

21 March 2016

Agenda Item: 5

## **REPORT OF THE SERVICE DIRECTORS OF CHILDREN'S SOCIAL CARE; YOUTH, FAMILIES & CULTURE; AND EDUCATION STANDARDS & INCLUSION**

### **INTEGRATION OF CHILDREN'S DISABILITY SERVICE (CDS) AND SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND) STAFFING STRUCTURES**

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

1. This report seeks approval for the integration of Children's Disability Service (CDS) and Special Educational Needs & Disabilities (SEND) staffing structures.

#### **Information and Advice**

2. The integration of Children's Disability Service (CDS) and Special Educational Needs & Disabilities (SEND) staffing structures forms part of the Improving Outcomes for Children and Young People with Disabilities Project.
3. The purpose of the Improving Outcomes for Children and Young People with Disabilities Project is to establish an integrated disability service for children and young people with a disability (aged 0-25 years) that is high quality and value for money. The project aims to identify areas for joint working to improve the experience for children, young people and their families, reduce duplication, share resources and identify efficiencies across Social Care, Education and Community Health Services.
4. This has been driven by consultation with families from 2014 onwards which has told us that families want:
  - Better advice/information about *what services are available*
  - Better advice/information on *local options and activities* and *how to access them*
  - More advice and support on *specific* areas, particularly Autism
  - More *face-to-face advice/* support
  - Access to the right services at the right time
  - To stop having to keep repeating their story to different professionals.
5. In the Council, services that support children and young people with disabilities are currently delivered across two service divisions. These are Special Educational Needs and Disabilities (SEND) Policy and Provision in Education Standards and Inclusion and the Children's Disability Service (CDS) in Children's Social Care. The integration agenda has provided the opportunity to explore the ways in which a more holistic approach to assessing

and supporting these children and young people through more joined up and integrated working between these teams and departments can be developed.

6. The proposal aims to:

- ensure children, young people and families get the support they need at the right time
- ensure children, young people and families do not have to repeat their story to numerous professionals
- facilitate a phased approach to integration with health services
- reduce duplication and identify efficiencies
- contribute to a savings target of £450,000 (as outlined in the Option for Change consultation reference B07).

7. This proposal has fed into the 2016 budget process (Options for Change reference B07).

### **Work Undertaken**

8. The structures review has included eight teams from within Children's Disability Services (CDS) and Special Educational Needs and Disabilities (SEND) as follows:

#### *CDS:*

- Occupational Therapy (OT)
- Home Care, Sitting and Befriending
- Short Breaks and Personalisation
- Play for Disabled Children Team.

#### *SEND:*

- Schools and Families Specialist Services (SFSS)
- Assessment Team
- Commissioning Team
- Educational Psychology Service.

9. The project team has:

- Met with Team, Service and Group Managers to discuss ideas for future direction of travel and to understand the key issues involved
- Worked with senior colleagues within HR, finance and service management to establish a true picture of the current staffing structure
- Undertaken Lean+<sup>1</sup> Reviews of the Short Breaks and Personalisation Team and SEND Assessment Team (including all processes involved with the Education Health & Care (EHC) Plan process) to understand how these teams currently operate
- Undertaken an activity analysis of all staff within the Short Breaks and Personalisation Team, SEND Assessment Team and SEND Commissioning Team to build a picture of what key tasks the teams spend their time doing
- Analysed existing service user consultation feedback and case study examples of children, young people and families who have accessed the services

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<sup>1</sup> A Lean+ Review focusses on detailing all of the aspects of the processes of an area with a view to making these processes as customer focused and efficient as possible.

- Analysed current demand and modelled structure options to ensure that adequate staff capacity is retained
  - Consulted with the staff team affected from 2<sup>nd</sup> December 2015 – 18<sup>th</sup> January 2016. This included two staff consultation events and an online consultation survey.
10. In addition to the changes proposed in this report, as a further phase, work will be undertaken to review Occupational Therapy; Play for Disabled Children; and Homecare, Sitting and Befriending teams. This will also form part of the review of the whole service following implementation to ensure that the proposal meets its objectives.
  11. The Educational Psychology Service, Schools & Families Specialist Service (SFSS) and Special Schools Lead will remain within Education, Standards and Inclusion and will also be subject to further review.
  12. For clarification the CDS Social Work Team was outside the scope of this project and will remain in Children's Social Care.

## **Key findings**

13. Analysis of service user data in May 2015 illustrated that of the 1,868 children recorded as accessing CDS services, 1,239 (66%) are also recorded as accessing SEND services. Whilst some movement has been made to join up these services for young people through an EHC Plan, there is still some progress to be made to ensure that children with disabilities receive a truly holistic approach to their support needs.
14. This is further fragmented by the fact that the teams have variable data recording systems and do not record on the same case recording database. This makes it difficult for professionals to know which other teams are working with the child and what support that child is already receiving. This also leads to the possibility that work is duplicated, most notably through some of the assessment and casework aspects of the support that teams provide, as well as the commissioning process.
15. Analysis of commissioning contracts has highlighted that teams establish and arrange contracts and placements with providers in isolation from each other and the department does not therefore gain the best value for money from these providers.
16. Current spans of control across the two service areas are variable. As a result of the restructure there will be a revision to job descriptions to reflect any new posts being created and any changes in roles and responsibilities. This will be subject to the agreed job evaluation processes.

