

After Care / Rivendell Realignment

**Report of the Executive Director, People,
Communities & Society**

Portfolio Responsibility: Cllr. Jack Hulme

Delegated Decision

Date 20th April 2011

Officer Contact: Stephen Slater
Ext. 6585

Executive Summary/Purpose of Report

The purpose of this report is to recommend a Small restructure of the After Care team using some additional resources from Rivendell

Recommendation
Option one



Oldham
Council

EXECUTIVE DECISION RECORDING SYSTEM:
REFERENCE NUMBER

< >

After Care / Rivendell Restructure
REPORT OF THE EXECUTIVE DIRECTOR PEOPLE, COMMUNITIES & SOCIETY

PORTFOLIO Children, Young People and Families

1.0 PURPOSE OF REPORT

This report has been prepared in order to restructure the After Care Team and Rivendell children's home to make both more fit for purpose.

2.0 EXECUTIVE SUMMARY

2.1 N/A

3.0 RECOMMENDATION(S)

3.1 Option one

1. INTRODUCTION / BACKGROUND

- 1.1 The After Care Team has been in its current form for several years, having been structured to deal with ever increasing legislation relating to care leavers. The team is very busy with an average case load of 27. The Senior Practitioners also carry heavy caseloads as well as having to supervise staff. The Supported Lodgings Worker has a very limited case load and has been largely used as a Social Worker due to service demand.
- 1.2 The Manager of the Independent Residential Provision (Suffolk Street / Hawthorn Crescent) has left the authority and this has afforded us the opportunity to look in detail at the After Care structure with a view to increasing the number of Senior Practitioners from 3 to 4.
- 1.3 The residential staffing structure at Hawthorn Crescent / Suffolk Street has always been stretched, and in order to staff the units we have constantly been incurring over spend. This has been masked by under spends in other areas.
- 1.4 Rivendell House children's home has been running as a 4 bedded children's home for over a year now, and has had an additional one and a half staff members more than the 2 other similar 4 bedded children's homes. The rationale for this was the homes close links with the Messenger Service and all 4 girls were at risk of or being sexually exploited.
- 1.5 Rivendell House has been a stable environment for the 4 residents and it is now felt that the staffing structure should reflect what we have in our 2 other homes.

2. CURRENT POSITION

- 2.1 The 2008 Children Act has placed additional responsibilities on the authority relating to how care leavers can access the service up to the age of 25. In addition the Southwark judgement means that we have to assess every 16/17 year old who presents as homeless with a view to accommodating them if appropriate. There are both cost implications and staff time implications for this work.
- 2.2 We also have to work closely with partners both internal and external to ensure we can meet the sufficiency requirement for the provision of accommodation to this age group. We are in the process of developing 4 new semi independence beds and these will need supervision.
- 2.3 We have one Manager (vacant post) and 2 Deputies that oversee the management of the preparation for independence units under the overall stewardship of the After Care Manager (see current structure). We have 3 Senior Practitioners within the After Care Team who as well as carrying a large caseload, also supervise staff.
- 2.4 The preparation for independence units are a budget pressure due to the very low staff levels and the need for 24/7 staffing. The post of Cleaner within the service is unfilled and the plan is that this post be disestablished in order to help finance the restructure. The cleaning duties are carried out by staff and the young people therefore this post can be disestablished.

3. OPTIONS / ALTERNATIVES

3.1 Option One

- To transfer one Residential Child Care Worker (RCCW) post from Rivendell House children's home to the After Care Team at Suffolk Street.
- To delete 2 Deputy Manager posts, one part time Residential Child Care Worker post and 1 part time Domestic post.
- To establish an additional post of Residential Homes Manager within the After Care Service. The current Deputy Managers would be ring fenced for this post and that of the already established but vacant Homes Manager post.
- To establish an additional post of Senior Practitioner within the After Care Service, this post would be recruited to in line with current procedures.
- To delete the post of Supported Lodgings Co-ordinator and create a post of After Care Social Worker (part time), the current Supported Lodgings Co-ordinator would slot into this role.

4. PREFERRED OPTION

4.1 Option One

For the following reasons:

- We would have 2 Managers who would each have responsibility for their own Preparation for Independence Units and work to the After Care Manager.
- We would have an additional part time Residential Child Care Worker (RCCW) in each home which would cut the overtime and agency costs.
- We would formalise the situation in relation to the Supported Lodgings post.
- We would have Rivendell children's home into line with the other in-house provision.

