

Deputy Leader

**Venue: Town Hall, Moorgate
Street, Rotherham. S60
2TH**

Date: Tuesday, 2 September 2014

Time: 10.00 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Apologies for Absence.
4. Minutes of the Previous Meeting held on 23rd June, 2014 (herewith). (Pages 1 - 5)
5. Representatives on Outside Bodies and Groups (for confirmation).

Adoption Panel:-

Councillors Havenhand and Sharman plus one other Member.

Fostering Panel:-

Councillor Sharman plus one other Member

(Expression of interest from Councillor Lelliott)

Redbarn Management Group:-

Councillor Burton plus one other Member.

Rotherham Children, Young People and Families' Partnership:-

Councillor Lakin, Deputy Leader, along with Councillor Roche plus one other Member.

(Expressions of interest from Councillors Ahmed and Lelliott)

Think Family Steering Group: -

Councillor Lakin, Deputy Leader, along with Councillor Beaumont plus one other Member.

(Expression of interest from Councillor Ahmed)

Local Admissions Forum: -

Councillors Havenhand and Beaumont plus one other Member.

Transport (Education) Appeals Panel: -

Councillors Gosling, J. Hamilton, Roche, Sharman and Whelbourn plus one other Member.

6. Sickness Absence (Pages 6 - 13)
7. Children and Young People's Service Revenue Budget Monitoring Report to 30th June 2014 (report herewith) (Pages 14 - 22)
8. Date and Time of the Next Meeting - Tuesday, 7th October, 2014 at 10.00 a.m.

DEPUTY LEADER
Monday, 23rd June, 2014

Present:- Councillor Lakin (in the Chair); Councillors Beaumont, Gosling and Sims.

D67. MINUTES OF THE PREVIOUS MEETING

Consideration was given to the minutes of the previous meeting held on 14th April, 2014.

Resolved:- That the minutes of the meeting held on 14th April, 2014 be approved as a correct record.

D68. REPRESENTATIVES ON OUTSIDE BODIES AND SUB-GROUPS

Consideration was given to the representatives on outside bodies and sub-groups that fell into the remit of nomination to the Deputy Leader.

Resolved:- That the following appointments be made:-

Adoption Panel:-

Councillors Havenhand and Sharman plus one other Member.

Fostering Panel:-

Councillor Sharman plus one other Member.

Redbarn Management Group:-

Councillor Burton plus one other Member.

Rotherham Holiday Aid: -

Councillor Beaumont.

Rotherham Children, Young People and Families' Partnership:-

Councillor Lakin, Deputy Leader, along with Councillor Roche plus one other Member.

Rotherham Local Safeguarding Children Board:-

Councillor Lakin, Deputy Leader

Think Family Steering Group: -

Councillor Lakin, Deputy Leader, along with Councillor Beaumont plus one other Member.

Local Admissions Forum: -

Councillors Havenhand and Beaumont plus one other Member.

Visits to Children's Establishments: -

Councillor Lakin, Deputy Leader together with Advisers.

Chairperson and Vice-Chairperson of the Improving Lives Select Commission.
Ward Councillors.

Corporate Parenting Panel: -

Councillor Lakin, Deputy Leader together with: -
Councillor Doyle, Cabinet Member for Adult Social Care.
Councillor Havenhand plus one other Member, representatives of the Adoption Panel
Councillor Sharman, representative of the Fostering Panel.
Councillor G. A. Russell, Chairperson of the Improving Lives Select Commission.
Councillor Dodson, representing the Improving Lives Select Commission (substitute for the Chairperson of the Improving Lives Select Commission).
Councillor C. Vines, Representative of the Opposition.

Transport (Education) Appeals Panel: -

Councillors Dodson, Gosling, J. Hamilton, Roche, Sharman and Whelbourn plus one other Member.

Yorkshire and Humberside Children and Young People Lead Member Network: -

Councillor Lakin, Deputy Leader (Chair).

D69. WORKFORCE STRATEGY REVIEW 2013-14

Consideration was given to a report presented by Phil Howe, Director of Human Resources, which provided an overview of the impact of Human Resources policies, procedures and activities on the Council workforce during 2013/14.

The budget challenges facing the Council (and the need to achieve reductions in workforce costs) have required organisational redesign, changes to working practices and changes to Human Resources (HR) policies. Successful management of workforce costs continued to keep the number of compulsory redundancies to a minimum and reduced the impact of budget cuts on the delivery of front line services.

A £3.8m reduction in 2013/14 had taken recurrent savings (since reductions began in 2010) to over £27m a year for non-school related staffing. The report illustrated in detail a breakdown by Management level, Directorate and Front Facing/Support services.

Despite major changes across the Council over the last few years the number of grievances lodged by employees continued to be well below benchmarks whilst employee engagement and involvement remained positive and similar to the high levels of the previous employee survey.

A continued focus on key workforce activity had helped to maintain a

relatively positively engaged workforce, whilst successfully achieving significant organisational change despite losing over 1200 jobs from the Council.

A summary of workforce activity managed and supported by Human Resources in the last year, and other areas directly by service management, under the various themes of the Workforce Strategy were provided and were set out in more detail as part of the report.

