

The Highland Council
ADULT & CHILDREN SERVICES COMMITTEE
15 January 2014

Agenda Item	6.
Report No	ACS/05/14

Integrated Family Teams in Children's Services

Report by Director of Health & Social Care

Summary

This report confirms the recommendations for enhanced early years services, as part of the Council's commitment to preventative spend and the implementation of integrated Family Teams.

1 Background

- 1.1 The Council has allocated £2m in 2013/14 and 2014/15 as part of its commitment to preventative spend, to enhance early years services, and to ensure that children in Highland have the very best possible start in life.
- 1.2 Previous meetings of the Committee have agreed that this should involve:
 - The integration of health and care teams at a District level
 - Increased numbers of early years staff in these teams
 - Comprehensive support to parents and families
 - Earlier assessment of children's needs and any developmental difficulties.
- 1.3 The November 2013 meeting of the Committee welcomed the proposals for enhanced staffing that had been developed, and agreed that they should be subject to a final round of consultation, which is now complete.
- 1.4 Full and detailed recommendations are therefore now presented for all Districts and Area across the authority.

2 Proposals

- 2.1 As previously set out in detail, as attached at Appendix 1, the proposals involve a single integrated team in each District, with specialisms in three functions:
 - Universal Services and Early Intervention in Early Years
 - Universal Services and Early Intervention in School Age Children
 - Care and Protection
- 2.2 As previously reported, there is some crossing of District boundaries in the South Area to reflect operational requirements. There is also a continuing dedicated team in the South Area to address the level and complexity of work with children with disabilities.

- 2.3 The new structures will provide greater equity of resources across the authority, taking account of the following critical factors:
- Total child population
 - Level of need in the child population
 - Level of deprivation
 - Level of rurality
 - Necessary minimal staffing levels in key disciplines
- 2.4 These factors were used to establish the following standard templates, albeit local discretion has then been applied to take account of particular circumstances, including avoiding any reductions in current levels of staffing, except where these are justifiable:
- An average of one Health Visitor for around 200 pre-school children in high deprivation and rural communities, and for around 250 children in low deprivation communities – based on October 2012 figures.
 - One Practice Lead (Early Years) for around seven professional supervision reports.
 - 0.60 Early Years Practitioner for every Health Visitor.
 - One Practice Lead (Schools) for around 2200 school age (urban) and around 1800 school age (rural and/or high number of schools) with additional consideration of deprivation and population size.
 - One Social Worker for around 7 looked after children (also assuming case load involving 2 Child Protection and 7 complex non statutory cases).
 - One Community Childrens Worker (Care & Protection) for most Teams.
- 2.5 The attached tables in Appendix 2 show the proposed staffing of the new Teams. They also show Health & Social Care staff who will be managed at an Area level, rather than within each District. As indicated in the November report, the forthcoming integration of Education, Health and Social Care, facilitates the creation of a team of additional support needs staff in an Area, which will complement the establishment of the Family Teams.
- 2.6 It is important that the process of implementation involves minimal disruption to service delivery. An implementation plan will be developed with the Head of Human Resources and in consultation with staff side representatives, that seeks to avoid un-necessary change and achieve maximum consistency.
- 2.7 There are 54 posts that will be directly affected by the changes in Team management arrangements. These will be subject to grading review to ensure transparency, equality and the integrity of the grading structure.
- 2.8 If the grading or implementation processes are likely to have any cost implications that are not already accounted for within the preventative spend, this will be addressed in the recommended changes to organisational structures that are presented to the Finance, Housing & Resources Committee.
- 2.9 When filling all posts, the Service will seek to find best-fit solutions which are flexible enough to benefit from both the objectives of the integrated teams and the skills/experience of the staff affected. It is possible that some competition for posts will be required, and this would follow Council policy and procedures.

