

## **Children and Young People Overview and Scrutiny Committee**

**2 April 2014**

### **Integrated Disability Service**

#### **Recommendation**

That the Children and Young People Overview and Scrutiny Committee:

- 1) Consider the report and note the actions taken and progress achieved in managing the savings programme; and
- 2) Request an update on the impact of the savings programme for September 2014.

#### **1.0 Purpose of the Report**

To consider the impact of the savings programme on the priorities and service delivery.

- 1.1 This report follows previous reports to Cabinet on 13 September 2013, 12 December 2013 and 13 March 2014 concerning the redesign of the Integrated Disability Service (IDS).
- 1.2 Cabinet supported the redesign of the IDS so that it is:
  - a) Modern and fit for purpose and compliant with legislation supporting independence and personalisation so that families are actively involved in the decisions made about how to best support their children; and
  - b) Value for money and cost effective with a level of investment that is more in line with our statistical neighbours.
- 1.3 The current service works with disabled children, young people and their families providing social care and short breaks services. Of the 2,300 disabled children known to professionals, currently 480 receive short breaks or Family Key Worker support and 320 receive a social care provision. These services are delivered both by the local authority directly and by other providers who are funded by the local authority or by families themselves.
- 1.4 Officers and stakeholders are working together to redesign the Integrated Disability Service in light of forthcoming Special Educational Needs and Disability (SEND) legislation contained within the Children and Families Bill and the Care Bill 2014 within the financial resources of the Authority. In order

to maximise managerial oversight and responsibility, plans are being considered to restructure both the overall IDS service and the Social Care element to increase accountability, reduce management cost, increase efficiency and make the service fit for delivering the SEND agenda. Any changes to the overall IDS structure will require consultation with staff.

- 1.5 The savings that were agreed by Council for the current savings plan amount to £1.76m and Council has decided that there would be no further savings in the 2014-2018 One Organisation Plan.
- 1.6 The current savings plan had assumed that the support services required to deliver the new "Local Offer" defined care packages could be delivered in more efficient and effective ways. By taking a child and young person centric view in preparation for the new Local Offer we have decided to look where possible across the whole of IDS (Education, Health and Social Care) service for efficiencies. Any savings however can only be generated by services and staff funded by the Local Authority solely i.e. Dedicated Schools Grant (DSG) and Health funded services and staff will be excluded from consideration for savings.
- 1.7 **Appendix A** shows an example of an early draft of the proposed areas under consideration for budget reduction in tabular format. This will now change as we look across the whole of the IDS service. We anticipate that as a result of the action we are proposing to take across the IDS we will be able to change the current apportionment of reduction of 49% predicated against staffing and 51% predicated against services in favour of the service budgets i.e. we will seek additional savings across the IDS staffing structures through efficiencies to maximise direct service delivery budget lines. Individual service actions are noted below.

#### Impact on Staffing

- 1.8 Currently we are expecting to achieve approximately £883k from previously identified staffing reductions. Given the revised focus on achieving as much of the budget reduction via efficiencies in staffing structures, we will revisit the assumptions made concentrating on two main themes, namely:
  - a) The future structure and remit of IDS including an examination of all Local Authority (LA) funded staff roles (i.e. excluding Dedicated Schools Grant (DSG) and health funded posts) and specifically;
  - b) The structure of IDS Social Care arrangements.

In both cases, the likely additional impact of change will need be analysed, disruption will be kept to a minimum but reducing staff further will have an impact on how the LA delivers services to service users.

Developing a Matrix of Need that makes sure resources to support children and young people with disabilities are allocated in a fair and transparent way.

- 1.9 Following two abortive attempts to redesign the Matrix of Need (a tool for professionals to ensure fair allocation of resources to meet need), staff, Parents and other professionals have now agreed to update an earlier version of the Matrix to be compliant with the required SEN reforms. This earlier version of the Matrix (version 1) was originally devised in October 2011 and published in the Parent and Carer Steering Group Newsletter of March 2012. Version 1 of the Matrix, which should be read and used in conjunction with the Warwickshire Safeguarding Children Board Threshold of Need document, is of sufficient detail to allow differentiation between levels of need and contains a resource allocation table indicating average levels of provision relating to levels of assessed need with most resource targeted at those most in need. The use of the resource allocation table has been inconsistent across the service; in a number of cases it appears that a greater allocation of resources than indicated in the table has been provided. It is also possible that in some cases not enough resource has been allocated and clear management action is required to ensure that the current Matrix is used as intended. Likewise, clear management action will ensure appropriate use of the current block contracts to maximise efficiency.
- 1.10 Families who are in receipt of social care services will need to be reviewed in the normal way (every 6 months for Children in Need, no less than every 6 months for those Children 'Looked After') by staff known to them against these accepted tools. All social care cases will be reviewed before 30 September. Packages of support will be agreed at a Countywide Quality Audit Panel to ensure:
- a) Consistency of decision making; and
  - b) That the right service is provided to meet identified needs, not as a response to a diagnosis.