- Ensuring we have a modern and thriving Council.
- Developing leadership capacity through change.
- Developing our employees' skills for the future.
- Managing talent and attracting new talent as appropriate.
- Ensuring we have a fairly rewarded workforce.

Discussion ensued on the use of agency staff and it was confirmed where appropriate an internal 'bank' arrangement was established to help maintain delivery of cost-effective service priorities.

Further information was provided on the positive work placement and apprenticeship schemes.

Work was continuing on succession planning initiatives moving forward, given the changes to the Local Government Pension Scheme and where it was now possible for employees to access pension benefits from age 55 rather than 60 under the previous scheme.

An update was also provided on the progress of the implementation of a local Living Wage in Rotherham.

Resolved:- (1) That the continuity high level of employee engagement/involvement be noted.

(2) That the key Human Resources activity be noted.

(3) That the £3.8 million reduction in workforce costs be noted.

D70. CHILDREN AND YOUNG PEOPLE'S SERVICE DIRECTORATE REVENUE OUTTURN 2013/14

Consideration was given to the report presented by the Joy Hobson Principal Finance Officer, Children and Young People's Services, that outlined the Children and Young People's Services Directorate unaudited provisional Outturn (excluding schools and PRU delegated budgets) which was +£8,782 over spent (+0.02%).

After adjusting for the write off of deficit balances of schools converting to academies (Swinton Brookfield Primary and Rawmarsh School: A Sports College) for 2013/14 the revised over spend was now £347,733 (+0.75%).

Allowing for the carry forward of surplus balances on trading accounts (details included within the report) in accordance with Council policy the overall overspend was +£651,356. (1.4%)

The outturn position showed an improvement of -£117k on the February, 2014 reported budget monitoring position.

Considerable, concerted proactive management actions have been taken to contain, and where possible, reduce the outturn position during 2013/14. Within this financial year, these actions would have helped the service avoid £721K of costs that would otherwise have been incurred.

The table within the report summarised the outturn against approved budgets for each service division and an analysis of the main variances and the underlying reasons beneath them were provided, the detail of which was set out in the report submitted.

Discussion and questions were raised and answered on issues relating to:-

- The write off of deficit balances of schools converting to academies.
- Maximising the use of grants and the moratorium on spend and the implications on budgets and workforce reform of changes already agreed.
- Costs associated with out of authority residential placements.
- Proactive management actions reducing the in-year outturn position.
- Increased agency costs and the need to deliver statutory services.
- Associated consultancy costs.
- Budget allocation for Looked After Children.

Resolved:- (1) That the report be received.

(2) That a further report be submitted on the planned use of school balances.

(3) That the Trading Services surpluses to be carried forward to 2014/15 be noted.

D71. CABINET REPORTS AND MEMBERS' ISSUES

Phil Howe, Director of Human Resources, reported on:-

- (a) Confirmed strike action by Unison and the N.U.T. on Thursday, 10th July, 2014. Other Trade Union ballot results for this same day of action were still awaited. Advice and staff briefing notes had been circulated.
- (b) The window for voluntary severance would be re-opened for a short period with a view to approving those employees who would be allowed to leave the Local Authority in August, 2014.

- (c) Christmas 2014 – consideration was being given to the use of one day's annual leave to cover the 2nd January, 2015 and the Council having to open up buildings for one day. Consultation was being taken with SLT and Trade Unions on this matter.
- (d) Annual pension performance data had just been received to indicate that Rotherham had come out top, closely followed by Doncaster, whose records are processed by us here in Rotherham under the HR & Payroll transactional services shared service .
- (e) Rotherham HR & Payroll service had also successfully processed all the additional work commissioned to process election payments for Rotherham, Doncaster and Sheffield following the recent elections in May, 2014.

Resolved:- That the information be noted.

D72. MANAGING COMMUNITY BUILDINGS AND ASSETS - THE DALMENY HOTEL, LYTHAM ST ANNE'S 27TH-29TH JUNE 2014

Consideration was given to a request for attendance at the Managing Community Buildings and Assets Conference at The Dalmeny Hotel, Lytham St Anne's on 27th - 29th June 2014.

Resolved:- That Councillor Wyatt be authorised to attend and for this to be funded from the Members' Training and Development Budget.

D73. DATE AND TIME OF THE NEXT MEETING

Resolved:- That the next meeting of the Deputy Leader and Advisers take place on Tuesday, 15th July, 2014 at 9.00 a.m.

**ROTHERHAM BOROUGH COUNCIL
REPORT TO DEPUTY LEADER MEETING**

1.	Meeting:	Deputy Leader Meeting
2.	Date:	2nd September 2014
3.	Title:	Sickness Absence
4.	Directorate:	Chief Executive

5. Summary

This report provides an overview of sickness absence in 2013-14

6. Recommendations

- **Note the sickness absence trend;**
- **Support more pro-active early physiotherapy referrals for musculo-skeletal conditions;**
- **Reminders to be issued to pro-actively review and manage their employees in respect of sickness absence in accordance with the Council Policy.**

7. Proposals and details

Background

Public sector sickness absence, on average 8.7 days, is quoted as being higher than that of the private sector average of 7.2 days (CIPD Simply Health Absence Survey 2013). For employers with over 5,000 employees this average increases to 9.2 days.