3 Support Work

- 3.1 As previously indicated, it is also proposed that there should be four formats for support work as part of the new structures:
- Community capacity building, outsourced provision for all Family Teams
 - In-house Care & Protection provision
 - Affordable in-house provision for Disability Services
 - Flexible budget for SDS
- 3.2 This comprehensive approach will replace the current patchwork arrangements, but will involve significant reorganisation of provision, and it is intended that this should take place as a second phase of activity, and will be the subject of further reports.
- 3.3 As indicated in the November report and during the discussion at Committee, this will include significant changes to the nature of outsourced provision, and planning for that needs to begin now. In particular, while it is proposed that there should be enhanced community capacity building services across the authority, all 'higher level' services will be delivered in-house.
- 3.4 These changes will mean that one current Third Sector partner is likely to have excess staffing, at a time when the Council will be seeking to recruit skilled and experienced staff into new posts. It is therefore proposed that a partnership arrangement is entered into, that provides opportunities for staff to move from the third sector organisation into these new opportunities as part of a phased approach.

4 Implications

4.1 Resources

These proposals are funded from the redesign of existing services, enhanced by £2m from preventative spend for early years services in 2013/14 and 2014/15.

A summary of the costings is included at Appendix Three. This includes the totality of preventative spend commitments under this heading that have been made previously by the Committee. These costings are subject to the caveat set out in paragraph 2.8, that if the grading or implementation processes are likely to have further cost implications, this will be addressed in the recommended changes to organisational structures that are presented to the Finance, Housing & Resources Committee.

4.2 Equalities

These proposals represent a major initiative by Highland Council to significantly address inequalities across the Highlands.

- 4.3 There are no legal or climate change implications.

Recommendations

Members are asked to support these proposals for the enhancement of Early Years services and establishment on Family Teams, which will require to be presented to the Finance, Housing & Resources Committee. Members are also asked to agree that the process of implementation should involve minimal disruption to service delivery, and should include a partnership arrangement with a third sector organisation.

Bill Alexander, Director of Health & Social Care

Date: 6 January 2014

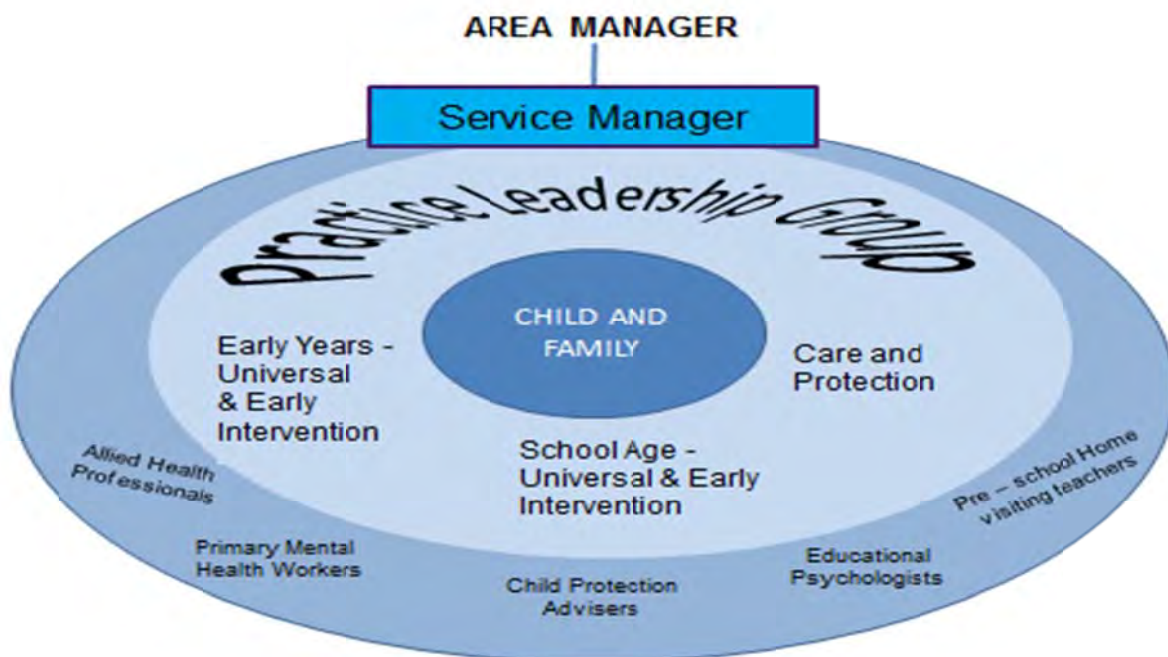
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Appendix One

