

12 January 2015**Agenda Item: 05****REPORT OF SERVICE DIRECTOR, CHILDREN'S SOCIAL CARE****DELIVERING DIFFERENTLY – DEVELOPMENT OF THE SHORT BREAKS
AND PERSONALISATION SERVICE WITHIN THE CHILDREN'S DISABILITY
SERVICE AND ESTABLISHMENT OF POSTS****Purpose of the Report**

1. To provide Committee with an update on the progress made within the Children's Disability Service (CDS) towards personalisation and a community support focused model of service delivery, prior to the viewing of a short animation. The animation describes how families of children and young people with disabilities can access early and targeted short break provision without the need for a social worker assessment.
2. To seek approval for the permanent establishment of the following posts in the Short Breaks and Personalisation Service within the Children's Disability Service:
 - 1 full-time equivalent (fte) Team Manager
 - 2 fte Personalisation Reviewing Officers
 - 4 fte Personalisation Officers.

Information and Advice**Context**

3. Local authorities have a duty, under Section 25 of the Children Act 1989, to provide a range of short break services to assist carers of disabled children and young people. In particular, a local authority must provide, as appropriate, a range of:
 - day-time care in the homes of disabled children or elsewhere
 - overnight care in the homes of disabled children or elsewhere
 - educational or recreational activities for disabled children outside of their homes.
4. In April 2012, as part of the Social Care Transformation Programme, short break services for children and young people with disabilities were brought together under the line management of CDS. This realignment provided the opportunity to challenge the existing CDS delivery model with a view to moving away from the professional gift model of service delivery, whereby families are viewed as passive receivers of service, to a citizenship model, where the resilience and skills of families are recognised and where children, young people and their families are engaged in the co-production of their own support plans.

5. The desire for change had been identified by parents, carers, staff and other stakeholders who recognised that the traditional method of accessing support for children and young people with disabilities i.e. via an assessment carried out by a social worker, was often a disproportionate response to a request for a service. Additionally, the traditional model of delivery resulted in children and young people remaining open to a social worker once their care package had been put in place. This practice impacted significantly on social work case loads and detracted from social care core business.
6. It was also recognised that whilst the CDS provided a range of high quality services, they were limited in terms of choice and flexibility with an over reliance on overnight short breaks in one of the Local Authority's three residential short break units and insufficient choice in terms of local alternatives. It was evident from consultation with parents and carers that a number of families were in receipt of residential short breaks that, had there been better community options, could be supported more cost effectively.
7. Proposals under the Children and Families Bill 2013 included a new requirement for local authorities to offer personal budgets to children with disabilities and special educational needs (SEND). This requirement presented further opportunity to reconfigure the service offer and be creative in how CDS deliver and commission services to achieve the best possible outcomes for disabled children and young people.
8. Taken together, the points mentioned above were the main drivers for the creation of the Short Breaks and Personalisation Service.

Short Breaks and Personalisation Service - New Operating Model

9. The new operating model is based on the principle that the majority of children and young people with disabilities will have their short breaks and recreational needs met within the community and without the intervention of a social worker. It acknowledges however that some children and young people will require social care intervention from time to time and provides for this through a robust step up/step down to social care framework.
10. It sets the expectation that wherever possible children and young people with disabilities will access universal services e.g. children's centres, scouts and brownies, and introduces the **Core Offer of Flexible Short Breaks (FSB)** to those children and young people where this is no longer possible. Flexible Short Breaks:
 - offer disabled children and young people 80 hours of short break provision per year from a menu of services provided through an approved provider framework or via a direct payment (where families choose to employ their own personal assistant in line with the policy guidance for Direct Payments)
 - are accessed via the Short Breaks and Personalisation Service duty point where a Personalisation Officer will check the threshold and broker the service on behalf of the family. This is usually achieved over the telephone to make the process as easy for families as possible.
11. Through the **Enhanced Offer of Targeted Short Breaks**, the new model then provides a gradual response to the increasing and changing needs of children and young people with disabilities, bridging the gap between early intervention and level 4 specialist services and

preventing premature escalation into social care. Targeted Short Breaks (TSB) is an enhanced version of the FSB and is for children and young people with a disability who:

- a) have been assessed as needing more short break hours than the core offer of FSB. Children and young people stepping into TSB from FSB can be allocated up to 200 hours of short break per year and are likely to retain the same provider(s) to ensure continuity.
 - b) have a support package in place that has been assessed by a social worker but where there is no ongoing need for social care intervention. Children and young people in this category will step down to TSB from social care whilst retaining their current care package which might include a significant amount of support e.g. overnight short breaks in one of the Local Authority's three residential short break units, homecare or contract care etc.
12. Access to the TSB service is via step up from FSB or step down from social care. A child/young person cannot be directly referred into the service.
13. Once a child/young person has been accepted onto the TSB scheme a Personalisation Officer will visit the family to complete a Person Centred Support Plan. The Person Centred Support Plan is a dynamic document that will change as the child/young person's needs change. It details the child/young person's personal budget and desired outcomes. Once completed the plan becomes the property of the child/young person and their family. Families are encouraged to think creatively about how they might best use their allocated budget before an increase in provision can be considered. The case study below provides an example of this:

Case Study A

14. *Child A is an 8 year old boy with autism who was accessing 8 hours of befriending per month and 24 overnights per year via a personal assistant paid for through a direct payment. Child A decided that he would like to access activities and residential trips through NORSACA (specialist autism charity). As such, his family requested extra funding to facilitate this. The personalisation officer went out to see the family and encouraged them to look at using their current budget differently to meet their child's changing needs. The outcome was that the family agreed to give up 2 overnights per year with their personal assistant and in so doing were able to fund a 3 nights residential and 7 day trips throughout the summer with NORSACA.*
15. The above case study demonstrates how supporting families to be creative with their allocation can achieve a child's desired outcomes without the need for additional funding and challenges the assumption that as a child gets older their resource allocation will increase.
16. The new operating model supports the step down from social care of those children who no longer require the ongoing intervention of a social worker but who have a package of support in place that needs to be monitored and reviewed. As with children who step up to TSBs from FSBs, children who step down to TSBs from social care will be given a Person Centred Support Plan.

17. It acknowledges that some children will constantly move between social care and the Short Breaks and Personalisation Service as their needs and family circumstances dictate and accepts that this is preferable to keeping children permanently open to social care 'just in case'.
18. It provides a contact point for families who are experiencing difficulties with their short break, preventing families from getting lost in the system and escalating into social care.
19. It provides a clear focus on outcomes for children instead of services and introduces Person Centred Support Planning, which gives families the option of a personal budget and flexibility in the way in which they use it.
20. It fundamentally changes the conversation between the service user and professional, empowering families to take more control and become less reliant on public services and challenges the tradition that the level of services provided by the Local Authority will increase incrementally as the child grows. Instead, it sets the expectation that families will consider using their personal budget differently before a request for additional resources will be considered.
21. It challenges the tradition that the short break needs of some children and young people can only be met through an overnight stay in a residential setting away from home and offers greater opportunity to access community based provision.
22. It recognises the cross over between disability and SEND and uses language and tools common to both.

Balance of Provision and Cost Benefits

23. The new model has already begun to challenge the over reliance on in-house residential short break services and shift the balance towards community based early intervention provision. This has resulted in a 17% reduction in the number of children accessing the Local Authority's residential short break units since May 2014. This is not only positive in terms of the choice and flexibility it offers families, but has cost benefits for the Local Authority as demonstrated below:
 - the total budget for CDS in 2013/14 was £12,411,395
 - 35% of the total budget (£4,343,988) was allocated to the County Council's three residential short break units
 - in 2013/14, 118 children and young people accessed a short break in one of the units (this means that occupancy rates across the three units throughout 2013/14 was 75%, with 18 out of a possible 24 beds being occupied at any one time).
 - the cost of providing an overnight short break in one of the Local Authority's residential short break units can be up to £535 per night.