In 2013/14 for the first time in 5 years, our sickness absence outturn figure was higher than the previous year, with a reported 8.30 days per full time equivalent employee compared to 7.51 days in 2012/13. This mirrors the trend of increasing absence levels recorded across the majority of organisations.

Sickness absence levels in the Council continue to be measured in accordance with the former Gershon and Best Value Performance Indicator industry standards to ensure we have relevant and robust comparative data. Although sickness absence increased last year it should be noted that levels have fallen considerably from 13.9 days in 2002/3.

In 2012/13 our sickness figure benefited from there being two 'extra' Bank Holidays in the year, the Queen's Diamond Jubilee on 5th June 2012 and Good Friday on the 29th March 2013. Sickness occurring on such days is able to be discounted from the nationally prescribed calculation.

During 2012/13 17 schools, where sickness absence is traditionally low, also converted to Academy status during the year (now giving 23 in total) which had the effect of lowering the overall denominator used in the calculation and inflating the overall level of sickness absence in the rest of the Council.

If a comparable calculation had been made to factor in the same number of Bank Holidays and include the Schools which had converted to Academy status during the year, the sickness outturn would have been 7.75 days as opposed to the declared 8.30 days.

Analysis

Data on sickness absence is routinely analysed and benchmarked at a strategic level to identify 'hot' spots and inform corporate policy decisions.

In 2013/14 there were 10,465 separate recorded incidences of sickness absence. 4476 employees (40%) had no absence recorded during the year. The direct contractual occupational sickness costs paid to the employee while absent amounted to £6.9m (£3.9 of which was non Schools). Additional costs are felt from having to cover front line service posts in care, catering, often by additional hours from colleagues some at overtime (enhanced time and half) rates and create other indirect costs such as the service quality standards if the pressures are felt by colleagues covering the absent employee, especially if these are lengthier in nature.

In common with our trends over the last 10 years the main reasons for absence are Muscular Skeletal/ Back & Shoulder (28%), Stress (27%) and Infection & Virus (19%). Around two thirds of all absence is deemed Long Term (over 20 days) but only 1.5% (20% of long term) of absence lasts for more than 4 months (See Appendix 1). The types and length of absence are clearly occupation and condition dependent which are also significantly influenced by NHS treatment timescales.

The average length of absence was 3.05 days for short term and 48.56 for long term. Long term absence accounted for 8% of all occasions but accounted for 62% of all sick days.

A summary of year end sickness levels by Strategic Directorate is attached for information at Appendix 2. However colleagues may wish to visit the HR Portal to do more detailed self-analysis of their own Directorate / Service areas.

A summary of all sickness reasons by category is attached at Appendix 3.

Managers now have access to comprehensive real-time employee information via the HR Portal to enable them to manage their teams. They are also notified automatically by e-mail the moment one of their employees hits a sickness trigger point in order that appropriate action can be undertaken in accordance with the Council Policy. During the year out of 10,465 recorded incidence of absence 1699 trigger points were reached with 94% having actions recorded: -

- 6% resulted in absence dates being corrected;
- 6% had written warnings issued;
- 24 Ill Health terminations in the year (average lengths of absence of 216 days = 7 months);
- 6 Ill health retirements.

The number of terminations is comparable to those over the last few years down from a high of over 60 in 2007 however the average length of absence before this action was taken was 6 weeks longer last year. This could partly be attributable to longer appointment times for occupational health referrals which currently occur around 6 weeks after the request. Action is being taken to monitor this time lag and to advise earlier referrals where conditions might suggest this is appropriate. There were no Elected Member appeals as a result of these actions although one case went direct to Employment Tribunal costing £3,000.

Interventions

The Council has access to a range of support and processes to help employees and also for managers to manage sickness absence across their teams.

The Council has a partnership arrangement commissioned with Westfield Health including a 24 hour Helpline and support via an employee paid scheme administered through payroll for re-imburement of regular treatment plans for a range of health issues such as eye and dental appointments etc.

Regular Health promotion events take place across the Council and at Riverside House. The linkages have now been strengthened by the TUPE transfer in to the Council of Public health colleagues in April 2013. This relationship is evolving to develop effective and joined-up campaigns that tie-in to the national and local priorities e.g. reducing smoking, alcohol and obesity.

In 2007 the Council introduced more direct action arrangements following a Regionally-funded RIEP project to provide early physiotherapy referral for musculo-skeletal conditions. This was impressively successful in reducing absence by 42% of sick days lost due to the condition in the Health & Wellbeing pilot area saving £379k for a cost to the Council of approximately £20,000. Continued funding of the scheme is now through individual referral charges to services. From a very successful start in 2008 the number of referrals has steadily declined to such a point that in 2013-14 despite there being 1587 (286 of which was long term) incidences of musculo-skeletal/back & shoulder cases recorded and 43% of these lasting over three months only 12 referrals were made to the external referral service at a cost of £2,520. Indications were reported that 90% of those referred returned to full duties earlier than would have been the case had they not attended.

This contrasts starkly with the practice for referrals as result of our second most common sickness reason of Stress, Anxiety and Depression. In 2013/14 there were 889 (278 of which was long term) incidences of stress absence recorded with 150 referrals to Counselling services (48 by schools) where employees had access to on average 5 sessions at a total cost of £36,627. Counselling services indicate the outcomes were that referrals resulted in being able to remain at work or return earlier than otherwise would have been the case.