Extract of report to Adult & Children's Services Committee: 13 November 2013

1 Background

- 1.1 In November 2011, the Scottish Government established the Early Years Taskforce, alongside the Early Years Change Fund, to take forward a significant change programme to prioritise the early years of children's lives and early intervention, as set out in the Early Years Framework.
- 1.2 January 2013, the Scottish Government launched the Early Years Collaborative, "to make Scotland the best place in the world to grow up in by improving outcomes, and reducing inequalities, for all babies, children, mothers, fathers and families across Scotland to ensure that all children have the best start in life and are ready to succeed".
- 1.3 The Council has committed £2m in 2013/14 and 2014/14, as part of its commitment to preventative spend, to enhance early years services, and to ensure that children in Highland have the very best possible start in life. Previous meetings of the Committee have endorsed that this should involve:
 - The integration of health and care teams at a District level
 - Increased numbers of early years staff in these teams
 - Comprehensive support to parents and families
 - Earlier assessment of children's needs and any developmental difficulties
- 1.4 As has been reported to the Committee, consultation has since taken place across the Service, to confirm the detail of these proposals.
- 1.5 The consultation confirmed the following key aspects of the new integrated Family Teams:
 1. Unified group of professionals across maximum range of activities
 2. Engage with parents early and through universal services
 3. Enhanced preventative approach in early years, promoting attachment
 4. Workforce is competent and confident, with clarity of roles
 5. Strong and effective single management
 6. Reconfiguration of Family Support
 7. Best linkage with colleagues from other critical services/systems
- 1.6 The consultation resulted in the preferred model being a single integrated team, with specialisms in three particular functions, as illustrated below:
 - Universal Services and Early Intervention in Early Years
 - Universal Services and Early Intervention in School Age Children
 - Care and Protection



1.7 Other staff would be aligned to Areas or Districts. As the full integration of Education, Health and Social care develops, this would facilitate the creation of a pool of additional support needs staff in each Area.

1.8 Detailed proposals have now been developed, and these are set out below. It is intended that there is a short final period of consultation, also enabling further examination of costings, allowing recommendations to be presented to the next meeting of the Committee.

2 Proposals

Team Detail

2.1 It is proposed that there are ten Family Teams across Highland, largely based on the Districts and the corresponding Associated School Groups. The only variation would be in the South Area, due to the larger population and geography, where it is proposed that:

- There continues to be a discrete team for families and children affected by disability;
- Nairn and Culloden are grouped together;
- Grantown, Kingussie, Millburn and Inverness Royal Academy ASGs are grouped together.

2.2 Each Team would have a Service Manager, and Practice Leads for the three functions.

2.3 The proposed staffing levels for the new Teams, including the enhancements for early years, are based on need, population and geography. There has been an explicit attempt to achieve a level of equity across the authority, as shown below:

- 1 Health Visitor for every 200 pre-school children in high deprivation and rural communities, and for every 250 children in low deprivation communities.
- 0.60 Early Years Worker for every 1 Health Visitor

- 1 Social Worker for every 7 looked after children (assuming additional case load of 2 Child Protection, 6 complex non statutory cases)
- 2.4 These allocations will achieve the agreed savings of £0.025m this year, and £0.075m next year.
- 2.5 The number of Practice Leads in each Team is then associated with the number of reporting staff, such that:
- One Early Years Practice Lead = 7 supervision reports (assuming 20% case holding responsibility)
 - One School Age Services Practice Lead = 1800/2200 children (taking account of the number of schools)
 - One Care & Protection Practice Lead = 5 supervision reports (assuming 20% case holding responsibility)

