

Title: The revision of statutory safeguarding guidance: Working Together to Safeguard Children and the removal of the requirement to have separate initial and core assessments and the related 10 day timescale for the completion of an initial assessment, as set out in Working Together and the Framework for the Assessment of Children in Need and their Families. IA No: DFE0029 and DFE0031 Lead department or agency: Department for Education Other departments or agencies:	Impact Assessment (IA)					
	Date: 12/01/2013					
	Stage: Final					
	Source of intervention: Domestic					
	Type of measure: Secondary legislation					
Contact for enquiries: Jonathan Bacon (020 77838154)						

Summary: Intervention and Options	RPC Opinion: Awaiting Scrutiny
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Cost of Preferred (or more likely) Option			
Total Net Present Value	Business Net Present Value	Net cost to business per year (EANCB on 2009 prices)	In scope of One-In, Measure qualifies as One-Out?
£m	£22.3m	£-2.31m	Yes OUT

What is the problem under consideration? Why is government intervention necessary?

Professor Eileen Munro's final report, 'A child-centred system', published May 2011, recommended a reduction in the statutory guidance Working Together and the replacement of national timescales for assessment, set out in Working Together and the Framework for the Assessment, with timely, professional judgements. Government intervention is necessary as the guidance is statutory. The change will support professionals move from a tick box approach to safeguarding and promoting the welfare of children to one that puts professional judgement and the individual needs of the child at its heart.

What are the policy objectives and the intended effects?

The intention behind the reforms is that unnecessary central prescription is removed and social workers and managers are given the space to exercise professional judgement to meet the needs of each individual child who is referred to children's social care.

What policy options have been considered, including any alternatives to regulation? Please justify preferred option (further details in Evidence Base)

Following Professor Munro's review the Government has undertaken a full 12 week consultation on the proposed changes, including full Impact Assessments, and trialed the new approach to assessment in eight local authorities. This has informed this validation Impact Assessment. On this basis the Government has:

1. Revised the statutory guidance to distinguish the rules that are essential for effective working between agencies to safeguard and promote the welfare of children from guidance which directs and determines professional activity.
2. Removed the requirement to have separate initial and core assessments and removed the related 10 working day timescale for the completion of initial assessments.

Will the policy be reviewed? It will be reviewed. If applicable, set review date: 12/2013					
Does implementation go beyond minimum EU requirements?				N/A	
Are any of these organisations in scope? If Micros not exempted set out reason in Evidence Base.		Micro No	< 20 Yes/No	Small Yes/No	Medium Yes/No
What is the CO ₂ equivalent change in greenhouse gas emissions? (Million tonnes CO ₂ equivalent)		Traded:		Non-traded:	

I have read the Impact Assessment and I am satisfied that (a) it represents a fair and reasonable view of the expected costs, benefits and impact of the policy, and (b) that the benefits justify the costs.

Signed by the responsible SELECT SIGNATORY:  Date: 20th March 2013

Summary: Analysis & Evidence

Policy Option 1

Description:

FULL ECONOMIC ASSESSMENT

Price Base Year	PV Base Year	Time Period Years	Net Benefit (Present Value (PV)) (£m)		
			Low: Optional	High: Optional	Best Estimate:
COSTS (£m)	Total Transition (Constant Price) Years		Average Annual (excl. Transition) (Constant Price)		Total Cost (Present Value)
Low	Optional		Optional		Optional
High	Optional		Optional		Optional
Best Estimate					
Description and scale of key monetised costs by 'main affected groups'					
Other key non-monetised costs by 'main affected groups'					
BENEFITS (£m)	Total Transition (Constant Price) Years		Average Annual (excl. Transition) (Constant Price)		Total Benefit (Present Value)
Low	Optional		Optional		Optional
High	Optional		Optional		Optional
Best Estimate					
Description and scale of key monetised benefits by 'main affected groups'					
Other key non-monetised benefits by 'main affected groups'					
Key assumptions/sensitivities/risks					Discount rate (%)

BUSINESS ASSESSMENT (Option 1)

Direct impact on business (Equivalent Annual) £m:			In scope of OIOO?	Measure qualifies as
Costs: £0.2m	Benefits: £2.5m	Net: £2.3m	Yes	OUT