5. CONSULTATION

5.1 Consultation has taken place with:

- Residential Managers
- After Care Managers
- Social Care Senior Managers

6. FINANCIAL IMPLICATIONS

6.1 This report proposes to re-structure the After Care Service by utilising resources from Rivendell House. (Julie Boulton)

Disestablish	£
2 x Deputy Managers	68,360
1 x 0.5 FTE Residential Child Care Worker	13,580
1 x Domestic	<u>8,350</u>
	<u>90,290</u>
Establish	
1 x Homes Manager	40,360
1 x Senior Practitioner	<u>42,540</u>
	<u>82,900</u>
Balance remaining is to fund essential car allowance & car allowances for Senior Practitioner post	7,390

7. HUMAN RESOURCES' COMMENTS

- 7.1** There is no change to JD/Spec or grade of the posts in the proposed realignment. All posts had already been evaluated in accordance with the Job Evaluation process. It is expected that there will be no redundancies and the vacant posts will be filled in accordance with the "Guidance on implementing a new structure". The establishment changes will need updating in VISION by completing the appropriate process. Daksha Mistry (DM)

8. LEGAL SERVICES' COMMENTS

- 8.1** No legal issues based on above HR comments, appropriate procedures will be complied with.

9. IT IMPLICATIONS

None.

- 9.1** There would be a need for one mobile phone, other ICT is already in place.

10. PROPERTY IMPLICATIONS

None

10.1 ENVIRONMENTAL AND HEALTH & SAFETY IMPLICATIONS

None

**11. & COMMUNITY COHESION IMPLICATIONS (INCLUDING CRIME AND DISORDER
12. IMPLICATIONS IN ACCORDANCE WITH SECTION 17 OF THE ACT)**

If our looked after children are in appropriate accommodation then they are less likely to commit crime as there is a direct correlation between lack of accommodation and youth crime.

13. RECOMMENDATIONS


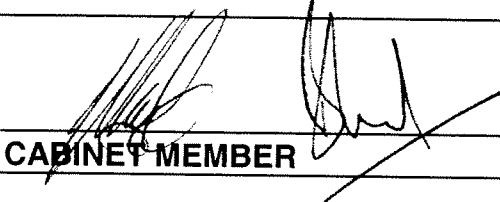
Option One.