In all cases we will need to maximise the usage of the support currently commissioned. This may lead to variations in packages of care, both up and down compared to that previously available. However, actual service provision will depend on assessed need with packages of support differing from child to child.

### Commissioning

- 1.11 We will improve our commissioning processes to ensure that services are modernised and follow best practice. We will also seek to utilise resources across Health, Social Care and Education pooling resources where it makes sense to do so.
- 1.12 A Tender process is shortly being undertaken in conjunction with Adult Services for the provision of the following services (the services have been broken down into Lots for ease of process. Lot 1 has been included for reasons of completeness):

- Lot 1 - Residential Short Break Services for Adults with a Disability
- Lot 2 - Overnight Community Short Break Services for Children, Young People and Adults with a Disability
- Lot 3 - Community Short Break Services for Children, Young People and Adults with a Disability
- Lot 4 - Residential Short Break Services for Children with a Disability

In regard to arrangements for Lot 5 - Short Break Assets for Children, Young People and Adults with a Disability details are still being finalised; it is not expected that this will cause any delay to the tendering of the other four lots.

The aim of the Tender is to achieve the right service to the right family to meet identified needs most efficiently.

### Joint Working

- 1.13 In order for the Single Education Health and Care (EHC) Plan to be achieved there is a requirement to work very closely with partners such as the Clinical Commissioning Groups (CCG's) and individual Schools whether that be Special, Maintained, Academies or Free Schools. Protocols will need to be established to ensure that appropriate funding streams are made available. For instance, each School will have Pupil Premium funds available and will get additional funding for statemented children and the Clinical Commissioning Groups (CCGs) are funded to meet the Health Care needs of disabled children. Governance structures will need to work within the Warwickshire Children's Joint Commissioning Group.
- 1.14 The recently established IDS Reference Group containing partners, parent representatives and officers requires to be put on a formal setting. The Terms of Reference and proposed meeting schedule are attached as **Appendix B** and the Action Plan is attached as **Appendix C**.
- 1.15 The role of Overview and Scrutiny Committee will be crucial in holding officers to account; similarly the Health and Well-being Board will be crucial in holding CCG and NHS colleagues to account.

## **2.0 Achieving the Savings**

- 2.1 Achieving the budget reductions stipulated will be challenging and will only be achieved through the actions indicated above. Every opportunity will be used to scrutinise individual budget lines to ensure that spending is appropriate and contributes to the reduction either directly or by avoiding costs at a later date.

## **3.0 Conclusion**

- 3.1 There is considerable work being undertaken to modernise IDS to make it fit for delivering the single EHC plan. We will be looking to the SEND Pathfinders (of which Solihull MBC is our local exemplar) to support our direction of travel.

We will also be taking note of lessons learnt in delivering the personalisation agenda in Adult Services.

- 3.2 The engagement and involvement of parent and carers in the design, monitoring and review of services and procedures is key. The Local Authority is committed to ensuring that we more than meet the legislative requirements, we are striving for excellence.

## Appendices

Appendix A – IDS Budget Challenge 2014/15

Appendix B – IDS Reference Group Terms of Reference

Appendix C – IDS Reference Group Action Plan

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## IDS Budget Challenge 2014 -2015

The present budget lines to make the savings are as below. The challenge is to look for increased efficiencies across the whole of the IDS provision, to explore any additional income strands that reduces the level of savings presently attributed to front-line care packages and reduce the pressure on parents / carers.

CDS	Pre Savings		Proposed 14/15		Savings Implemented /Proposed	
		%		%		Savings%
Short breaks	896,178	16%	483,678	13%	- 412,500	
SB staff	350,000	6%	-	0%	- 350,000	
Social Work Staffing	982,634	17%	860,134	22%	- 122,500	
Social Work Care Packages	812,344	14%	792,344	21%	- 20,000	
Overnight residential short breaks (JWP)	607,201	11%	590,201	15%	- 17,000	
IDS Management & Admin (staffing and overheads)	596,116	11%	341,116	9%	- 255,000	
Multi-agency placements and SLAs	387,058	7%	302,058	8%	- 85,000	
Direct Payments and Individual Budgets	363,409	6%	147,909	4%	- 215,500	
Family Key Workers	257,215	5%	226,215	6%	- 31,000	
Young Carers	104,443	2%	50,443	1%	- 54,000	
Information and advice	55,000	1%	1,000	0%	- 54,000	
Family Link	37,000	1%	-	0%	- 37,000	
Other* Provision	61,150	1%	53,650	1%	- 7,500	
Other* Staffing (EPS&ASRS)	125,000	2%		0%	- 125,000	
<b>Total</b>	<b>5,634,748</b>	<b>100%</b>	<b>3,848,748</b>	<b>100%</b>	<b>- 1,786,000</b>	

### Children's IDS Reference Group

The proposal is to create a Reference Group to improve the lives of children, young people, families and carers who are coping with Special education needs or a disability.