The policy change

1. *Working Together* (2010) sets out how organisations and individuals must work together to safeguard and promote the welfare of children and young people. The statutory guidance is issued under section 7 of the Local Authority Social Services Act 1970 and under section 16 of the Children Act 2004.
2. The *Framework for the Assessment* is a conceptual framework providing a map for practitioners to use when conducting assessments of children referred to social services. The *Framework for Assessment* is a statutory document issued under section 7 of the Local Authority Social Services Act 1970 which requires local authorities to act under the general guidance of the Secretary of State. The *Framework for Assessment* does not apply solely to child safeguarding, but applies to assessments of the needs of children and families in relation to a range of social services, such as section 17 assessments of children in need (which includes disabled children), and other statutory guidance issued under section 7 of the Local Authority Social Services Act 1970 (including looked after children, adoption and fostering).
3. Over recent years a substantial increase in central prescription through statutory guidance has taken place in the child protection system, with a consequential decrease in the scope for individual judgement and local innovation. This is demonstrated by the fact that the statutory guidance *Working Together* is now 55 times longer than it was in 1974, mainly due to increasing amounts of non-statutory guidance on best practice that has been included over the years.
4. There is evidence that including both statutory and practice guidance in one document makes the statutory requirements unclear. This hinders professionals' ability to exercise judgement to respond effectively to the wide range of varied needs and circumstances with which they are faced when dealing with children and young people in need of protection and support.
5. This was highlighted by Professor Munro in her final report, *A child-centred system*, following extensive consultation as part of a year long review of the child protection system, including children in need. The Review found that the distinction between statutory and practice guidance in *Working Together* is not clear, and is therefore creating an over-bureaucratized culture in which practitioners feel obliged to comply with the guidance as a whole. Professor Munro recommended that the Government should revise the document as a result.
6. The Government agreed with this recommendation, and stated that there needs to be a better balance between central prescription and professional judgement. This requires a radical reduction in the amount of central prescription set out in the current guidance. The aim of the revised guidance is to distinguish the rules that are essential for effective working together from guidance that informs professional judgment, so that professionals can move from a compliance culture to one of learning.
7. Professor Munro also recommended that nationally prescribed timescales for initial assessments which are set out in the statutory guidance *Working Together* and the *Framework for the Assessment* should be replaced with locally driven timely, professional judgements which give professionals more autonomy to decide timescales for assessment based on the needs of each individual child. In March 2011, the Secretary of State granted exemptions to Cumbria, Knowsley, Hackney and Westminster to trial more flexible approaches to the assessment process. A further four authorities – Hammersmith and Fulham, Islington, Kensington and Chelsea and Wandsworth – were granted similar exemptions from September 2011. The exemptions focussed mainly on the flexibility to remove the distinction between initial and core assessments and their related timescales. This new approach has allowed the length and depth of an assessment to be driven by the needs and nature of the risk of harm faced by the individual child whatever their circumstances.

The consultation

8. The Government consulted on revised safeguarding statutory guidance from 12 June to 4 September 2012. The consultation sought views on three draft statutory guidance documents:
 - *Working Together to Safeguard Children*: draft guidance on what is expected of organisations, individually and jointly, to safeguard and promote the welfare of children;
 - *Managing Individual Cases: the Framework for the Assessment of Children in Need and their Families*: draft guidance on undertaking assessments of children in need and their families; and
 - *Statutory Guidance on Learning and Improvement*: proposed new arrangements for Serious Case Reviews, reviews of child deaths and other learning processes led by Local Safeguarding Children Boards.

9. The Government received over 460 responses to the consultation. In addition, the Department for Education held six consultation events (in London, Liverpool, Sheffield and Coventry) with over 130 delegates attending. In total, across the events held and meetings attended, officials met over 550 people during the consultation period. To inform the consultation, The Children's Commissioner and Office of the Children's Rights Director provided the Department for Education with messages from children about the child protection system. These have been considered as part of the consultation. The Government is pleased that such a large number of organisations and individuals took part in the consultation, and is grateful for the care and attention that people gave when responding to the proposals. We have reflected very carefully on all the feedback received and other evidence and have continued to work in partnership with interested parties to develop the guidance. Following the consultation the Government has:

- created a single document which brings together, from the three consultation documents, all the statutory responsibilities on organisations and individuals to safeguard children;
- revised the statutory guidance to distinguish the rules that are essential for effective working together to safeguard and promote the welfare of children from guidance which directs and determines professional activity; and
- removed the requirement to have separate initial and core assessments and removed the related 10 day timescales for the completion of initial assessments.