**14. FORWARD PLAN REFERENCE
N/A**

KEY DECISION: NO

15. SUPPORTING PAPERS

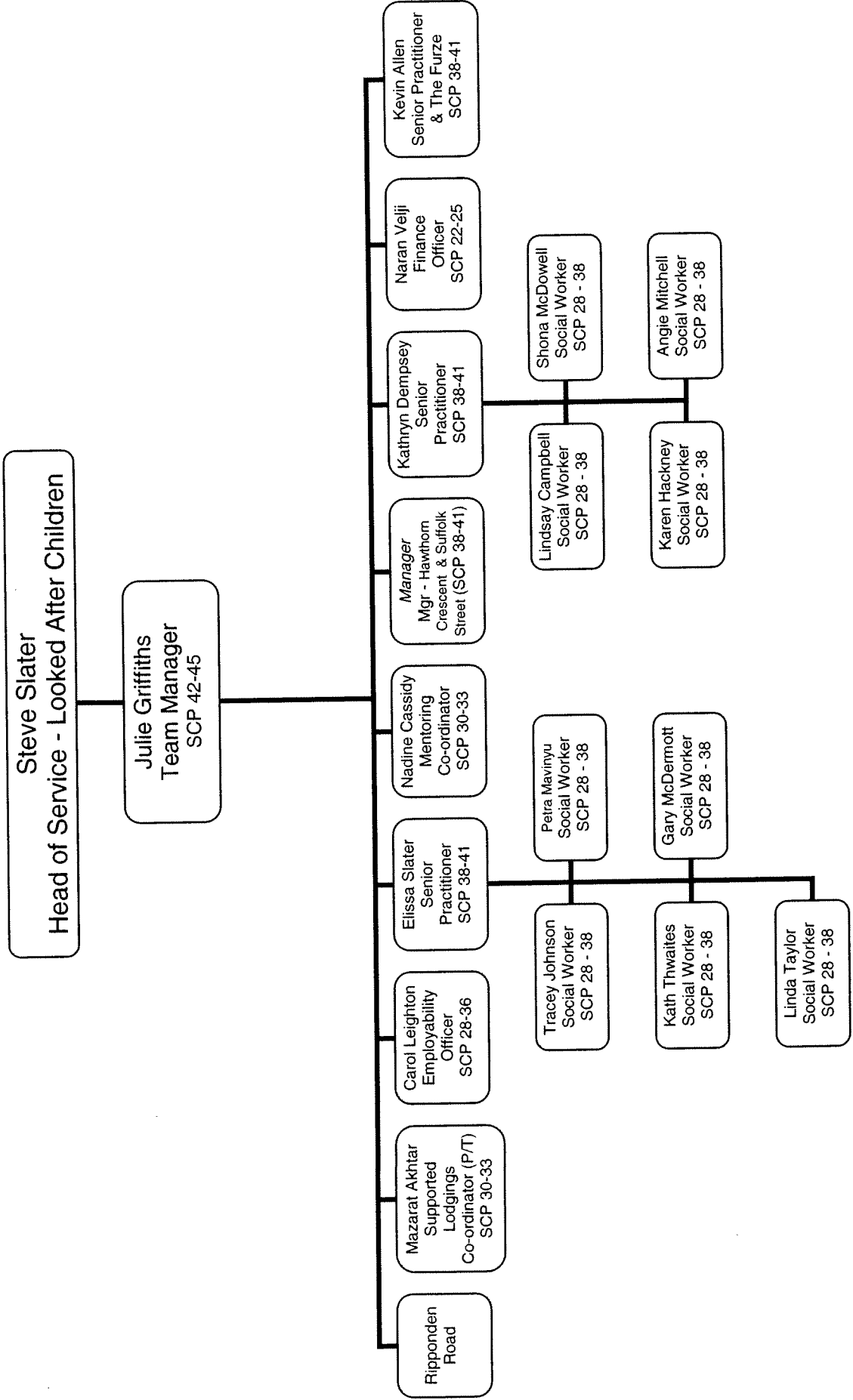
None.

Signed  <hr/> EXECUTIVE DIRECTOR	Dated <hr/> 5.5.2011
Signed  <hr/> CABINET MEMBER	Dated <hr/> 3/5/2011
Signed <hr/> EXECUTIVE DIRECTOR	Dated <hr/>

