

Post / Role:	Grade:	FTE	Estimated Duration:	Salary:	Cost:	Total Cost (Apr 2020 to Mar 2022):	Workstream:	Where Based:	Comments:	Phase:	Ofsted Comment
				£s:	£s:	£s:					
Specialist Support Officer	L	1	2 years	35,934	46,355	92,710	LCS Children's System	Children's Services	Planning and development of the LCS system - requires an understanding of social care practice and the LCS system so the latter can properly record and evidence social work practice, support accountability and maximise its effectiveness.	1	
ICT LCS Developer	K	1	2 years	32,878	42,413	84,545	LCS Children's System	ICT	Practical development of LCS ensuring that the system itself is fit for purpose enough to deliver as above.		
Service Development Manager	M	1	2 years	38,812	50,067	100,136	Driving performance improvement	Children's Services	A focus on the development of robust performance information to drive practice improvements and support leadership grip. Bridging the gap between provision of information from the Central Team and the ability of the service's management cohort to effectively utilise the data. JD in draft	1	Leaders need to understand performance management and quality assurance (para 36). Leadership has been given an inadequate judgement.
Service Development Officer	K	1	2 years	32,878	42,413	84,545	Driving performance improvement	Children's Services	Focus on producing robust performance information reporting to drive practice improvements. A more 'hands on' approach to supporting the development of manager to effectively utilise the data to drive improvement. Priority 2 as work driven by post above.	2	As above
Data Analyst	K	1	2 years	32,878	42,413	84,545	Driving performance improvement	SIG	A focus on developing an analytical approach to data to inform practice improvements and further support leadership grip. Developing this approach with manager and leaders in the service. Supporting the service to identify what 'Good' looks like and the relationship between individual performance indicators. The requirement may be phased over time when there is a greater and service wide understanding of data analysis	1 to 3 over time	As above
<i>Funded By:</i>				-32,878	-42,413	-84,545			<i>Currently vacant post in SIG after two unsuccessful attempts at recruitment.</i>		
Quality Assurance Manager	O	1	2 years	44,632	66,948	133,896	Quality Assurance	Children's Services	Focus on developing Children's Services Audit activity to drive practice improvements and support leadership grip. (SW Qualified). Team Manager level to challenge	1	Inadequate Ofsted judgement plus the recommendation to improve the response to risk particularly in relation to long-standing concerns of chronic neglect and wider exploitation
Quality Assurance Officer	O	2	2 years	44,632	133,896	267,792	Quality Assurance and Quality of Practice	Children's Services	To act as floating support to drive practice improvement. (SW Qualified). Coaching Mentoring	1	As above
Improvement and Inspection Administrator	F	1	2 years	21,166	27,304	54,608	Driving the Improvement Plan	Children's Services	To support Ofsted preparation and support the Improvement Plan. Organising including minuting the strategic and operational improvement boards. Administration for the Commissioner. Supporting the arrangements for the Ofsted monitoring visits and DfE visits	1	
Transformation Head of Practice	tbc	1	1 year	140,000	140,000	280,000	Practice Improvement	Children's Services	A significant focus on leading culture change through improving the quality of work with children. A member of the Children's Services leadership team. Needs significant experience of successfully driving improvement in local authorities and the post Ofsted monitoring regime.	1	(Para 30) Managers did not demonstrate a good understanding of the concerns and risks identified by the inspectors.
Transformation Project Specialist	tbc	0.6	1 year	84,000	84,000	168,000	Practice Improvement	Children's Services	High level programme management supporting the Director of Children's Care to ensure that the 12 week plan and the wider improvement and development plan is delivered with pace. Will need to bring a level of independence and scrutiny to this work. Will oversee the logistics in terms of monitoring visits from Ofsted and the DfE. Needs to be a qualified social worker or have an in depth understanding of sw practice also experience of this role in other local authorities in similar situations.	1	as above
<i>Funded By:</i>				-30,507	-39,354	-78,708			<i>Removal of current Grade J Ofsted practice improvement post which is at the wrong level and has not been effective.</i>		