24. In contrast:
- in 2013/14, 14% (£1,754,953) of the total CDS budget was allocated to the Short Breaks and Personalisation Service. This budget covered the cost of FSBs, TSBs and Disabled Children's Access to Child Care (DCATCH) as well as supporting a range of community providers through the allocation of small grants
 - throughout 2013/14, in the FSB and TSB service alone, 1,200 children accessed a short break with the average cost of a package being between £750 and £3,000 per year. This means that on average a FSB break costs between £9.30 and £15.00 per hour and a TSB between £9.00 and £15.00 per hour. An overnight short break through the TSB can cost around £108 if delivered via a direct payment and £180 if delivered by an approved provider
 - to further develop the overnight short break offer, the service is currently piloting an Overnight Short Breaks at Home Service. The cost of delivering this service, based on one carer being required, is estimated to be around £150 per night.
25. As can be seen, a relatively small number of children have a proportionately high share of the resources. Whilst it is essential to ensure the Local Authority continues to meet the needs of the most challenging children, community based provision can often provide cost effective solutions. Some examples of how community based overnight short breaks are currently being provided and the associated cost benefits are detailed in the case studies below:

Case Study B

26. *Child B is a 15 year old girl with a physical and learning disability and significant communication needs. Child B's social worker has assessed her as needing 24 overnights at one of the Local Authority's short break units. At the unit Child B had six months of day time and tea time visits but did not progress to overnight stays due to her ill health. After discussion with the family and staff at the short break unit it was felt that Child B might benefit from accessing the Overnight Short Breaks at Home Service. Child B has since had two overnight support sessions at home which have allowed her parents to attend two family weddings.*
27. The case study above demonstrates how some children and young people can benefit from a short break in their own home. The carers delivering the overnight break already know the child as they also deliver a day time sitting and personal care service to her. This means that the staff involved are already trained to manage Child B's health needs which should help to ensure that planned breaks go ahead in the event that she is unwell. The cost benefit of this type of arrangement can not only be realised in the reduced cost of a nights care, but also in the cost of specialist equipment (such as a £6,000 bed) which is often required to facilitate an overnight stay away from home.

Case Study C

28. *Child C is a 14 year old boy with autism who has been assessed by his social worker as needing 24 overnights short break per year with a Contract Carer. Despite six months of daytime visits this has not progressed to overnight stays as neither the young person nor*

his parents feel confident to take this step. Child C already accesses activities through an approved provider who the family already have a positive relationship with. The provider in question also provides weekend/holiday and residential trips to the seaside and activity centres. Recently, the young person attended an activity overnight short break with the provider and enjoyed it to the degree that he asked if he could stay an additional night.

29. Providing a personal budget and allowing Child C's family to choose from a range of external providers does not only give their young person the opportunity to make positive links to his peer group but is a cost effective way of meeting his identified outcomes i.e. two overnight activity breaks with the approved provider cost just £150.

Case Study D & E

30. *Child D and E are 16 and 17 year old siblings with complex physical and learning disabilities and significant communication needs. They live with their grandparents and have been assessed as needing 72 overnights each per year at Caudwell House. Although both young people have regularly been accessing Caudwell House and enjoy their stays, carers find packing and unpacking all of the equipment they need for a single night's short break tiring and stressful. After discussion with the family it was felt that the Overnight Short Breaks at Home Service might provide a better option for single night stays. In September this was implemented to allow the grandparents to attend a family wedding and it went so well that they have requested a number of their Caudwell House nights are transferred to the Overnight Short Breaks at Home Service. One of the siblings will soon be 18 years old and as such the package of support from children's social care will cease. However, her brother does not reach adulthood for another 15 months. Delivering care at home through a personal budget has created the opportunity to work in partnership with adult social care to ensure a smooth transition into adult services.*
31. Again, the above is a flexible and cost effective way of meeting identified outcomes and demonstrates how a personal budget can support transitions.

Case Study F

32. *Child F is a 16 year old boy who has been accessing 45 overnight short breaks a year at Caudwell House. Child F also accesses recreational activities at Portland College and has expressed a wish to have his overnight breaks there as many of his friends and his sister already attend. This has been agreed and the personalisation officer is in the process of preparing Child F's personal budget to facilitate this.*
33. It is felt that this arrangement will better meet Child F's social needs and will help prepare him for the move to college. One night's stay at Portland College cost £115. This arrangement therefore has the potential to save the local authority in the region of £18,900 per year.