10. The underpinning legislative framework for safeguarding and promoting the welfare of children remains unchanged and in force. Government intends to use a phased approach to implementing the changes to the assessment process for children in need and their families. The evidence from the eight trial local authorities show that implementation takes time and careful planning, and social workers need support to move away from prescription. The first phase, conflating the initial and core assessment and removing the related ten working day timescale for the initial assessment will help social workers and managers to see assessment as a and less a stop/start process for children and families. For the time being 45 working days as a national maximum timeframe for the completion of an assessment, such that it is possible to reach a decision on next steps will be retained. Local authorities must have a locally agreed protocol which sets out the process for assessment and children and families must be informed of the timeframe for any decisions in relation to their case. Ofsted will continue to inspect local authorities and will monitor the timeliness, proportionality and transparency of individual cases. These changes are reflected in this Impact Assessment. Further details of the Government's response to the consultation can be found at www.education.gov.uk/childrenandyoungpeople/safeguardingchildren/protection

Direct costs and benefits to business calculations (following OIOO methodology)

11. Following the consultation further rationalisation of the document has taken place to make it clearer what organisations and individuals need to do to safeguard children. The transition cost for Working Together (reading and digesting the guidance) for all is 1-3 hours, this provides consistency and reflects the 90% reduction in text that professionals will have to read. The proposals to change the process of assessment, that was set out in the consultation document *Managing Individual Cases*, has not changed following the consultation and therefore the assumptions remain unchanged from those used in the consultation. Assumptions are used to place monetary values on impacts of the measures. When considering the benefits to each organisation what we have endeavoured to do is to place indicative, conservative, estimates of the value of the resources initially diverted towards reading and digesting the new guidance and the benefits associated with time saved through working with the new streamlined guidance. Reflecting the inherent difficulty in settling on a single point estimate of the average time effects, we have used upper and lower estimates of the time effects to present a range. We have also sourced accurate average wage estimates across the different workers that use the guidance as well as the number of workers in each setting or occupation. These assumptions and their sources are detailed in the "assumptions and sources" section in the annex.

12. Both the *Framework for the Assessment* and *Working Together* are documents underpinned by both statute (statutory guidance) and other non-statutory, practice guidance. Given this, it is challenging to disentangle the benefits to business associated with the streamlining of the statutory elements (which directly comes within the scope of One-in One-out) from the removal of the non-statutory elements of the documents. Professor Munro in her final report of her review of the child protection system, *A child-centred system* found, however, that the current form of the guidance documents make it difficult for practitioners to differentiate practice guidance from statutory regulation that must be followed. Overall the guidance has been reduced from 700 pages to less than 85. This includes a reduction in statutory guidance, for example statutory guidance in *Working Together* on training, development and supervision for inter-agency working as been reduced from a 19 page chapter to a checklist of employers responsibilities. Likewise the chapter on statutory roles and responsibilities of organisations has been reduced from a 46 page chapter to a short checklist for each organisation that clearly sets out legislative requirements - so all organisations know what the law says they and others must do. Since we only place monetary values on time expended by business in digesting the new guidance (transitional cost) and the time savings through working with the new guidance (on-going benefits) we therefore utilise estimates of the full time changes

associated with the entire revision. The estimated time savings and transitional costs to business accrue through how the statutory guidance outlining how they should act is presented.

13. We have estimated the costs and benefits for schools, social workers, prison staff, and early years staff since proportions of these staff work in the private or voluntary sector. Over the course of the consultation, the National Offender Management Service (NOMS) provided estimates of the transitional costs of the *Working Together* revision on staff who work in prisons. To derive estimates we weight the total cost and benefit estimates presented in tables A1 and A2 in the annex for these settings and professions, by the proportion that are in the business sector.

14. Data from the Childcare and Early Years providers survey (2009) suggests 42% of providers are public sector, therefore 58% are private sector. Multiplying the transitional cost estimates for early years providers in table A1 by 0.58 gives one-off transitional costs to business in the range of £102,799 to £396,511. We use the mid-point of this as our best estimate and this is equal to £249,655. Table A2 shows the on-going annual benefits from the *Working Together* revision. On-going benefits to business are therefore estimated to be equal to £282,698 per year.

15. DfE data shows that 16% of schools are independent schools. Applying the same approach as above gives one-off costs of £218,360 to business sector schools and on-going annual benefits of £245,655 to business sector schools.

16. CWDCs '*state of the children and young people's workforce*' (2010) estimated that approx 39% of the social worker workforce was independent, working for the private or voluntary sector and therefore would have costs and benefits imposed on them estimated at approximately £410,792 one-off costs and £1,060,356 per year annual benefit.