## **The Proposal**

17. This report proposes a structural redesign to create an Integrated Disability Service for children and young people with disabilities aged 0-25 years and their families.
18. A copy of the current structure chart for SEND and CDS along with the proposed structure chart for the Integrated Disability Service are attached as **Appendices 1, 2 and 3**.

19. The new structure includes a reduction of 23.46 fte posts which will be disestablished from the department. However the new structure also includes an increase/development of 15.35 fte posts. This is detailed in **Appendix 4**. This means that the service currently has a surplus of 8.11 fte posts, although the service does currently have 5.85 fte vacancies.
20. To support the integration, it has been identified that a common case recording and reporting system is required and work is underway to enable all teams to record on one system. To support this, budget has been identified to fund a temporary Performance Business Partner within the Policy, Intelligence and Performance Team on a 12 month fixed term basis. This purpose of the post would be to support and develop the data requirements of the new service. This post will also facilitate work which will explore the opportunities for data integration with health services for phase 2 of the programme.
21. The anticipated financial savings associated with this restructure are circa £450,000, which is broken down below:

	<b>2016/17</b> <b>£</b>	<b>2017/18</b> <b>£</b>	<b>2018/19</b> <b>£</b>	<b>TOTAL</b> <b>£</b>
<b>Expected savings</b>	174,798	24,602	246,270	<b>445,670</b>

22. The timings of the savings are based on the disestablishment of existing vacancies for 2016/17, the removal of 1 fte post in 2017/18, and cessation of pay protection in 2018/19.
23. This financial target is part of the Option for Change process and was considered at the Full Council budget meeting on 25<sup>th</sup> February 2016. Feedback from the 2016/17 budget consultation shows that 68% of respondents agree with this proposal.

## **Benefits & risks of the proposal**

24. The proposal creates the following benefits:
  - Continues to recognise the needs of children and young people with a disability as requiring distinct and specialised support needs with a skilled and disability specific workforce
  - Families will have one consistent initial contact point for making enquiries about accessing disability services
  - Ensures that families who may be eligible for a service are offered a home visit during their first contact to the service
  - Assessors will meet the child and family on every occasion, supporting the development of a person centred plan, and will consider the full range of disability services which they may be eligible for
  - Allows support to be built holistically around the needs of the child and family
  - Aligns all colleagues providing direct support to schools to be structured under the Support to Schools group
  - Reduces the amount of duplication of work, particularly around assessment and commissioning
  - Aligns the way for the second phase of the project which aims to integrate these services further with health
  - Brings the spans of control into line with the rest of the department.

25. The following risks are associated with this proposal:

- Perceived loss of relationship between the new Integrated Disability Service and those colleagues that transfer to Education Standards and Inclusion or remain in Social Care Service. Effective pathways between these and all relevant services will be established to maintain effective working relationships

### **Transition to the new services**

26. To support the transition to the new service detailed plans will be developed with managers and staff to cover:

- **Workforce development** – to make sure that people have the skills and knowledge to deliver services
- **Skills sharing** – to recognise that the new service will bring together practitioners and managers who are highly skilled with specialist knowledge and diverse experiences and build upon this
- **Case transition** – it will take time for existing caseloads to move to the relevant team and work to be replaced so that the new service is operating as described. To build a transition plan for existing caseloads to move to the relevant team based on best practice to ensure a carefully planned change that is not detrimental to service users.

### **Other Options Considered**

27. Consideration has been given to the different staffing and structural options available and this model is felt to provide the best quality and overall value.

### **Reason/s for Recommendation/s**

28. Develops an integrated in-house approach to support children and young people with disabilities and their families, which will pave the way for integration with health disability services under phase 2 of the Improving Outcomes for Children and Young People with Disabilities project, in line with the national direction of travel.

29. Structuring the Integrated Disability Service with the Service Director of Youth, Families and Culture will strengthen the offer for families already available in the directorate.

### **Statutory and Policy Implications**

30. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Financial Implications**

31. This proposal will achieve an anticipated savings target of £445,670 over a three year period by 2018/19.

## **Human Resources Implications**

32. The affected staff teams and recognised trade unions have been consulted on these proposals. New and amended posts will be subject to the agreed job evaluation processes. The proposed structure will be populated using the Council's enabling process.

## **Safeguarding of Children and Adults at Risk Implications**

33. Staff within the Integrated Disability Service will receive tailored training alongside their current workforce development offer in order to ensure that they are fully able to support children and young people and identify any safeguarding needs.

## **Implications for Service Users**

34. Children, young people and families will receive support that is child focused and holistic with a focus on early intervention and prevention to support families and reduce any escalations to social care services. Systems will be in place to reduce the amount of times a family has to share their stories with professionals.

## **Ways of Working Implications**

35. Adequate team space will be required for the new Integrated Disability Service to ensure colleagues have a suitable base and are able to develop relationships with new colleagues accordingly.

## **RECOMMENDATION**

- 1) That the integration of Children's Disability Service (CDS) and Special Educational Needs & Disabilities (SEND) staffing structures into a new Integrated Disability Service be approved. This includes the disestablishment of 23.46 fte posts and the establishment of 15.35 fte posts.

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**Constitutional Comments (LM 29/01/16)**

36. The recommendations in the report fall within the Terms of Reference of the Children and Young People's Committee.

**Financial Comments (SAS 29/01/16)**

37. The financial implications of the report are contained within paragraph 31 above.

**Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Option for Change consultation reference B07

**Electoral Division(s) and Member(s) Affected**

All.

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