Personal Budgets

34. The Children and Families Act 2014 requires that local authorities give children and young people with disabilities the option of a personal budget. Preparing a budget will require the Local Authority to identify an amount of money which is required to meet a child or young person's needs as shown in the table overleaf:

Pathway to Provision	CDS Core & Enhanced Offer of Short Break	Banded Funding
Level 2 Child in need of Early Help Services	Core Offer 80 hours of Flexible Short Break per annum	£750 - £1,200 per annum
Level 3 Child in need of Targeted Early Help services	Enhanced Offer 200 hours of Targeted Short Break per annum	£1,800 - £3,000 per annum

35. The above table represents a first attempt at trying to convert provision (hours) into an indicative budget and is currently being used by the personalisation officers to cost out packages of care in the absence of a Resource Allocation System (RAS). Being clear and up front with families about the value of their personal budget supports them to make informed decisions about how best their funding can be used to meet their child/young person's desired outcomes. Case Study A is an example of this
36. The bands of funding described in the table are based on the datum that it costs £750 per year to provide 80 hours of short break via a direct payment and £1,200 per year if the family choose to have an external provider and between £1,800 and £3,000 per year to provide 200 hours of Targeted Short break (TSB) in the same way.

Resource Allocation System (RAS) Development

37. The RAS is a questionnaire that is completed with the family which identifies an indicative level of funding. The Short Breaks and Personalisation Service is currently piloting the RAS with a number of families to assess its impact. To date, feedback from the families involved in the pilot has been positive. In particular families report that they appreciate the fact that the system helps to ensure resources are shared out fairly and openly.
38. The next step is to roll out the pilot into the CDS field work service and to explore how we can deliver joint education, health and social care personal budgets which are a requirement of the Children and Families Act 2014.
39. Direct Payments are one way of delivering personal budgets. CDS has been delivering direct payments for a number of years with 376 children currently in receipt of a payment. With the introduction of the Education, Health and Care plan we expect to see further take up of direct payments.
40. Within the Short Breaks and Personalisation Service a direct payment process has been developed which has been graded by internal financial audit as providing Substantial Assurance. The process will shortly be further strengthened by the introduction of pre-payment cards. These cards not only provide the Local Authority with greater financial control but can also be used to support a young person to manage their own budget. This is beneficial in preparing young people for adulthood and the transfer to adult services.
41. All of this development means that the Short Breaks and Personalisation Service is in a good position to take a lead on the processing of joint personal budgets on behalf of health and education colleagues should this be required.

Parental Engagement and Feedback

42. The Children and Families Act 2014 puts children, young people and their families at the core of developing and reviewing the services they receive. To this end the Short Breaks and Personalisation Service has developed a culture of continual consultation and engagement with service users which includes all day events that take place across the County to consult parents and young people on specific aspects of service development e.g. person centred support planning, the RAS, and a number of short animations that explain the service offer.
43. Moving forward, in January 2015, we are commencing delivery of monthly drop-in sessions at a number of children's centres across the County. Families in receipt of CDS services will be made aware in advance when a drop-in session will be taking place in their area. The drop-ins will provide families with an opportunity to talk to CDS staff including occupational therapists and home care staff as well as personalisation officers. It is envisaged that these events will also strengthen the relationship between Early Help and CDS and that we will be able to promote greater use of children's centres by families with disabled children.
44. Feedback from parents and carers about the Short Break and Personalisation Service and access to community provision has so far been overwhelmingly positive. Below are some examples:
 - Mum rang to say thank you for the personal budget which has supported M (her daughter) to access horse riding lessons for the disabled. The staff at the stables were initially concerned about M's low muscle tone, however within three weeks of commencing the lessons this had improved significantly. Mum reported that M has had numerous physiotherapy sessions that have not made any difference to M's muscle tone and yet since the horse riding started this has improved. Mum wanted to thank the personalisation officer for setting up the service
 - Mum emailed to say thank you so much for the 'All about me book' (person centred support plan) and said that J (her daughter) was very happy with it. Mum also wanted to thank the personalisation officer for progressing referrals to other services to help with J's mental health issues. Mum finished the email saying "Thank you so much for all you are doing for us, me in particular. After so many years of struggling I really needed someone to help me and you have been amazing"
 - Mum rang to say that J (her son) has now turned 18 and is no longer receiving a short break service. She wanted to pass on her personal thanks to the personalisation officer for the support she had provided over the last 18 months and said that she was very grateful that J had been able to access the service
 - Mum rang to say of the service that it is wonderful, that the few hours of short breaks means so much to the family and that it is amazing the difference it makes having just one child in the house and a break in the bickering. She went on to say that she could not imagine how they got on without it before and that it has made such a difference to the whole family.