Whilst we have information to indicate much of the cause is not work-related the issues are obviously brought into the workplace. The Council and work situations have a significant impact on the length of the average absence associated with these reasons. In this respect resources through Westfield 24 Hour Helpline (6 telephone sessions), comprehensive Intranet guidance and Healthier Lifestyle advice plus a direct referral to face to face counselling all form part of a comprehensive health and wellbeing support package.

The importance of good working relationships cannot be under-estimated as the support of colleagues, managers and the wider organisation perception during an absence can have a significant effect of the length of time an employee is absent and whether a return to work can be sustained into the longer term.

There are numerous case study examples where this intervention has been a significant factor in the employee returning and also having a positive impression of the organisation and manager as employer.

Recommendations

SLT are asked to recommend referrals to the early physiotherapy service for musculo skeletal conditions to assist employees to return to full fitness and return to work as soon as possible.

Managers are also asked to be tasked with pro-actively reviewing and managing their employees in respect of sickness absence in accordance with the Council Policy.

8. Financial Implications

The cost of contractual occupational sickness payments amounted to £6.9m in 2013/14.

Other costs apply through colleagues working additional hours to cover absent front line service colleagues and some will also be at enhanced overtime rates of time and a half which from 1st April 2014 attracts employer pension on cost of 19.5%.

Additional costs attributable to musculo-skeletal referrals would be expected to be offset by improved absence levels and earlier returns to work, thereby reducing agency cover or additional hours/overtime by colleagues.

Annual Occupational Health and Welfare Contract expenditure is £147k which works out at £12.49 per employee (CIPFA average expenditure £26.73).

The musculo skeletal project return on investment was £18 for every £1 spent.

9. Risks and uncertainties

Level of absence increases / Costs service delivery performance reduces

Pressures of work on colleagues

State run predominantly telephone-based Occupational Health Service commences operations due to launch later this year. Relationships with our own commissioned Occupational Health providers could lead to more complicated employee relations situations.

10. Policy and Performance Agenda Implications

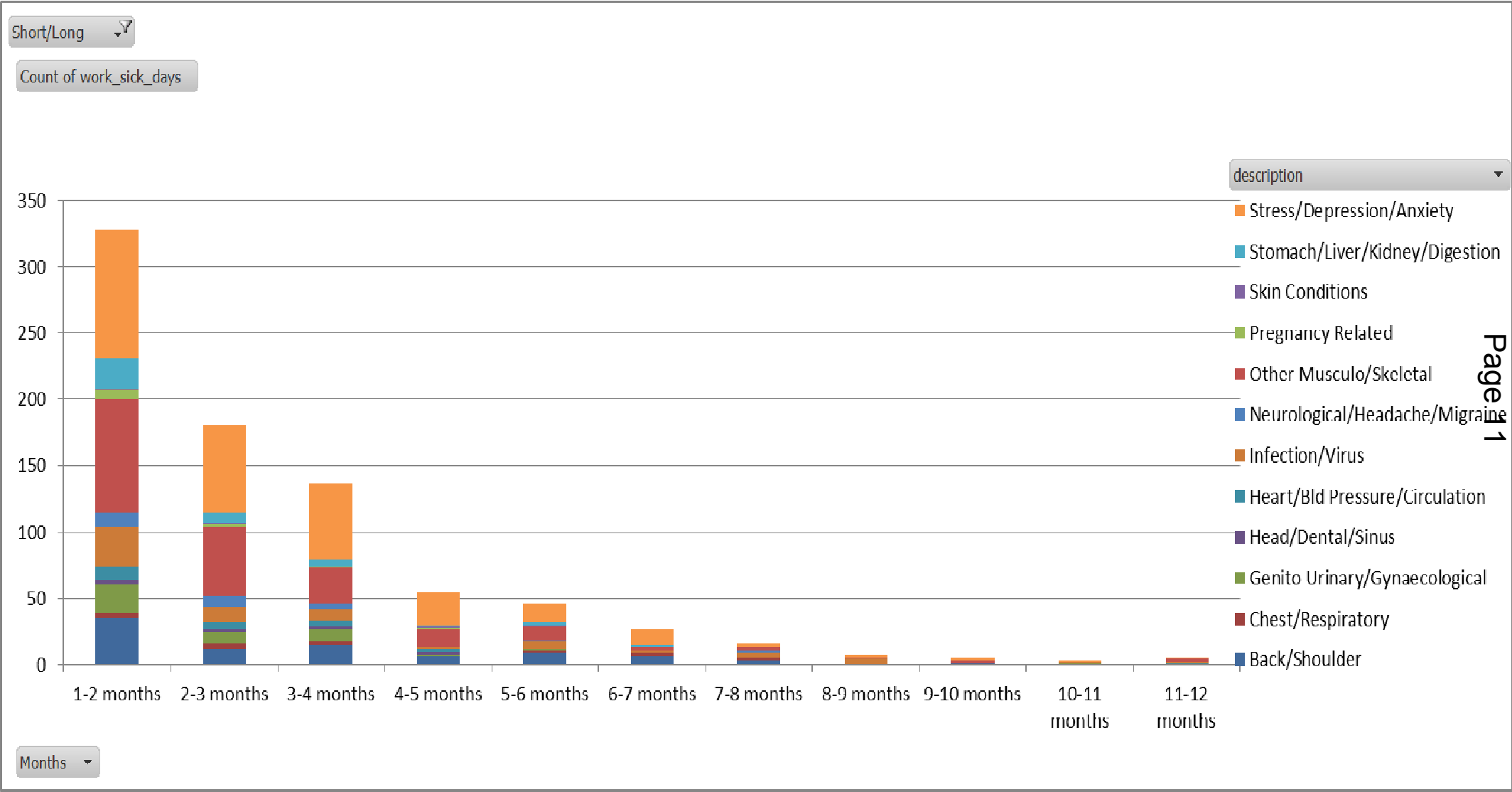
Way we do Business: Right People, Right skills, right place, right time, reducing bureaucracy and getting better value for money.