17. NOMS advice that 14 prison establishments are managed under contract by private sector organisations. Therefore a small transitional cost also applies to these establishments. The total transition cost across all 131 prisons (public and private sector) is estimated to be between £4,625 and £13,874. This is reported in table A1 below. 14 prison establishments are managed under contract by private sector organisations. Therefore, from this, we derive that transition costs to private sector prisons are between £494 and £1,483. We take the mid-point as the best estimate. This is given by £988.

18. We follow the same approach for the business impacts of the Assessment Framework revision. For this, we have estimated the costs and benefits relating to social workers that work in the private or voluntary sector.

Table 1: Total costs and benefits to business for *Working Together* and the removal of the requirement to have separate initial and core assessments and the removal of the related 10 day timescales for the completion of initial assessments.

	Best Estimate
Total one-off costs	£1,940,151
Total on-going annual benefits	£2,649,064

Notes: these figures are in 2010 prices. These estimates were derived by multiplying the estimates depicted in tables A1, A2, A3, and A4 by the proportion of staff in each setting within the private or voluntary sector. These proportions are discussed in paragraphs 14, 15, and 16. Proportions of staff are discussed in paragraphs 14, 15, 16 and 17.

Table 2: Series of costs and benefits to business

Calendar Year	Costs	Benefits	Discounted Costs	Discounted Benefits
2013	2,074,125	£2,831,991	2,074,125	£2,831,991
2014	£0	£2,831,991	£0	£2,736,223
2015	£0	£2,831,991	£0	£2,643,694
2016	£0	£2,831,991	£0	£2,554,293
2017	£0	£2,831,991	£0	£2,467,916
2018	£0	£2,831,991	£0	£2,384,460
2019	£0	£2,831,991	£0	£2,303,826
2020	£0	£2,831,991	£0	£2,225,919
2021	£0	£2,831,991	£0	£2,150,646
2022	£0	£2,831,991	£0	£2,077,919

Note: Adjustment to 2013 prices was made using the HM Treasury GDP deflator series.
http://www.hm-treasury.gov.uk/data_gdp_fig.htm

19. Overall, expressed in 2013 prices and using a 2013 present value base year, the net benefits to business over 10 years are estimated to be £22,302,763.

Annex

Tables A1, A2, A3, and A4 below show the estimated costs and benefits of the *Working Together* and Framework for Assessment revision across **all** providers, both local authority and business sector. The sources used to derive these estimates are also detailed. These estimates are shown here because the cost and benefit to business estimates noted above were derived from them, using additional estimates of the proportion of business sector providers within each setting.

Working Together

Table A1: Transitional cost estimates for *Working Together* revision

		Time (hours)	Wage (£)	No. of staff	Total cost
Local authority	Lower	21	12	152	£48,493
	Upper	70	26	152	£350,226
Social workers	Lower	1	17	20,800	£447,658
	Upper	3	21	20,800	£1,658,966
Frontline health professionals	Lower	1	51	1,100	£71,023
	Upper	3	51	1,100	£213,068
Police	Lower	1	30	6,400	£243,072
	Upper	3	30	6,400	£729,216
Other judicial services	Lower	1	60	4,150	£315,234
	Upper	3	60	4,150	£945,702
Teachers	Lower	1	22	24,500	£682,374
	Upper	3	22	24,500	£2,047,122
Early Years Settings	Lower	1	7	20,000	£177,240
	Upper	3	9	20,000	£683,640
UK Border Agency	Lower	1	29	7,000	£256,998
	Upper	3	29	7,000	£770,994
Prisons	Lower	1	37	131	£4,625
	Upper	3	37	131	£13,874
Probation	Lower	1	46	35	£1,536
	Upper	3	46	35	£4,608
	Lower	1	30	35	£1,002
	Upper	3	30	35	£3,005
	Lower	1	15	35	£501
	Upper	3	15	35	£1,503
Total	Lower				£2,249,755
	Upper				£7,421,925

Note: An uplift of 1.266 is applied to account for non-wage costs of labour. This was derived from the National Labour Cost Survey (LCS). Total cost values for prisons and probations have been adjusted to 2010 prices using the HM Treasury GDP Deflator.