APPENDIX TWO

SUMMARY OF POSTS AND DETAILED TABLES

post	present	proposed	difference
SERVICE MANAGER	5	10	5
PRACTICE LEAD (EARLY YEARS)	9.3	10.8	1.5
HEALTH VISITOR	43.1	52	8.9
EARLY YEARS PRACTITIONER	26.57	34.9	8.33
PRACTICE LEAD (SCHOOLS & DISABILITY)	13.1	13.5	0.4
CHILDRENS SERVICES WORKER (SCHOOLS)	45.86	46.5	0.64
PRACTICE LEAD (CARE & PROTECTION, DISABILITY & YA)	26.5	22	-4.5
SOCIAL WORKER	83.63	87.53	3.9
COMMUNITY CHILDRENS WORKER	7.69	11	3.31
SUBSTANCE MISUSE WORKER (EARLY YEARS)	0	6	6
SUPPORT WORK COORDINATOR	4	5	1
AUTISM PRACTITIONER	2	2.5	0.5
PRIMARY MENTAL HEALTH WORKER	9.2	11.2	2
STAFF NURSE	2.94	3.44	0.5
PRE SCHOOL HOME VISITING TEACHER	5.8	7.8	2
OCCUPATIONAL THERAPIST (ADDITIONAL)		.80	.80
EDUCATIONAL PSYCHOLOGIST (EARLY YEARS)	0	1	1
HEALTH IMPROVEMENT MANAGER	0	1	1
HEALTH IMPROVEMENT OFFICER	0	1	1

High School, Charleston & Glenurquhart						
post description	present posts	new post description(wher applicable)	proposed posts		Data	
		Service Manager	1		pre school	1,358
Team Leader	1	Practice Lead e/yrs	1.40		school age	3,189
Health visitor	5.4		7.4		geographic area(sq km)	1,451
Nursery nurse/children's services worker(early years)	5	early years practitioner	5		feeder primaries	15
ISO	3	Practice Lead (school years)	2		LAC	102
CSW (Schools)	5.5		5.4		LAC -0-8	34
School Nurses	3.6		3.6		CP 0-8	6
Team Manager/Senior Practitioner	3	Practice Lead(C&P)	3			
Social Workers	12.8		13			
Community Children's Workers	2	Community Children's Workers	3			

IRA, Millburn, Grantown & Kingussie						
post description	present posts	new post description(where applicable)	proposed posts		Data	
		Service Manager	1		pre school	2,515
Team leader	2	Practice Lead e/yrs	2		school age	5,799
Health visitor	9.20		10.00		geographic area(sq km)	3,359
Nursery nurse/children's services worker(early years)	5.2	Early years practitioner	6		feeder primaries	26
ISO	2	Practice Lead (school years)	2.6		LAC	66
CSW (Schools)	5.8		7.8		LAC -0-8	33
School Nurses	2.07		2.07		CP 0-8	15
Team Manager/senior practitioner	3	Practice Lead(C&P)	2.5			
Social Workers	9.8	Social Workers	10			
Community Children's Workers	3.00	Community Childrens Workers(C & P)	2			

Culloden and Nairn (& Youth Action management)						
post description	present posts	new post description(where applicable)	proposed posts		Data	
		Service Manager	1		pre school	1,802
Team Leader	1	Practice Lead e/yrs	1.40		school age	3,934
Health visitor	3		7.2		geographic area(sq km)	547
Nursery nurse/children's services worker(early years)	1.4	early years practitioner	4.3		feeder primaries	10
ISO	1	Practice Lead (school years)	1		LAC	33
CSW (Schools)	4.5		5.4		LAC -0-8	9
School Nurses	2		2		CP 0-8	6
TEAM MANAGER/SENIOR PRACTITIONER	2	Practice Lead(C&P)	1.5			
Social Workers	5		6			
Community Children's Workers	1	Community Childrens Workers(C & P)	1			