11. Background papers and consultation

CIPD/Simply Health Absence Survey 2013
Management Information Reports
Rehab Works Musculo Skeletal Project

Contact Name: Phil Howe
Director of Human Resources
Ext. 23716

Long Term Absence by length and reason 2013/14



Sickness Absence by Directorate 2013/14

Directorate		Employees	Number of Occasions of sickness		Days per FTE	Cost of Sickness
			Short	Long		
Children and Young Peoples Service	Safeguarding Children & Families	473	395	56	11.24	£496,562
	Schools & Lifelong Learning	1164	933	77	9.37	£607,156
	Directorate Total	1638	1328	133	10.08	£1,103,718
Schools		5190	4938	280	6.79	£3,030,242
Environment & Development Services	Communications and Marketing	25	14	2	6.11	£14,041
	Internal Audit & Asset Management	1125	934	58	7.88	£339,5622
	Planning, Regeneration & Culture	433	354	34	8.6	£240,469
	Streetpride	541	386	53	8.43	£306,550
	Directorate Total	2128	1690	147	8.73	£900,817
Neighbourhoods and Adult Services	Commissioning	24	18	3	8.96	£28,769
	Health & Wellbeing	1085	987	149	13.95	£1,113,051
	Housing & Neighbourhood Services	337	218	48	11.64	£360,268
	Performance & Quality	46	28	0	2.19	£18,682
	Procurement	41	20	0	0.69	£2,406
	Public Health	37	26	1	3.36	£17,088
	Directorate Total	1571	1297	201	12.31	£1,540,264
Resources	Finance	265	223	22	8.8	£194,564
	Human Resources	132	117	16	8.89	£95,992
	Legal & Democratic Services	99	66	7	7.16	£78,990
	Directorate Total	496	406	45	8.5	£369,546
Whole Council		11024	9659	806	8.30	£6,944,588

Sickness Analysis 2013-14 (Percentage of sickness lost by Age)

Age Band	Back/Shoulder	Chest/Respiratory	Genito Urinary/ Gynaecological	Head/Dental/Sinus	Heart/Blood Pressure/Circulation	Infection/Virus	Neurological/Headache/ Migraine	Other Musculo Skeletal	Pregnancy Related	Skin Conditions	Stomach/Liver/Kidney/Di gestion	Stress/Depression /Anxiety	All Reasons	Short Term	Long Term	Male	Female
16-24	5%	1%	3%	4%	0.1%	5%	5%	2%	8%	0.5%	6%	2%	3%	67%	33%	22%	78%
25-39	18%	18%	24%	30%	7%	27%	26%	18%	87%	15%	27%	21%	23%	55%	45%	20%	80%
40-49	34%	33%	53%	30%	31%	31%	35%	33%	5%	34%	32%	32%	33%	40%	60%	21%	79%
50-59	38%	28%	17%	31%	33%	30%	29%	36%	0%	46%	24%	39%	33%	38%	62%	23%	77%
60-64	3%	12%	2%	4%	27%	7%	4%	9%	0%	2%	9%	5%	7%	35%	65%	35%	65%
65+	1%	9%	0%	1%	1%	1%	0%	3%	0%	2%	2%	1%	2%	29%	71%	37%	63%
All	9%	4%	4%	3%	2%	19%	4%	19%	1%	1%	7%	27%	100%	38%	62%	23%	77%

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1	Meeting:	Deputy Leader – Safeguarding Children & Families
2	Date:	2nd September 2014
3	Title:	Children and Young People’s Service Revenue Budget Monitoring Report to 30th June 2014
4	Directorate :	Children and Young People’s Service

5 Summary

This Budget Monitoring Report provides a financial forecast for the Children and Young People’s Services Directorate to the end of March 2015 based on actual income and expenditure to the end of June 2014.

The Directorate is currently projecting an overspend outturn position of £2.877m (6.7%) principally as a result of continued pressures in the Safeguarding, Children and Families Service.

6 Recommendations

That the Deputy Leader receives and notes the latest financial projection against budget for the year based on actual income and expenditure to the end of June 2014.