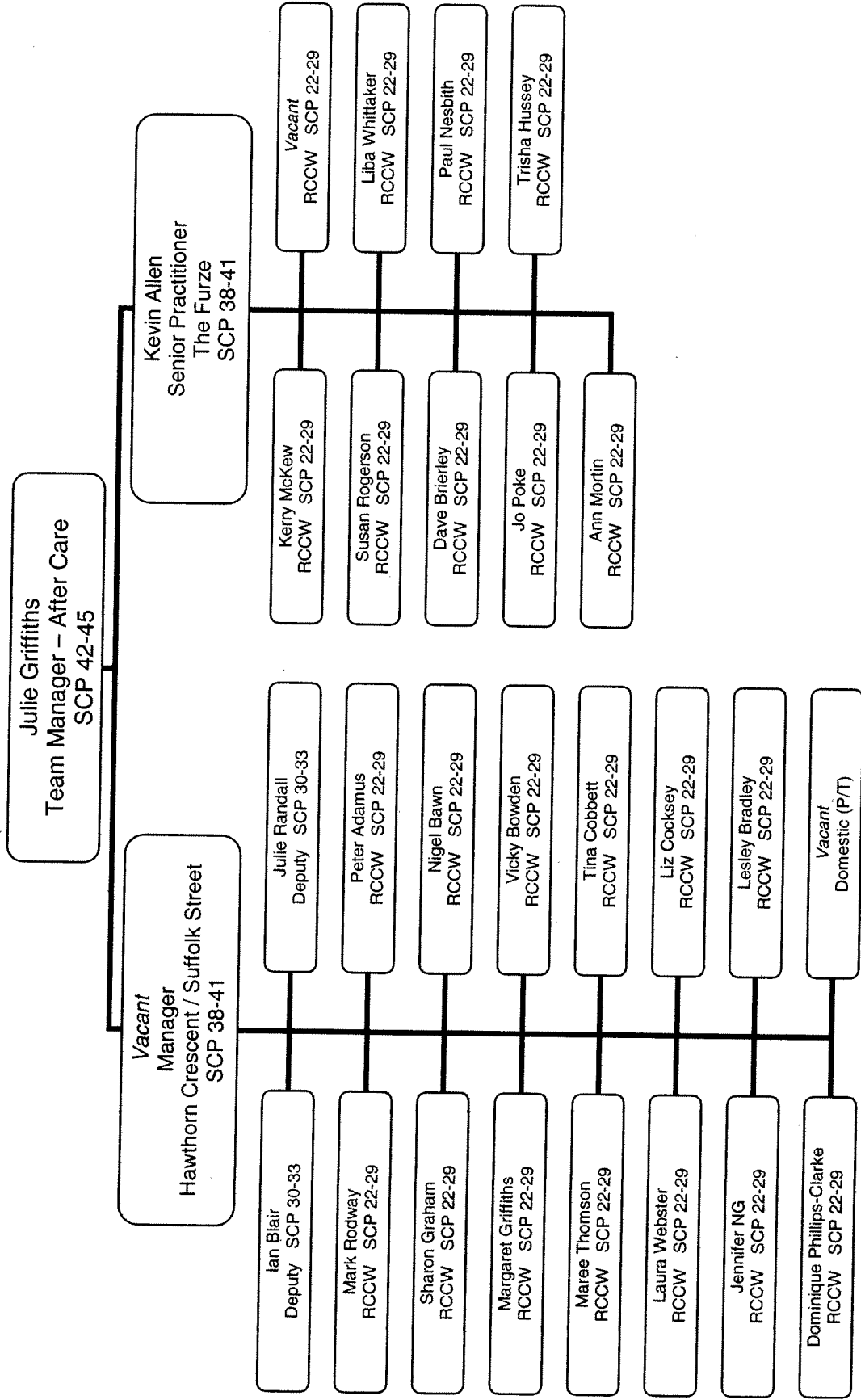
Report Tracking	
Where	When
EMT	
Leadership	
Joint Leadership	
Overview & Scrutiny	