45. As pointed out in paragraph 25, whilst it is important to ensure that the Local Authority can meet the needs of the most challenging disabled children and young people, the comments above show how some families can benefit from early intervention, low cost provision.

Market Development

46. The provision of community based services relies heavily on the Private, Voluntary and Independent (PVI) sector's ability to provide the type of community based service family's report they want. With this in mind, the service has moved from a position of having six providers on a framework contract to having 22.
47. To further strengthen our position we are in the process of moving to a dynamic purchasing system model. This model will allow us to increase the number of providers at any time without the need to go out to re-tender.

Outcomes

48. Whilst it is not possible at this early stage to assess the long term impact the new service model has had on the short break careers of individual children and young people, the expectation that they will start their short break journey at FSB level and that families will use their allocated budget flexibly to meet the changing needs of their children/young person is now well established as is the use of external providers.
49. Measurable outcomes include:
- 23% reduction in the number of cases open to CDS field work services since July 2013
 - 35% reduction in the number of Child in Need (CIN) cases open to CDS field work services since July 2013
 - 40% reduction in the number of CIN (6) cases open to CDS field work services since May 2014 (when a project was initiated to step this cohort of children down to the Short Breaks and Personalisation Service)
 - 17% reduction in the number of children and young people accessing overnight short breaks in one of the Local Authority's residential unit since May 2014
 - 192% increase in the number of children accessing a community based PVI provider since April 2013
 - 84% increase in the take up of direct payments since April 2013
 - 198% increase in the number of children accessing FSB since April 2013
 - 204% increase in the number of children stepping up to TSB from FSB since April 2013 (it is likely that most of these children would have escalated into social care in the past)

- according to the Joint Strategic Needs Assessment (JSNA) 2013, there are estimated to be between 5,000 and 12,000 disabled children and young people (aged 0-19 years) in the County. Based on this data, the Short Breaks and Personalisation Service is currently reaching between 10% and 25% of the disabled children population in Nottinghamshire.

In conclusion

50. There is a clear correlation between the reduction in children and young people open to field work services accessing overnight short breaks provision away from home and the number of children now able to access a personal budget. This is not only positive in terms of reducing social care caseloads and expenditure, but demonstrates that CDS is moving away from the traditional model of dependency on high cost specialist provision, as described at the beginning of this report, to a model of empowerment and choice with greater emphasis on the use of community provision.

Establishment of posts

51. As part of the realignment of short break services mentioned at the beginning of this report, in 2012 the Brokerage Service transferred to CDS. The Brokerage Service had been developed as part of the 'Aiming High for Disabled Children Project' to deliver the Flexible Short Breaks scheme (FSB) and Disabled Children's Access to Child Care (DCATCH). The FSB scheme is an early intervention service which supports the Local Authority to meet its short breaks duty under Section 25 of the Children Act 1989. DCATCH refers to Section 6 of the Children Act 2006, which places a duty on local authorities to secure sufficient childcare for working parents, including provision suitable for children with disabilities.
52. At the time of transfer to CDS the Brokerage Team, which consisted of 1 fte Brokerage Manager and 2 fte Brokerage Officers, was delivering an early intervention service to 223 families. The work of the team at this time was to assess that disabled children and young people met the threshold for FSBs and DCATCH and to then broker appropriate provision from a menu of approved providers.
53. The transfer of the Brokerage Team provided the opportunity to reconfigure the CDS operating model and take forward the personalisation agenda as described earlier in this report. To support this development, in August 2012, the additional posts of 1 Team Manager, 4 Personalisation Officers and 2 Personalised Reviewing Officers were established on a temporary basis to the end of March 2015.
54. The additional capacity afforded by the posts has facilitated the transformation of CDS and the creation of the Short Breaks and Personalisation Service. Specific developments have included:
 - the creation of a robust 'step down from social care' process which provides those children and young people who no longer need the ongoing intervention of a social worker with an adequate and appropriate level of monitoring and review. This process has facilitated the step down of 250 children from social care since April 2013 and has resulted in a 35% reduction in the number of child in need cases open to the CDS social work team