Table A2: On-going benefit estimates for *Working Together* revision

		Time (hours)	Wage (£)	No. of staff	Total benefit
Local authority	Lower	3.5	12	152	£8,082
	Upper	21	26	152	£105,068
Social workers	Lower	3.5	17	20,800	£1,566,802
	Upper	7	21	20,800	£3,870,922
Frontline health professionals	Lower	0.2	51	1,100	£11,837
	Upper	1	51	1,100	£71,023
Police	Lower	0.2	30	6,400	£48,614
	Upper	1	30	6,400	£243,072
Other judicial services	Lower	0.2	60	4,150	£52,539
	Upper	1	60	4,150	£315,234
Teachers	Lower	1	22	24,500	£682,374
	Upper	3.5	22	24,500	£2,388,309
Early Years Settings	Lower	1	7	20,000	£177,240
	Upper	3.5	9	20,000	£797,580
UK Border Agency	Lower	1	29	7,000	£256,998
	Upper	2	29	7,000	£513,996

Total	Lower				£2,804,486
	Upper				£8,305,203

Note: An uplift of 1.266 is applied to account for non-wage costs of labour. This was derived from the National Labour Cost Survey (LCS).

The replacement of national timescales for assessment in the *Framework for the Assessment*

Table A3: Transitional cost estimates for the removal of the requirement to have separate initial and core assessments and the removal of the related 10 day timescales for the completion of initial assessments.

		Time (hours)	Wage (£)	No. of staff	Total cost
Local authority	Lower	21	12	152	£48,493
	Upper	70	26	152	£350,226
Social workers	Lower	3.5	17	20,800	£1,566,802
	Upper	7	21	20,800	£3,870,922
Total	Lower				£1,615,294
	Upper				£4,221,148

Note: An uplift of 1.266 is applied to account for non-wage costs of labour. This was derived from the National Labour Cost Survey (LCS).

Table A4: On-going benefit estimates for the removal of the requirement to have separate initial and core assessments and the removal of the related 10 day timescales for the completion of initial assessments.

		Time (hours)	Wage (£)	No. of staff	Total benefit
Local authority	Lower	3.5	12	152	£8,082
	Upper	21	26	152	£105,068
Social workers	Lower	3.5	17	20,800	£1,566,802
	Upper	7	21	20,800	£3,870,922
Total	Lower				£1,574,884
	Upper				£3,975,989

Note: An uplift of 1.266 is applied to account for non-wage costs of labour. This was derived from the National Labour Cost Survey (LCS).

Assumptions and sources for working together revision impact estimates

- **Wage estimates:** We use the ONS annual survey of hourly earnings (ASHE) 2010. We have used ranges for most estimates to cover the wage of occupations that may be affected within each group, but have also used medians for certain occupation groups since the majority of employees in these occupation groups will be of lower wages so skews the upper limit if we were to use a range. Estimates of the cost of time for health staff use the median full time equivalent total earnings from the NHS Staff Earnings Estimates, April to June 2011 and additional costs identified from the Unit Costs of Health and Social Care, 2010. The estimates include an uplift of 26.6% to account for non-wage labour costs.
- **Numbers of LAs staff:** estimated that there will be 1 FTE LA member of staff per LA that would be engaged with the changes for between 3-10 days with a wage range from an admin LA worker to a more senior LA staff member. We have estimated between 0.5 days and 3 days a year for reduction in burdens since we cannot know the full extent of the benefits to LA staff but assume that it could potentially be quite large over the long term.
- **Number of social workers:** used CWDC (2010) 'the state of young people and children's workforce' estimates that there are approx 20,800 children and families social workers. This evidence also suggests that 39% of the social work sector is independent (private or voluntary) which we have used as an estimate of OIOO costs and benefits. We have estimated between 1-3 hours to complete this as social workers will be directed by LA changes, but are more involved than other members of staff in these estimates. For the benefits we have estimated between 0.5-1day as potentially benefits could involve efficiencies but also improvements to ways of working (some of which is also captured in the non-monetised benefits)
- **Number of health professionals:** staff are assumed to have a good working knowledge of the guidance, and therefore incur the costs and benefits, include Board leads of PCTs, Board lead of Trusts, designated doctors, designated nurses, named doctors, named nurses and named midwives. In total there are 1,100 of these staff. We estimated that it would take 1 FTE staff between 1-3 hours since it is likely that there will be a few members of staff that will digest the new guidance and pass on information to others. We have estimated between 10mins to 1 hour per year as for majority of staff it may only make marginal benefit over time but it should improve ways of working particularly for key members of staff involved with child protection.

