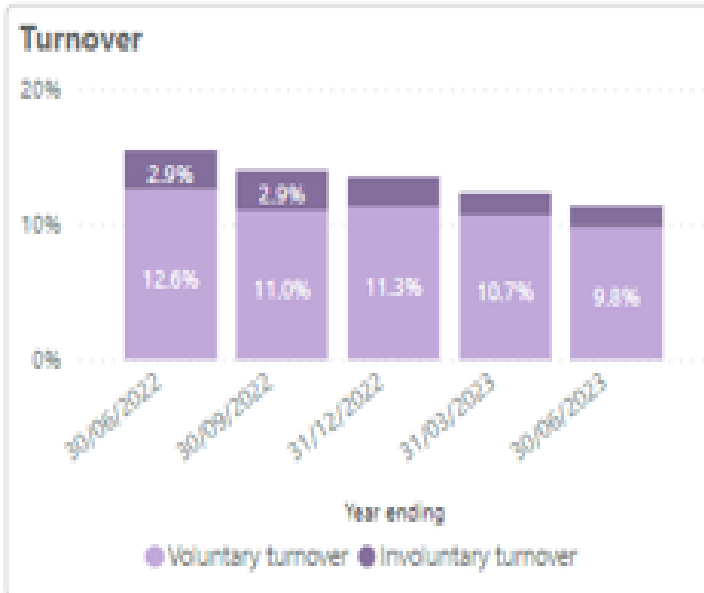
Total turnover

-7.9%

Change from last quarter

-26.7%

Change from last year

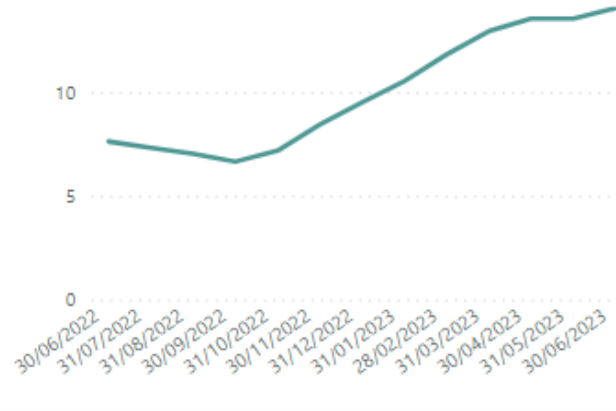


Voluntary turnover is when the leaver decides to leave.

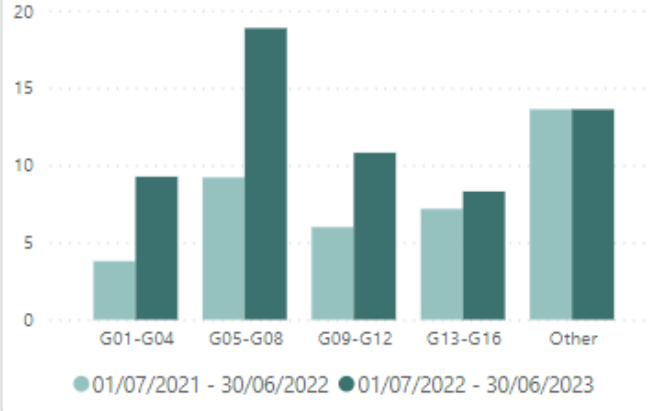
Involuntary turnover is when leaving is imposed e.g. redundancy, retirement, dismissal etc.

Select org unit to view: Staffordshire County Council > Children and Families

Average applications per vacancy (rolling 12-months)



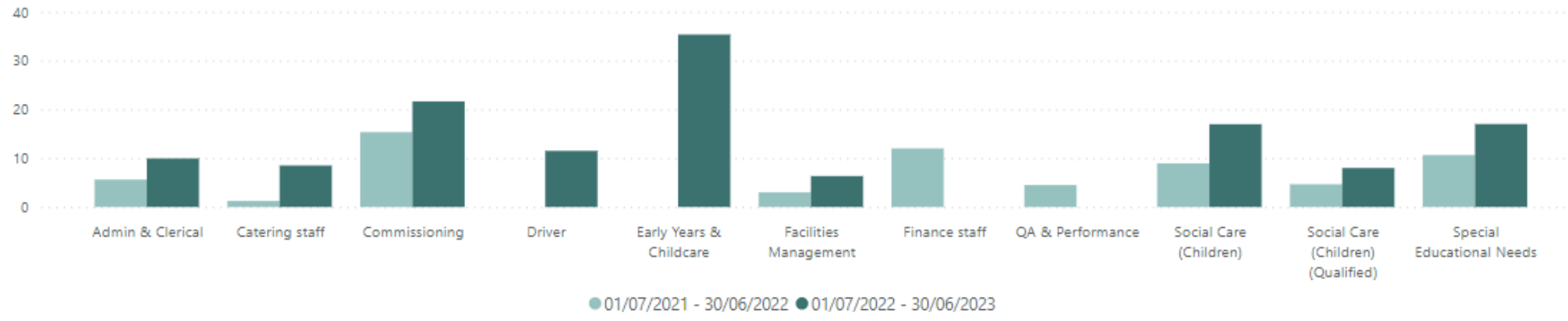
Average applications per vacancy by grade



Average applications per vacancy by district



Average applications per vacancy by job category



- Increase in average applications for roles from 7 to 14 applications per role
- Significant increase in recruitment in last 12 months to roles G5-G8

District Investment update

Deputy District Leads

- Recruitment complete, Onboarding in progress.

Impact on workforce

- Greater support and scrutiny on performance and quality – Early Help, Children with Disabilities, SEND
- Manageable Spans of control for DLs
- Supports progression and leadership development.