Direct also

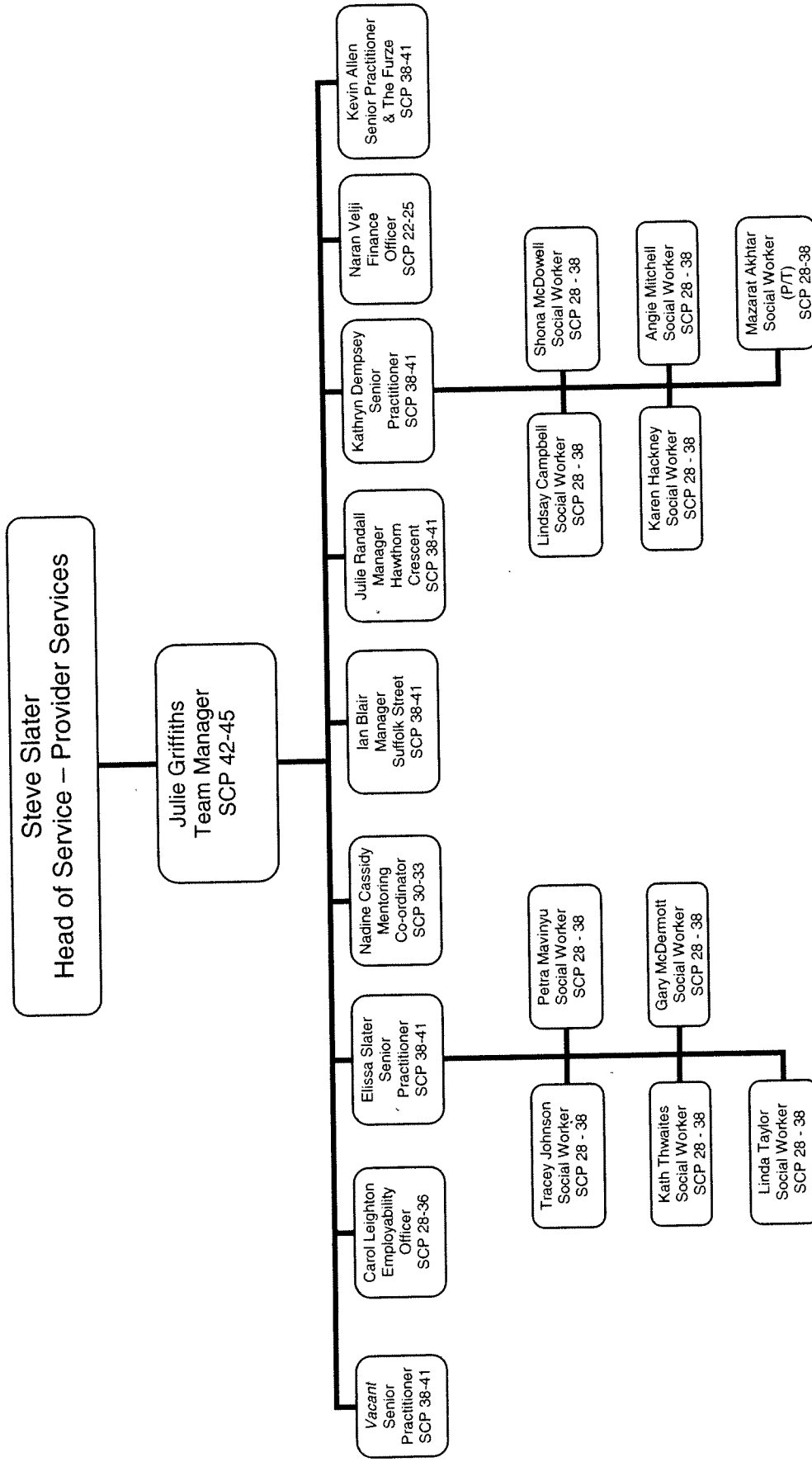
After Care Team - Current Structure