- Number of police: as it is not possible to estimate the number of police officers involved in child protection issues, we have used the number of police inspectors (6,400) as a proxy for the number of people in the police force who will read and digest the new guidance. We estimated 1-3 hours transition costs for these members of staff to read and disseminate the guidance to other members of staff. They may be some small knock on costs and benefits for other staff within the police but these have not been quantified here. On the benefits side, we have estimated between 10 minutes and 1 hour per year through improved ways of working and possible efficiencies although the impact on some staff may be minimal.
- Number of judicial services: we have assumed that one person in each organisation (youth offending teams and judges) responsible for safeguarding policy will take time to read and digest the new guidance, and also benefit from savings in future years. Data from the Youth Justice Board shows there are 157 youth offending teams in England. There are approximately 4,000 judges, all of whom are assumed to read the guidance. We estimated approx 1-3 hours transition costs for these key members of staff to read and disseminate the guidance to other members of staff within their team/unit. There may be some small knock on costs and benefits for other staff within judicial services but these have not been quantified here. Have estimated between 10mins and 1 hour per year as could improve ways of working and lead to efficiencies but may have minimal impact for some staff.
- Number of teachers: we have used DfE SFR on school workforce in England, June 2011 which showed that there are 24,507 schools (including 2,415 independent schools) in England <http://www.education.gov.uk/rsgateway/DB/SFR/s001012/sfr12-2011.pdf> . Approximately 10% of schools are in the independent sector, used in the OIOO benefit and cost calculations. We estimated that one person in each school would take between 1-3 hours to read and digest the new guidance, and then disseminate this knowledge to other staff through existing channels. There may be some small knock-on costs and benefits to other staff within the school but these have not been quantified here. We have estimated savings of between 1 hour and 0.5days as may lead to efficiencies for those members of staff who lead on safeguarding issues within schools.
- Number of early years settings: the early years census says that there are approx 20,000 providers in early years settings. We have estimated here the time cost per setting rather than per member of staff as we do not have adequate estimates of the number of staff. We have estimated between 1-3 hours for transition costs as these are similar settings to schools where all staff should be aware but there is likely to be a key member of staff who disseminates the key messages. We have estimated savings of between 1 hour and 0.5days as may lead to efficiencies for some members of staff but may impact less on other staff members.
- Number of UK Border Agency staff: Estimates from the Home Office assume that nearly 7,000 UKBA staff (Assistant Immigration Officers, Immigration Officers, Chief Immigration Officers, Immigration Inspectors and Grade 7s) will read and digest the new guidance. We have estimated between 1-3 hours for transition costs, and the same for estimated savings.
- Over the consultation, the National Offender Management Service (NOMS) provided an estimate of the cost for senior prison managers to read, interpret and decide on the required response to the guidance. The average staff cost of each of these managers was estimated to be £37. 137 staff members (one per prison) were assumed to read the guidance, each taking between 1-3 hours to do this.
- NOMS also provided estimates of the cost to probation staff. They assumed that work will be needed by Safeguarding Children leads, Senior Probation Office/Team Leaders, and board members. The average staff costs of each of these workers were derived to be £46, £30, and £15 per hour respectively. Assumed that 35 of each worker type (one per trust) would have to digest the new guidance, each taking between 1-3 hours to do this.

Assumptions and sources for the replacement of national timescales for assessment in the Framework for the Assessment estimates

- Wage estimates: ONS annual survey of hourly earnings (ASHE) 2010. Used ranges for most estimates to cover the wage of occupations that may be affected within each group. The estimates include an uplift of 21% to account for non-wage labour costs.
- Numbers of LA staff: we have estimated that there will be 1 FTE LA member of staff per LA that would be engaged with the changes for between 3-10 days with a wage range from an admin LA worker to a more senior LA staff member. We have estimated between 0.5 days and 3 days a year for reduction in burdens since we cannot know the full extent of the benefits to LA staff but assume that it could potentially be quite large over the long term.
- Number of social workers: CWDCs 'the state of young people and children's workforce' (2010) estimates that there are approx 20,800 children and families social workers. This evidence also suggests that 39% of the social work sector are independent (private or voluntary) which we have used as an estimate of OIOO costs and benefits. We have estimated between 0.5 and 1 full day to complete this as social workers will be directed by LA changes, but are more involved than other members of staff in these estimates. For the benefits we have estimated between 0.5-1 day as potentially benefits could involve efficiencies but also improvements to ways of working (some of which is also captured in the non-monetised benefits).

