

Nottingham City Council Delegated Decision



Nottingham
City Council

Reference Number:	4425
Author:	Julia Bramble
Department:	Children and Adults
Contact:	Julia Bramble (Job Title: Service Manager, Early Help, Email: julia.bramble@nottinghamcity.gov.uk, Phone: 07949194883)
Subject:	Development of a Parent Infant Relationship Service
Key Decision (decision valued at more than £1million):	Yes
Total Value:	£1,050,000 (Type: Revenue)
Decision Being Taken:	<p>1) To grant retrospective approval for the Council's Early Help and Child and Adolescent Mental Health Services team to develop and deliver a Parent Infant Relationship (PIR) Service over a 3-year period under a contract with Small Steps Big Changes (SSBC), and the delegation of authority to the Corporate Director for People to agree the terms of the contract with SSBC.</p> <p>2) To recruit a team to deliver the PIR Service. The funding is being approved by the Leader of the Council as an executive decision and the establishment of the posts is being approved by the Corporate Director as a non-executive decision under Delegation 16.</p>
Reasons for the Decision(s)	<p>A gap in services and needs was identified. SSBC worked alongside key providers to scope out the unmet need and review the best practice around the country, and developed a procurement process enabling the Council to apply and secure the tender for the new PIR Service. The Service will recruit a team to deliver the parent infant attachment and relationship work to a targeted and specialist model. The length of the contract will enable the Council to confirm the impact and the sustainability of the Service, i.e., whether this Service will enable the reduction of specialist interventions by offering a truly early intervention model to promote positive attachment and bonding and meet the infant's mental health needs. Year one will offer the Service in four wards, but in year two there will be an option to expand to a Citywide model.</p>
Briefing notes documents:	PIR Briefing note.docx, Mitigation of Financial Risks.docx

Other Options Considered: 1) To continue without this funding and not offer an early intervention model for infant mental health: this option was rejected as the Service is commissioned to provide mental health support for all children and young people aged 0-17 but, currently, there are no offers of support suitable for 0-2 year-olds and their families. Additionally, not using this funding would deprive the infants and their families in the affected wards of the benefits the PIR Service could provide. Finally, this funding would allow the service to demonstrate with evidence the benefits of providing mental health support to infants and their parents, potentially helping to secure further funding for citywide support for infants in the future.

Background Papers: None

Published Works: None

Affected Wards: Aspley, Bulwell, Hyson Green and Arboretum, St Ann's

Colleague / Councillor Interests: None

Consultations: Those not consulted are not directly affected by the decision.

Crime and Disorder Implications: There should be a positive impact on crime and disorder. This Service will support very early intervention and early prevention of mental health disorders that can lead to offending and criminal behaviours. Offering the Service and the best start for families allows for positive attachments with parents to develop, and will help to support the prevention around poor family relationships, and problematic behaviours/mental health disorders later in a child's life.

Equality: Please login to the system to view the EIA document: EIA for PIR.docx

Relates to staffing: Yes

Decision Type: Leader's Key Decision

Subject to Call In: Yes

Call In Expiry date: 11/11/2021

Advice Sought: Legal, Finance, Human Resources, Equality and Diversity

Legal Advice:

This report seeks authority to enter into a contract with the Small Steps Big Changes (SSBC) organisation. The Council has power to enter into the contract and provide the services in accordance with the Localism Act 2011. That Act gives powers for local authorities to do anything that an individual person may do, however, it provides that anything done for a commercial purpose must be done through a company. It is understood that the primary purpose for entering into this contract and providing the services to SSBC is not for a commercial purpose, but is to ensure an early intervention model for infants 0-2 years is provided in the City. Although the Children and Adolescent Mental Health Service (CAMHS) is for 0 to 18 years, there is no service for 0-2 years. On that basis, the Council can charge for the provision of the services and may do so on the basis that it is not a service for which the Council is required by statute to provide and, taking one financial year with another, the Council must ensure the income from the charges under the contract does not exceed the costs of provision. The CAMHS service manager should liaise with Finance colleagues to ensure compliance with this restriction on the amount that can be charged. The Council must ensure that the contract does not place financial risks on it which are disproportionate to the income to be received. Upon expiry of the contract, staff assigned to the services may either be at risk of redundancy if the contract is not renewed, and this issue is addressed in the Human Resources advice, or could have their employment transferred to a new contractor if the contract is retendered and the Council does not win the tender.