Youth Action South			
post description	present posts	new post description(where applicable)	proposed posts
*Service Manager		* management from Culloden & Nairn	0
Team Manager/senior practitioner	2	Practice Lead (youth action)	2
Social Workers	4		4
YA substance misuse workers	5		5

Health & Disability South Team			
post description	present posts	new post description(where applicable)	proposed posts
		Service Manager	1
Team Manager	2	Practice Lead disability	3
SW	8.33		8.33
Autism practitioner	0.5		1
CSW (Schools)	4.86		4.86
Children's Community Worker	1.69		1.69
Learning Disability Nurse	2.62		2.62
support worker	2		1
Family Keyworker	2		2
Senior CCW	2		2

South Area summary			
	south area present staffing	south area proposed staffing	additional posts required
service managers	2	4	2
practice leads(e/yrs)	4	4.8	0.8
health visitors	17.6	24.6	7
early years practitioners	11.6	15.3	3.7
substance misuse(early years)	0	2	2
Practice Lead (schools)	6	5.6	-0.4
CSW - Schools	20.66	19.5	-1.16
School Nurses	7.67	7.67	
Practice Lead (C&P,disability and YA)	12	12	0
Social workers	39.93	41.33	1.4
support work coordinator	2	2	
autism practitioner	0.5	1	0.5
YA substance misuse workers	5	5	
FKW (disability)	2	2	
learning disability nurse	2.62	2.82	0.2
Community Childrens workers(C & P)	7.69	6	-1.69
PMHW	3.3	4.3	1
CPA	3	3	
pre-school home visiting teachers	2	2.5	.50

Sutherland & Disability (& Youth Action Management)						
post description	present posts	new post description(where applicable)	proposed posts		Data	
		Service Manager	1.00		pre school	413
Team Leader	1.00	Practice Lead e/yrs	1.00		school age	1,239
Health visitor	2.90		2.50		geographic area(sq km)	4,996
Nursery nurse/children's services worker(early years)	2.50	early years practitioner	2.50		feeder primaries	17
ISO	1.00	Practice Lead (school years)	1.00		LAC	6
CSW (Schools)	2.10		2.40		LAC -0-8	
staff nurse	0.60		0.60			
School Nurses	1.60		1.60		CP 0-8	8
Team manager/senior practitioner	1.50	Practice Lead(C&P)	1.00			
Social Workers	3.00		3.00		**additional 1 post to formula base to ensure safe practice/cover for Children & family post	
Community Children's Workers	0.00	CCW(care & protection)	0.00			
autism practitioner	1.00		1.00		retained for disability service	
FK worker(disability)	2.00		2.00		retained for disability service	
support worker(disability)	1.00		1.00		retained for disability service	

Caithness						
post description	present posts	new post description(where applicable)	proposed posts		Data	
		Service Manager	1.00		pre school	1,261
Team Leader	1.00	Practice Lead e/yrs	1.00		school age	3,156
Health visitor	5.40		5.70		geographic area(sq km)	1,821
Nursery nurse/children's services worker(early years)	3.89	early years practitioner	4.00		feeder primaries	18
ISO	1.00	Practice Lead (school years)	1.50		LAC	45
CSW (Schools)	5.00		5.40		LAC -0-8	6
School Nurses	1.98		2.50		CP 0-8	8
Team Manager/Senior Practitioner	2.00	Practice Lead(C&P)	1.50			
Social Workers	6.40		6.40			
Community Children's Workers	0.00	CCW(Care & Protection)	1.00			

Youth Action North				
post description	present posts	new post description(where applicable)	proposed posts	
Service Manager		* management from sutherland	0.00	
Team Manager/Team Leader	1.00	Practice Lead(youth action)	1.00	
Social Workers	7.00		7.00	
support work co-ordinator				
YA Substance Misuse Workers	5.00		5.00	