Expected impact on Children and Families

- Effective planning/Partnership working – CWD, SEND, EH
- Early risk management
- Robust financial and operational oversight
- Additional 1.5 SW posts adds to the stretched capacity within district teams to support children and families.

Districts Cont. - SEND Investment

SEND Keyworkers

- 10 in post, 2 out for further recruitment
- Onboarding in progress

Education Psychologists (EP)

- Recruitment is a challenge (Nationally)
- 3 EPs begin in September 23

Impact on Workforce:

- Workloads – continues to remain a challenge due to increased demand. Additional capacity supporting to manage increased workload
- Increased EP capacity to support early intervention and implementation of new strategies

Impact on Children and Families:

- Plans in action to reduce the numbers exceeding the 20-week timeliness where EP assessments have been completed
- More consistent communication with schools to address concerns being raised
- Timely communication with parents and carers, responding to concerns
- Reduce the wait for an EP assessment to inform the EHCNA

IRO Service – Critical service for management of plans for most vulnerable CYP

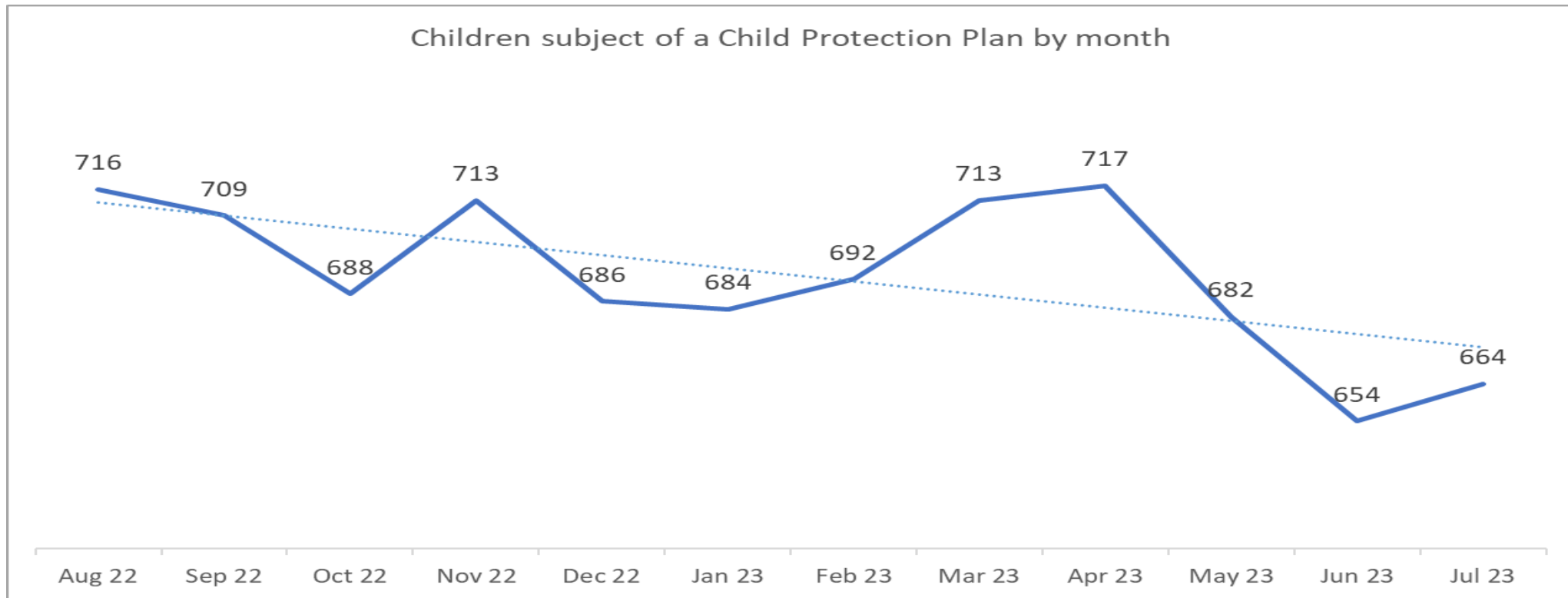
Impact on Staff:

- Full establishment of IRO/CCs
- Average workloads – from 110-100 to 80-90 (ideal is 50-70).

Impact on Children and families:

- improvement in timeliness in initial conferences being held on time, from 83% in April '23 to 96% in July '23.
- improvement in timeliness in review conference being held on time, from 93% in April '23 to 98% in July '23
- Face to Face meetings, and direct work with CYP
- Robust quality assurance function developed for outcomes focussed performance monitoring

Impact of IRO Service - Performance



Central Service Cont. - CE Missing

Staffing Update:

- All Roles recruited to, onboarding complete

Impact Update:

- New Strategic and operational governance processes being developed.
- Staffordshire Strategic plan for CE and Missing being developed with partners.
- Robust performance monitoring imbedded, Performance improved for 76% over 2021-23, had improved to 93% in July 2023.
- District partnership leading to robust planning and support.
- Improved information sharing between LA and partners.
- Ambitious plans for partnership working, oversight and scrutiny.

Wellbeing & Partnerships

Impact of the investment:

QA Officer and Commissioning Support Officer

- Recruitment and onboarding complete

Impact on Staff:

- More balanced workload and oversight of the quality of placements
- enabled timely processing of the contracts
- Delivering placements sufficiency strategy.
- Progress of re-commission fostering and residential framework

Impact on Children and Families:

- Monitoring public spend via cost effective placements
- Effective framework management for child centred placements.

Business Support Admin Review

Progress Update:

- Majority positions have been recruited to
- Some positions linked to SW progression, hence on hold
- BEST Review considering full Business support Offer in a Systematic manner
- Digital innovation – new way of working

Thank you and Any Questions