We will do this by helping Families to be more independent and have more choice and control over their lives.

### What is important to the Group?

The four main principles of Valuing People Now are:

- Rights
- Independence
- Control
- Inclusion

To make sure the views and concerns of those engaged with IDS are heard, respected and thought about.

This will include the sharing of local and national information, publicising the Reference Group meetings.

To bring together local plans and partnerships to make sure that everyone works well together to meet the needs of Children, Young People, Families and Carers engaged with IDS.

To make sure that everyone is committed to equal opportunities, regardless of race, age, disability, gender, sexual choices or religion.

### What do we want to achieve?

The IDS Reference Group will make sure that:

- That we have a Local Offer that is fit for purpose
- We have an open and transparent service
- That we are up to date in support for Parents and Carers regarding such issues as personalisation

### How will we do this?

- We will make sure an action plan is developed that will set out what is important to do first, targets and responsibilities for achieving these changes.
- Links will be made with other partnerships, developments and other strategies (plans).
- We will work with other departments and organisations to look at improving the way we all work.
- We will monitor, review and evaluate how we are moving forward with the plan.
- We will let people know what is happening with the action plan using newsletters and the Reference Group website.
- We will report to the Children's Trust Commissioning Board and other relevant strategic groups.



- We will make sure that strategies and plans will continue to be developed and delivered through the Reference Group.

### When are the meetings?

- The Reference Group meetings will happen every month until September and bi monthly after.
- They will be held at a time agreed by the group.

### The Meeting

- The Head of Service for Early Help and Targeted Support will chair the meetings.

### Who is on the Reference Group?

All members of the Group have an equal position, equal say and have the chance to speak out.

The Reference Group should include:

- 1 representative from the following agencies:
  - Family Voice
  - Special Schools x 2
  - John Waterhouse Project
  - Ups of Downs
  - Guide Dogs West Midlands
  - RNIB West Midlands
  - Children's Hearing Services (Warwickshire)
  - Take A Break
  - Parent Partnership
  - Primary School (mainstream)
  - National Autism Society (West Mids)
  - SEN Lead Education / Health / Social care
- 1 person who represents Safeguarding in Warwickshire.
- 1 Councillor from Warwickshire County Council.
- 1 Service Manager from Warwickshire's People Group

All members of the Group must be able to:

- Have enough information to make informed decisions.
- Encourage its members to talk to people in their own group or forum about different issues, and then report their ideas and suggestions to the Reference Group.
- Commit to the role on the Reference Group and make sure that they attend meetings and take part in activities to support the Group.
- Raise awareness and tell others about the work of the Reference Group throughout their organisation, forum and the public.

## IDS Reference Group Action Plan – Master Sheet

Outcome: Open, fair transparent Local Offer							
Lead Officers: Adrian Wells, Sally Lightfoot, Kate Harker, Judith Humphry, Jayne Mumford							
Head of Service: Hugh Disley, Early Help and Targeted Support							
Issue being addressed	Brief Description of actions / interventions	Current or planned?		Resources	Deliverables (what objective do you expect this action to achieve)	Milestones & predicted impact with dates	Status
Governance	Cabinet  Reference Group	13.03.14 28.09.14 31.03.14	Adrian Wells Hugh Disley		Update from December 13 Recommendation Plan TOR – Formal Setting		
Matrix of need Development	Establish agreed starting point Amend matrix Implement with reviews Analyse impact Annual review	13.03.14	Adrian Wells				
Consultation	Amended matrix		Hugh Disley				
Commissioning	Tendering 5 lots Developing market place Analysing need	April 2014	Kate Harker				

## Appendix C

Issue being addressed	Brief Description of actions / interventions	Current or planned?	By whom?	Resources	Deliverables (what objective do you expect this action to achieve)	Milestones & predicted impact with dates	Status
Workforce Development	Assessment standardisation Review assessment v support needs Create new structure	March 14 June 14 Sept 14	Adrian Wells Sally Lightfoot Gill White				
Allocation of resources	Budget savings £1.76m plan Audit of provision Case Files Audit of residential respite across the county Equipment support Alternative funding potential – Social impact bonds, etc.	Sept 14 April 2014 April 2014 Ongoing Ongoing	Hugh Disley Brian Smith Adrian Wells Kate Harker Gill White Kay Winterburn Adrian Wells				
Single Plan preparation	Education Health Social Care	July 2014	Judith Humphry Adrian Wells				

## Appendix C

Issue being addressed	Brief Description of actions / interventions	Current or planned?	By whom?	Resources	Deliverables (what objective do you expect this action to achieve)	Milestones & predicted impact with dates	Status
Research	Pathfinder best practice Value for Money benchmark against Statistical Neighbours National models of best practice	Ongoing	Kate Harker				
Personalisation	Adult Services best practice Pilot feedback and review Pilot expansion plan	July 2014	Adrian Wells				
Communication	Engagement with parents / carers Engagement with partner organisations Engagement with young people Engagement with Elected Members External general information	ongoing	Helen List				