Independent Reviewing Officer	N	1	Permanent	41,675	52,611	105,222	Oversight of Quality of Practice	Children's Services	To address specific capacity issue identified in the Ofsted letter. Caseloads are currently at approximately 90 children per IRO. Recommend number 70 -90 . This post and the one below will bring caseloads down to within this banding.	1	(Para 19) Children benefit from opportunities to meet with independent reviewto ensure that ng officers. However, (para 16) IROs provide inadequate scrutiny to ensure that children's planning is proportionate and that they are not subject to social work involvement unnecessarily. (Rec 14) The effectiveness of management direction and challenge by leaders at all levels, including the effectiveness of oversight from independent reviewing officers.
Independent Reviewing Officer	N	1	1 year	41,675	52,611	52,611	Oversight of Quality of Practice	Children's Services	As above. (will cover for acting up position)	1	(Para 19) Children benefit from opportunities to meet with independent reviewto ensure that ng officers. However, (para 16) IROs provide inadequate scrutiny to ensure that children's planning is proportionate and that they are not subject to social work involvement unnecessarily. (Rec 14) The effectiveness of management direction and challenge by leaders at all levels, including the effectiveness of oversight from independent reviewing officers.
IRO Service	tbc								Recruitment and retention allowance for IRO posts to ensure that the appropriate quality of individual is in place to oversee practice.	?	see comments above
Business Support Administration	F	1	Permanent	21,166	27,304	54,608	IRO Service - Oversight of Quality of Practice	Children's Services	To address specific capacity issue identified in the Ofsted letter. To minute conferences and reviews.	1	(para 19) Minutes from reviews are not written for children to to help them understand their plans in a child centred way
Administrative Assistant	D	1.5	Permanent	28,757	55,644	111,288	IRO Service - Oversight of Quality of Practice	Children's Services	To address specific capacity issue identified in the Ofsted letter.	2	As above
Personal Advisors	H	2	Permanent	25,295	65,261	130,522	Leaving Care Service	Children's Services	To address specific capacity issue identified in the Ofsted letter. Case loads currently up to 35 and this can not support the practice improvement needed with this vulnerable cohort of young adults.	1	(para 13) Services for children in care and care leavers have deteriorated. High caseloads limit personal advisor's ability to see care leavers regularly and to ensure that they have meaningful contact
Team Manager	O	1	2 years	44,632	66,948	133,896	MACH	Children's Services	To address specific capacity issue identified in the Ofsted letter.	1	Rec 3. The quality and screening of referrals so that history is well understood and appropriate information is sought to inform decision making
Assistant Team Manager	M	1	2 years	38,812	50,067	100,136	MACH	Children's Services	To address specific capacity issue identified in the Ofsted letter.	1	As above
Social Worker	K	1.5	Permanent	32,878	63,619	127,238	CWD Service	Children's Services	To address the specific requirement for Social Work capacity to ensure that these vulnerable children have the benefit of social work assessment and oversight.	1	Rec 6 The response to children with specific vulnerabilities needs to improve. (Para 5) Some children do not have the benefit of sufficient social work oversight to ensure that their needs are assessed, identified and met.
Audit Resource	tbc		2 years		200,000	400,000	Quality Assurance	Children's Services	A managed service to provide accurate assessments and important external scrutiny of practice quality to drive improvements and support leadership grip.	1	
Human Resources	tbc		Development		40,000	40,000	Recruitment and Retention	HR	To support the intelligent and targeted approach to the recruitment and retention of experienced social care practitioners. There is a national shortage of social workers and there is a need to actively promote Middlesbrough as an employer of choice for social workers.	1	
Human Resources	mix		2 years		23,652	47,304	Organisational Development	HR	To support structural changes with HR advice in line with practice development and resources.	2	
Workforce Development	mix		2 years		75,000	150,000	Workforce Development	Children's Services	To support the development of the Social Work managers and leaders. This is organisational managerial development - not practice based,	2	
Workforce Structural Change	Exit Costs		3 months			120,000	Workforce Structural Change	Children's Services	To allow individuals who need to be replaced to exit the service with pace	1	
Legal Support - Additional Solicitors	N	4	Permanent	41,675	212,000	414,000	Improved quality of Case Work	Legal Services	To improve the quality of case work and stability / outcomes for children in partnership with social care	1	Senior management panels and inconsistent legal advice provide insufficient scrutiny for understanding children's experiences
Legal Support - Legal Assistant	F	1	Permanent	21,166	27,304	54,608	Improved quality of Case Work	Legal Services	To improve the quality of case work and stability / outcomes for children in partnership with social care	1	As above

Total:				1,606,063	3,228,957						
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