North area summary			
posts	north area present staffing	north area proposed staffing	additional posts required
service managers	1	2	1
practice leads(e/yrs	2	2	0
health visitors	8.3	8.2	-0.1
early years practitioners	6.39	6.5	0.11
staff nurses	0.6	0.6	0
Substance misuse(early years)	0	1	1
Practice Lead (school years)	2	2.5	0.5
CSW - Schools	7.1	7.8	0.7
School Nurses	3.58	4.1	0.52
Staff Nurse	0.6	0.6	0
Practice Lead(C&P,disability and YA)	4.5	3.5	-1
Social workers(inc disability & YA)	16.4	16.4	0
support work coordinator	0	1	1
autism practitioner	1	1	
YA substance misuse workers	5	5	
FKW (disability)	2	2	
Community Childrens workers(C & P)	0	1	1
PMHW	1.7	1.8	0.10
CPA	1	1	
pre school home visiting teachers	1.5	2	0.50

Easter Ross Team						
post description	present posts	new post description(where applicable)	proposed posts		Data	
		Service Manager	1.00		pre school	1,217
Team Leader	1	Practice Lead e/yrs	1.00		school age	2,927
Health visitor	5.2		5.80		geographic area(sq km)	1,231
Nursery nurse/children's services worker(early years)	2.10	early years practitioner	3.50		feeder primaries	17
ISO	1.50	Practice Lead (school years)	1.80		LAC	60
CSW (Schools)	*6.6		*6.6		LAC -0-8	23
School Nurses	1.41		1.41		CP 0-8	6
staff nurse - schools	0.43		0.93			
Team Manager/Senior Prac	3.00	Practice Lead(C&P)	2.00			
Social Workers	9.00		9.00			
Community Children's Workers	0.00	CCW(Care & Protection)	1.00			

Mid Ross						
post description	present posts	new post description(where applicable)	proposed posts		Data	
		Service Manager	1		pre school	1,117
Team Leader	1.00	Practice Lead e/yrs	1.00		school age	3,305
Health visitor	4.40		4.4		geographic area(sq km)	1,129
Nursery nurse/children's services worker(early years)	1.78	early years practitioner	2.6		feeder primaries	16
ISO	1.00	Practice Lead (school years)	1		LAC	42
CSW (Schools)	3.40		4.2		LAC -0-8	31
School Nurses	1.64		1.64		CP 0-8	4
Team Manager/senior practitioner	2.00	Practice Lead(C&P)	1			
Social Workers	4.20		5.5			
Community Children's Workers	0	CCW(C & P)	1.00			

Disability Mid Area			
post description	present posts	new post description(where applicable)	proposed posts
		Service Manager	*0
Team Manager	1	Practice Lead disability	1
SW	3.3		3.3
CSW(disability)	1		1
Learning Disability Nurse	1		1
support worker			
Family Keyworker	1		1
Senior CCW	1		1
total staffing	8.30		8.30

*service management provided from Easter Ross

Mid area summary			
posts	mid area present staffing	mid area proposed staffing	additional posts required
service managers	1	2	1
practice leads (e/yr)	2	2	0
health visitors	9.6	10.2	0.6
early years practitioners	3.88	6.1	2.22
staff nurse	0.43	0.93	0.5
PHN training posts	0	1	1
substance misuse(early years)	0	2	2
PMHW	1.8	2	0.20
Practice Lead (school years)	2.5	2.8	0.3
CSW - Schools inc. disability	11	11.8	0.8
School Nurses	3.05	3.05	0
Practice Lead(C&P,disability and YA)	6	4	-2
Social workers	16.5	17.8	1.3
support work coordinator	2	1	-1
YA substance misuse workers	5	5	0
Family Key Worker (disability)	2	2	0
Learning disability nurse	1	1	0
Community Childrens workers(C & P)	0	2	2
CPA	1.35	1.35	0
pre school h/v teachers	1.5	2	.50