Advice provided by Andrew James (Team Leader - Contracts and Commercial) on 07/05/2021 - reviewed and confirmed by Naomi Vass (Team Leader - Commercial, Employment and Education) on 12/08/2021.

Finance Advice:

The decision seeks approval to develop and deliver a Parent and Infant Relationship (PIR) service funded by the Nottingham CityCare Partnership's, Small Steps Big Changes (SSBC) transformation programme. The contract is for a 3-year period commencing in June 2021, with the option to extend for a further 2 years.

Service Costs:

Staffing costs are based on the establishment of a small team and aims to offer early intervention to meet social and emotional outcomes of infants (0-2 years), reducing the need for more specialist interventions. Staffing costs include all relevant on-costs applicable to the service, including education psychology, training, travel and equipment. Costs include provision for redundancy; however, exclude staff cover (i.e., sickness). The financial analysis excludes costs for Rent or Insurance that may create a pressure if internally recharged.

Funding:

It is the responsibility of the Council to raise the invoice, and payment is strictly by Purchase Order (PO). Any expenses incurred without a PO is a risk to the Council. In accordance the Service Specification (9.4 Schedule of Payments), payment is linked to Key Performance Indicator (KPI) performance reviews and in the first year, the expected performance is assumed at 100%. This suggests a potential risk to the financial contract value if payments reduce due to unachieved KPIs.

Summary of Risk: not included in the financial analysis

- Sickness or other cover of staff, including agency provision: the service confirms no additional budget is available to cover costs such as sickness, however, delivery of the service will be in line with capacity to avoid financial risk to the organisation.
- Exit costs, including redundancy: the service confirms due to the slippage in recruitment, the budget estimated savings will be earmarked to mitigate any potential costs. This will need to be factored into forecasting assumptions, including any impact to achievement of KPIs.
- No rent or insurance costs - potential internal recharge: the service indicates the budget includes rent costs, and hybrid working will mitigate further building costs.
- POs are essential in line with the 'No PO, No Pay' policy.
- Further approval is required to amend the contract to ensure no further financial liabilities to the Council.

In light of the organisation's financial position, it is imperative that the service is able to evidence that any exit strategies will not incur liabilities for the organisation, and that the service achieve their KPI targets. The finance advice recommends that the Children's Sustainability Board is responsible for oversight of the programme, including its financial performance.

Advice provided by Christine Green (Strategic Finance Business Partner) on 09/06/2021 - reviewed and amended on 23/08/2021 and 14/10/2021.

HR Advice:

This decision relates to acceptance of funding from the Nottingham CityCare Partnership for the Provision of Small Steps Big Changes Parent and Infant Relationship support. The funding will enable the Council to recruit a team to deliver the service.

If funding is accepted, management of the posts will remain with the Council, and the Council will retain all employment liabilities including any exit payments that may be payable at the end of the funding period. Management should ensure a clear agreement is in-place to guarantee the funding for the proposed period, with all on-costs included in order that all salary-related costs are off-set by the funding.

At the end of the funding period the Council may need to delete the posts, in which case a redundancy consultation will be required; in this case, it is likely that any employees recruited externally will be entitled to a redundancy payment. Management will need to ensure appropriate timelines are followed for this to be processed correctly and budget for the exit payments if relevant.

Management should ensure a suitable job description that accurately reflects the work to be carried is in-place before recruiting to these roles. Job evaluation will be required if there are new or amended job descriptions created, to confirm the appropriate grades. Pay must adhere to the Council's pay policy and established grading scheme.

A business case for recruitment will be required with the support of the relevant Director and all requests should be submitted through the recruitment portal. All posts will be considered for redeployment and internal resource options should be considered first. Any internal or external recruitment should be to temporary contracts whilst substantive post-holders remain on secondment.

There will need to be a support and development plan for the new post holders once appointed in line with managing performance through the probationary policy. If the project is successful and a decision is made to extend or establish the team on a permanent basis, further HR advice should be sought prior to any determination on staffing.

Advice provided by Matthew Hackney (Resourcing Consultant) on 23/04/2021 - reviewed and confirmed on 06/08/2021.

Equality and Diversity Advice:

There are no impacts to any of the protected characteristics.

Advice provided by Rosie Donovan (Equality and Employability Consultant) on 20/04/2021 - reviewed and confirmed on 11/08/2021.

Signatures:

David Mellen (Leader/ PH Strategic Regeneration Communications)

SIGNED and Dated: 03/11/2021

Catherine Underwood (Corporate Director for People)

SIGNED and Dated: 28/10/2021