7 Proposals and Details

7.1.1 Considerable, concerted proactive management actions to contain and where possible reduce the projected outturn position are continuing. So far, within this financial year, these actions will have helped the service avoid £321K of costs that would otherwise have been incurred. Further detail on the actions is presented at 7.1.5.

7.1.2 The table below summarises the forecast outturn against approved budgets for each service division:

Division of Service	Net Budget	Forecast Outturn	Variation	Variation
	£000	£000	£000	%
Directorate Wide Costs	1,723	1,890	167	9.7
Schools and Lifelong Learning Service Wide	110	110	0	0
School Effectiveness	876	876	0	0
Special Education Provision	1,933	1,978	45	2.3
Early Years	3,960	3,960	0	0
Integrated Youth Support	3,397	3,397	0	0
Specific Grant Support	0	0	0	0
Traded Services	-383	-383	0	0
Safeguarding, Children & Families Service Wide	2,965	3,001	36	1.2
Child Protection Teams	1,110	1,111	1	0.1
Children in Need Social Work Teams	5,660	5,710	50	0.9
Looked After Children	18,827	21,438	2,611	13.9
Disability Services	2,985	2,952	-33	-1.1
Total Children and Young People's Services	43,163	46,040	2,877	6.7

7.1.3 Presented below is an analysis of the main variances and the underlying reasons beneath them:

Directorate Wide – Academy Conversions (+£167K)

The forecast over spend is due to provisions for the forecast deficit positions on the following schools when they convert to academies:

- Rawmarsh School: a Sports College - £100K (This is in addition to the £300K provided for in the 2013/14 accounts)
- Swinton Brookfield - £47K (This is in addition to the £39K provided for in the 2013/14 accounts)
- Rawmarsh Monkwood - £20K

Special Education Provision (+£45K)

The forecast over spend is partially due to the projected number of placements on SEN Complex Needs placements (£27K) - 25 current placements & 4 potential new ones. This also includes an over spend projection on supplies in the Children in Public Care Team (£5K) & a forecast under recovery of income in the Education Welfare Team due to a change in legislation which no longer allows them to charge Academies (£34K). These forecast over spends are partially offset by forecast under spends (-£21K) on staffing due to vacancies in the Education Psychology Team and Learning Support & Autism Team.

Safeguarding, Children and Families Service Wide (+£36K)

The forecast over spend is mainly on legal fees (+£62K) which is due to an increase in the number of cases going to court and agency costs for the Director of Safeguarding post (+£28K). These forecast over spends are partially offset by forecast underspends on Business Support teams due to income from NHS & some staff not being in the pension scheme (-£54K).

Child Protection Teams (+£1K)

This forecast overspend is due to a slight over spend on staffing in the Safeguarding Unit.

Children in Need Social Work Teams (+£50K)

This forecast overspend is due to Agency staff costs & additional staff appointments over establishment within the Children in Need teams. This is to better maintain business continuity rather than having to recruit expensive agency staff to cover periods between staff leaving and new staff commencing employment in post.

Looked After Children (+£2,611K)

The service is forecasting an over spend mainly due to out of authority residential placements (+£2,254K) and independent fostering placements (+£114K). This is partially offset by an under spend on Remand placements (-£34K).

The Adoption Reform Grant that was first received in 2013/14 was reduced by £746K in 2014/15. This grant significantly mitigated LAC budget pressures in 2013/14 on a temporary basis.

Further details of placements are below:

Placement Type	2011/12		2012/13		2013/14		2014/15 as at 30th June		Actual Number of placements as at 30 June 2014
	Average No. of placements	Average Cost of Placement	Average No. of placements	Average Cost of Placement	Average No. of placements	Average Cost of Placement	Average No. of placements	Average Cost of Placement	
		£ per week		£ per week		£ per week		£ per week	
Out of Authority Residential	18	3,022	21.1	3,206	25	3,245	30.7	3,081	31
<i>R1 Accommodation only</i>	U/A	U/A	U/A	U/A	U/A	U/A	11.2	1,659	11
<i>R2 Accommodation & therapy</i>	U/A	U/A	U/A	U/A	U/A	U/A	9.3	2,693	9
<i>R3 Accommodation, therapy & education</i>	U/A	U/A	U/A	U/A	U/A	U/A	7.6	3,900	9
<i>R4 Parent & Baby</i>	U/A	U/A	U/A	U/A	U/A	U/A	0	0	0
<i>Secure</i>	U/A	U/A	U/A	U/A	U/A	U/A	2.5	2,698	2
Remand	U/A	U/A	U/A	U/A	1.6	3,154	1.3	287	1
Independent Fostering Agencies	125	887	121	874	107	879	104.3	854	98
<i>Standard</i>	U/A	U/A	74.8	745	66.1	759	60.6	744	56
<i>Complex</i>	U/A	U/A	27.2	938	24	1,105	30.2	976	30
<i>Specialist</i>	U/A	U/A	19	1,287	16.9	998	13.5	1,098	12
In-house Fostering	158.8	230	162	246	165.2	261	171.5	270	177
Note: U/A - This detailed breakdown was unavailable in past years									