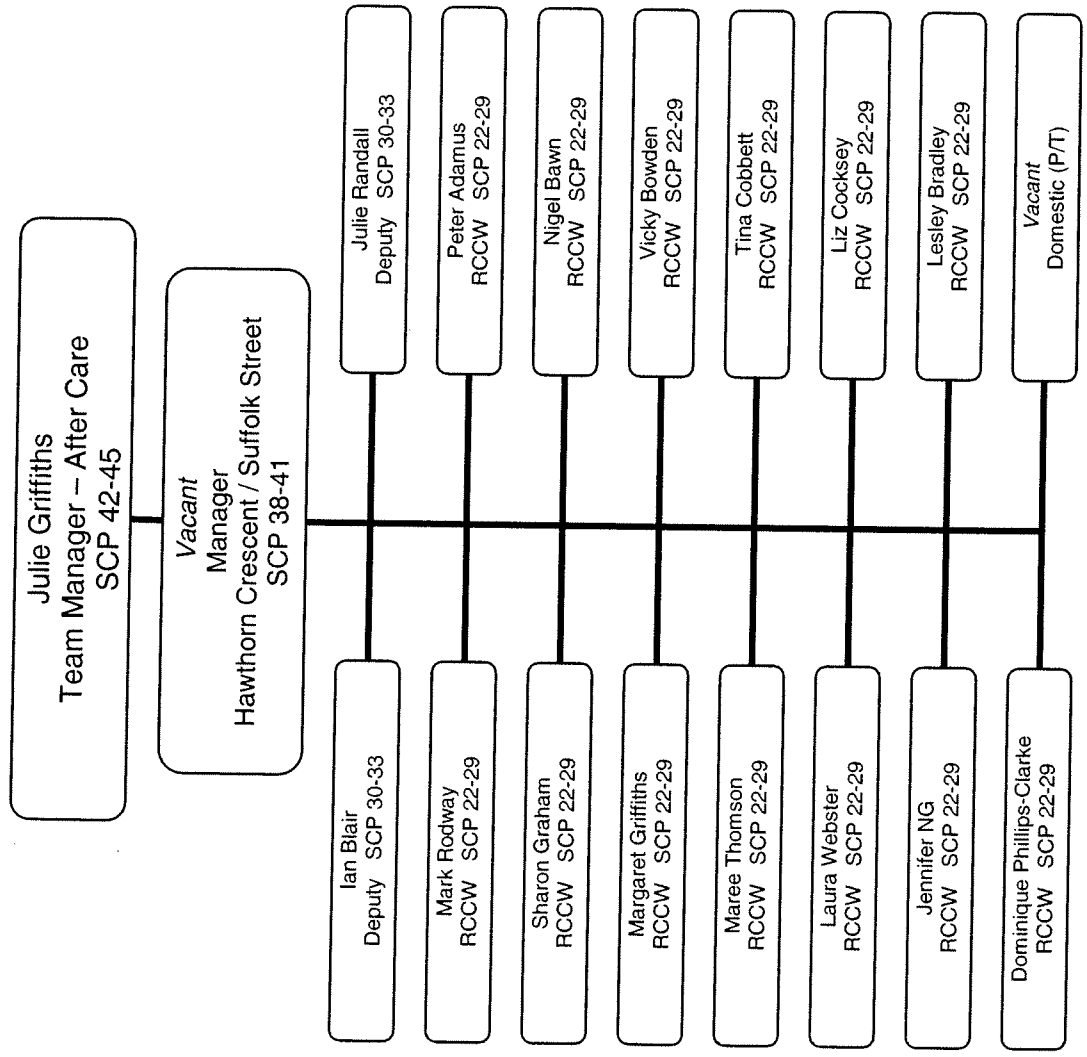
After Care Hawthorn Crescent / Suffolk Street / The Furze - Current Structure