Skye & Lochalsh(& Disability)/Wester Ross & Assynt						
post description	present posts	new post description(where applicable)	proposed posts		Data	
		Service Manager	1		pre school	760
Team Leader	0.5	Practice Lead e/yrs	1.00		school age	2,063
Health visitor	4		4		geographic area(sq km)	6,503
Nursery nurse/children's services worker(early years)	4.7	early years practitioner	4		feeder primaries	35
ISO	1.6	Practice Lead (school years)	1.6		LAC	27
CSW (Schools)	3.3		3.6		LAC -0-8	8
School Nurses	2.65		2.65		CP 0-8	7
staff nurse-schools	0.7		0.7			
Practice Teacher(health)	0.5		0.5			
Team Manager/senior practitioner	2	Practice Lead(C&P)	1			
Social Workers(including disability workers)	5.7		6.2			
Community Children's Workers	0		1			

Lochaber & Disability						
post description	present posts	new post description(where applicable)	proposed posts		Data	
Service Manager			1		pre school	1,012
Team Leader	0.8	Practice Lead e/yrs	1.00		school age	2,689
Health visitor	3.6		5		geographic area(sq km)	5,036
Nursery nurse/children's services worker(early years)	0	early years practitioner	3		feeder primaries	39
ISO	1	Practice Lead (school years)	1		LAC	36
CSW (Schools)	3.8		3.8		LAC -0-8	18
School Nurses	1		1		CP 0-8	8
staff nurse(schools	1.21		1.21			
practice teacher(health)	0.5		0.5			
Team Manager/senior practitioner	2	Practice Lead(C&P)	1.5			
Social Workers	5.1		5.8			
Community Children's Workers	0	CCW(Care & Protection)	1			
FKW(disability)	1		1			
PHN trainee post	0		1			
*incorporates .60 disability SW						

West area summary			
posts	west area present staffing	west area proposed staffing	additional posts required
service managers	1	2	1
practice leads (e/yr)	1.3	2	0.7
health visitors	7.6	9	1.4
early years practitioners	4.7	7	2.3
staff nurses	1.91	1.91	
PHN training posts	0	1	1
pre school home visiting teachers	.5	1	0.50
substance misuse(early years)	0	1	1
PMHW	2.3	3	.70
Practice Lead (school years)	2.6	2.6	0
CSW - Schools	7.1	7.4	0.3
School Nurses	3.65	3.65	
Staff Nurse	2.55	2.55	
Practice Lead (C&P,disability and YA)	4	2.5	-1.5
Social workers	10.8	12	1.2
support work coordinator	0	1	1
FKW (disability)	1	1	
Community Childrens workers(C & P)	0	2	2
CPA	1	1	
Practice teacher(health)	0.5	0.5	

APPENDIX THREE

	FTE	Costs
CJS SW contribution	0.50	15,000
Children 1st Management Posts		50,000
		190,941
EARLY YEARS		
Health Visitors	8.90	384,146
Early Years Practitioner	8.33	250,150
Staff Nurse Early Years	0.50	17,266
Health Visitor Training post	2.00	55,040
Practice Teacher Fees		6,000
Pre-school Home Visiting Teacher	2.00	93,210
Substance Misuse Worker	6.00	157,793
Primary Mental Health Worker	2.00	86,325
Health Improvement Policy Manager	1.00	31,050
Health Improvement Officer	1.00	30,463
Autism Practitioner	0.50	21,442
EY Psychologist	1.00	60,000
Children's Services Worker	0.64	16,831
Community Children's Worker	3.31	99,399
Social Worker	3.90	120,075
HIGHLAND WIDE		
Admin posts - integrated teams	2.00	46,683
O/T additional post	0.80	24,023
Mainstream FNP (50%)		
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	44.38	1,755,834