Out of Authority Residential

- The number of children in residential out of authority placements as at end of June 2014 is 31 (no change since 31 March 2014 but an increase of 6 since 31 March 2013).
- The average number of placements has increased from 25 in 2013/14 to 30.7 in 2014/15, so far, which is an increase of 5.7 (22.8%). At an average cost of £3,081 per week this would be a cost of £913K per annum.
- Due to the increasing complexity of children's needs that are going into residential out of authority placements & despite successful negotiations by the Commissioning team to minimise the cost of these placements, the average cost per week of these placements has increased from £3,022 in 2011/12 to £3,081 currently – an increase of 2%. However, as shown, in the table above, the current average cost per placement is less than the 2013/14 of £3,245 – a reduction of -5%.
- The average number of placements in the same period has risen by 12.7 (70.6%) from 18 to 30.7.
- From 1 April 2013 children's remand placements were fully funded by the Local Authority & RMBC was provided with a national grant of £78K in 2013/14 to cover these additional costs. The allocation for 2014/15 has been reduced to £53K. The cost of these placements in 2014/15 so far is £19K. At the end of June 2014 there was 1 remand placement (a reduction of 1 since 31 March 2014).

Independent Fostering Agencies

- The number of children in Independent foster Care as at end June 2014 is 98 (a reduction of 4 since the end of March 2014 & a reduction of 20 since 31st March 2013).
- The average cost of a placement has reduced by an average of £33 or 3.7% since 2011/12.
- The average number of placements during the same period has decreased by 20.7 (16.7%).

In-house Fostering

- The number of children in in-house fostering placements as at end of June 2014 is 177 (an increase of 10 since the end of March 2014).
- The cost of a placement has risen by an average of £40 or 17.4% since 2011/12.
- The average number of placements during the same period has increased by 12.7 (8%)

The number of looked after children was 395 at end of June, a reduction of 5 since the end of March 2014.

Fostering Services are forecasting an overspend on Fostering allowances (£172K) & Residence Orders (£21K) due to having more children placed than planned (see table below) & also due to some placements costing more than the estimated average. This is partially offset by an under spend in the Fostering team due to not covering a maternity leave (-£39K).

Adoption Services are projecting an over spend on Special Guardianship Orders (£44K) due to having more children placed than planned (see table below) & a small overspend on allowances (£6K) & also due to some placements costing more than the estimated average. These are offset with slight under spends on the LAAC Team (-£1K), Adoption Team (-£2K) & Inter Agency costs (-£2K).

The table below shows the current placements numbers compared to the plan used when budget setting for 2014/15:

Placement Type	Actual No. of placements as at 30 June 14	Planned No. by this stage of the year	No. of placements above plan	Average Cost per week used for budget setting £	Total Approximate Additional Cost for the next 9 months £'000	Cost Avoided for the next 9 months - assuming an IFA placement would have been used (£854 Per week) £'000
In-House Fostering	177	168	9	264	93	207
Adoption - with means tested allowance	92	92	0	167	0	0
Residence Orders	132	129	3	129	15	85
Special Guardianship	84	78	6	118	28	172
					135	464

Although these additional placements are causing over spends in some areas, as detailed above, the table shows that if these placements had instead, resulted in Independent Fostering placements this would have cost RMBC an additional £464K for the remainder of the year.

Other forecast overspends within this are (£55K) in the LAC Service due to Agency costs of £47K & a Care package £21K offset by staff vacancies -£13K & (£23K) within in-house Residential homes due to Regulation 33 requiring us to use an independent reviewer £19K & £4K on the use of agency staff cover.

Disability Services (-£33K)

This service is forecasting an under spend due to delays in recruitment for 2 posts within the outreach team (-£20K) & under use of the cover budgets at Cherry Tree & Liberty residential homes (-£13K).

7.1.4 Prevention and Early intervention strategies

These include:

- Increased use of Special Guardianships (84 as at the beginning of July, an increase of 4 since 31st March 2014 & an increase of 15 since March 2013) and Residence Orders (132 as at the beginning of July, an increase of 1 since 31st March 2014 & an increase of 12 since March 2013). There is a continuing push to secure permanency for some children via this route rather than becoming or remaining looked after children. This seeks to reduce the LAC numbers but also provides better outcomes for the children and young people.
- In-house adoption and fostering services are continuing to develop placement resources. The in-house adoption service approved a total of 31 adoptive families in 2013/14, a significant increase on the 18 families approved in 2012/13. The service has set itself a stretch target to approve 42 new adoptive families in 2014/15 and is currently on course to meet this target with 10 new adoptive families approved in quarter one of 2014/15. Increased numbers of in-house adopters will reduce the need to commission inter-agency adoptive placements at a cost of £27,000 per child, - we commissioned 29 inter-agency placements in 2013/14 and have set a target to reduce this to just 20 in 2014/15 - and increase our ability to create income, at the same rate of £27,000 per placement, from providing our own adoptive families for other local authorities. The service has set itself a target to provide a total of 5 families for other local authorities in 2014/15 (compared to 2 last year) and has so far provided 3 in quarter one, providing an income so far of £81,000.
- The in-house fostering service is currently providing more placements for our looked after children, 177 as at 30th June and 179 at time of writing, than it has done for the last 4 years at least. The carer pool increased by 20 in 2013/14. The service has set itself a target to increase the foster carer pool over the year by 20 from 184 to 204. More importantly though, the service is now targeting recruitment work at families who can care for older children and adolescents, and sibling groups. Whilst carer numbers have dropped by 2 in quarter one of 2014/15, as a result of a number of more experienced carers retiring, new carers continue to be approved and the number of children placed in in-house foster care has risen to 179, evidencing the recruitment of new carers more able to care for and better matched with children and young people coming in care. The service is currently implementing a new fostering scheme, Fostering Plus, to care for young people with challenging or complex needs and has a target to recruit 6 Fostering Plus carers in 2014/15. Currently there are 3 families being assessed for Fostering Plus. Fostering Plus carers will further reduce the need for high cost independent fostering and residential placements.