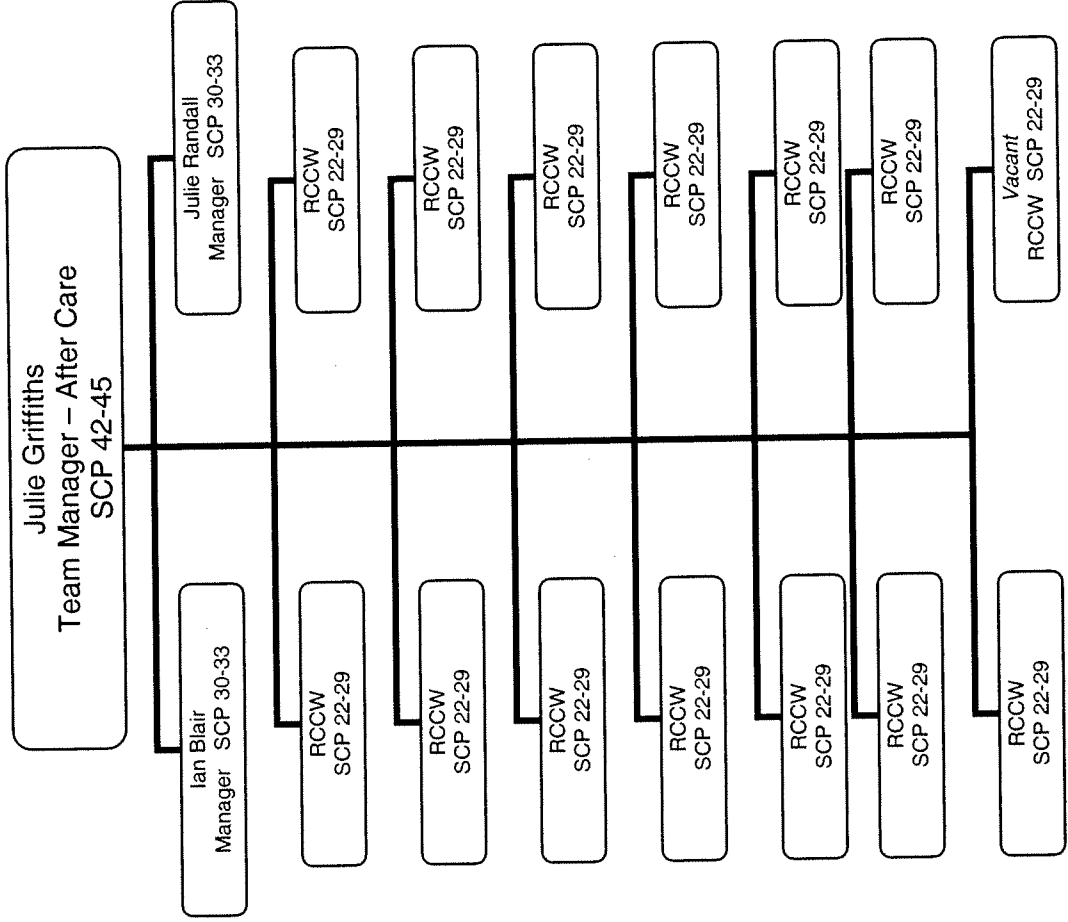
After Care Team - Proposed Structure



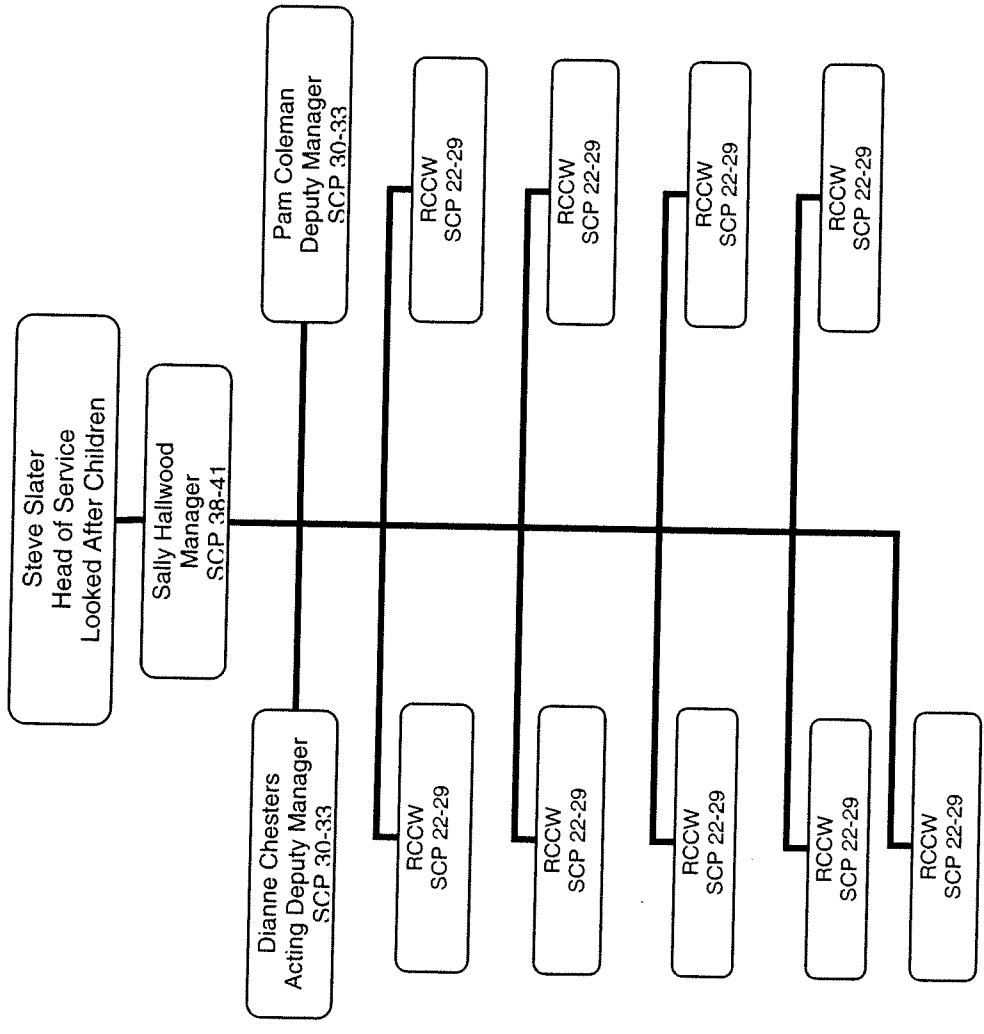
After Care Hawthorn Crescent / Suffolk Street - Current Structure



After Care Hawthorn Crescent / Suffolk Street - Proposed Structure



Residential Services Rivendell - Current Structure



Residential Services Rivendell - Proposed Structure