7.1.5 **Impact of Management Actions**

Considerable, concerted proactive management actions to contain and where possible reduce the projected outturn position are continuing – within 2014/15 to date, these actions have helped the service avoid £321K of costs that would otherwise have been incurred:

- Reduction in placement costs of £280K through renegotiating contracts with external providers;
- The Fostering Framework has achieved £22K of reductions on standard fostering placements
- The Block contract has achieved £19K savings on complex fostering placements
- The continued effectiveness of the multi-agency support panel from which through efficient multi agency management actions and decision making, continues to avoid costs wherever possible.
- CYPS have engaged a company called Valuing Care who will be contacting a range of providers of Social Care & SEN Residential placements to carry out cost book analysis to compare against their extensive database to identify potential areas for cost renegotiations & ongoing savings. This should show savings in 2014/15.

7.1.6 **Agency Costs**

Total expenditure on Agency staff for Children and Young People's Services for the 3 month period ending 30th June 2014 was £179K. This compares with an actual cost of £232K for the same period last year.

Agency costs for the first quarter of this financial year have been incurred as a result of the need to cover the Interim Director of Safeguarding, Children & Families; vacant social worker and social work posts where staff are on long term sick or on maternity leave; and vacancies, sickness and maternity leave in residential care and the employment of an interim Service Manager to oversee improvement in the LAC service following an independent review of service quality. It is vital to ensure that social work posts are filled in order to deliver statutory services to children, young people and their families, and keep caseloads within acceptable limits to comply with inspection requirements.

Recruitment to the permanent Director post was successfully completed in March 2014, with the new officer joining Rotherham in August 2014.

All team manager posts are now filled with all new starters now in post. As reported previously, it is unfortunate that RMBC terms and conditions for social worker posts (Bands G-J) means that only 1 months' notice is required. This makes it very difficult to replace anyone immediately upon a post being vacant, even if recruitment commences the moment a notice is submitted (when one allows for a 2 week advertising period, there is still at least a 5 weeks' timescale before interviews could realistically take place, which doesn't then account for the notice period of successful applicants, which ranges typically from 4 - 8 weeks). The service is working to combat this issue by having monthly recruitment campaigns, and in our June interview programme, 9 new starters were employed. The challenge the service faces

is that 8 of these 9 new starters are NQSWs who cannot register with the HCPC until October. They will however start employment ASAP, providing family support-like interventions for CIN and CP cases. The 9 appointments include recruitment to supernumerary posts in the three service areas, to ensure we have the HR resource to bridge short term absences, funded by slippage in staffing budgets.

The DfE released findings from their first round of social work workforce data which all LAs are required to report on: Rotherham ranks amongst the lowest Authorities for use of agency and turnover, when benchmarked against stat neighbours.

7.1.7 Non contractual Overtime

Actual expenditure to the end of June 2014 on non-contractual overtime for Children and Young People's Services (excluding schools) is £20K which is mainly in Residential units, compared with expenditure of £23K for the same period last year.

OfSTED requirements are that, if possible, agency staff are not used to cover vacancies, hence the reliance on overtime in the short term pending recruited staff taking up position. All in-house residential units have a 'cover' budget to use for this purpose which is currently not over spending.

7.1.8 Consultancy Costs

Total expenditure on consultancy costs to the end of June is £48K compared to £39K for the same 3 month period last year. The majority of these costs are for projects funded by external grants.

The actual costs of agency, non contractual overtime & consultancy are included within the financial forecasts.

8. Finance

Finance details are included in section 7 above.

9. Risks and Uncertainties

Principal risks and uncertainties relate to the 'needs led' nature of budgets for looked after children.

The recruitment of in house foster and adoptive carers remains a challenge and we must always ensure a high quality of placements.

Our decisions to place children with independent fostering agencies and in residential out of authority establishments will always be in the context of the best interests of our children. The budget need can only be an estimate given its volatile nature. For example, one out of authority residential placement for a child with very complex needs can now cost up to £364,000 per annum.

10. Policy and Performance Agenda Implications

The delivery of the Council's Revenue Budget within the limits determined by Council in March 2014 is vital in achieving the objectives of the Council's Policy agenda. Financial performance is a key element within the assessment of the council's overall performance.

The expenditure in the Children and Young People's Service continues to be mitigated by constantly reviewing budgets and the continuation of a moratorium on spending within the Directorate.

11. Background Papers and Consultation

- Report to Cabinet on 5 March 2014 – Proposed Revenue Budget and Council Tax for 2014/15.

This report has been discussed with the Strategic Director of Children and Young People's Service and the Director of Finance.

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