- the creation of the Targeted Short Breaks Service (TSB). This service bridges the gap between early intervention services (such as Flexible Short Breaks) and level 4 specialist provision (such as overnight short breaks in one of the Local Authority's short break units) and prevents the unnecessary escalation of children and young people into social care
- the provision of a contact point for families who are experiencing difficulties with their short break provision, preventing them from getting lost in the system and escalating into social care
- the development of personal budgets and a Recourse Allocation System (RAS) which gives families more choice and control over the way in which their child's short break is delivered, promotes the use of community provision and challenges the overemphasis on high cost overnight short break provision away from home.
- the introduction of person centred planning which focuses on outcomes for children and young people rather than services, and builds on family resilience
- the development of a preferred provider framework to support greater choice and flexibility
- 84% increase in the take up of direct payments since April 2013.

55. The developments described above would not have been possible without the additional temporary posts which are the subject of this report. Over the past 18 months, demand on the service and the role of the workers in question has increased dramatically. A brief outline of each role is provided below:

- **Team Manager** – this post provides operational management to the short breaks and personalisation service including overview of the FSB scheme, TSB scheme and DCATCH. The team manager provides supervision to 8 front line staff and direct case management of all TSB cases (approximately 400 cases currently). Specifically, the manager is responsible for ensuring that service standards are maintained, that services continue to develop in line with new legislation and the Local Authority's delivering differently agenda, that consultation with families is an integral part of the service, that personal support planning and the use of personal budgets is increased, that the service works in partnership with the wider CDS, SEND and Early Help Unit and that the service continues to work with third sector providers to enable the County Council to meet its short break and child care duty
- **Personalisation Reviewing Officer** – this post ensures that the Local Authority meets its duty in respect of children and young people accessing overnight short breaks in one of the Local Authority's short break residential units under the legal status of Section 17 (6). Prior to 2010, all disabled children accessing Local Authority overnight short break provision were accommodated under Section 20 (4). For those children accessing a low level of overnight breaks (less than 74 nights per year) this was felt to be disproportionate and failed to recognise that it is the parent and not the Local Authority who has the main responsibility for looking after their child. In response, regulation 17 (6) was introduced which gave the Local Authority the power to

accommodate such children as part of a range of service in order to discharge their duty to safeguard and promote the welfare of children in need. This development enabled CDS to extend the step down from social care process to a group of 80 children accessing overnight short breaks in one of its residential short break units. To meet safeguarding standards in respect of these children, reviews of their care packages need to take place every six months. The Personalisation Reviewing Officers organise and chair these reviews, actively encouraging the participation of children and their families in the process. Currently they are reviewing approximately 100 of these cases twice a year. In addition to these reviews, the Officers will review other packages of support as necessary e.g. large complex packages or where there is no identified lead professional in place to undertake this task. As well as holding around 50 review cases each, each Reviewing Officer also holds around 40 additional families who do not need to be reviewed in this way but need their personal support plan developing or updating.

- **Personalisation Officer** – this post works flexibly across the short breaks and personalisation service. Each worker will work with 45 to 50 families at any one time. The role includes; processing new requests, organising a change of provider as necessary, working with individual families to identify their child's desired outcome, development of personal support plans and agreeing personal budgets, helping families to think creatively about how their budget can be used and facilitating the step down of children for social care. In addition to this the workers provide a case co-ordination role to around 100 children and young people with complex care packages to preventing their escalation into social care. They also attend and contribute to child protection conferences, multi-agency meetings and Education Health and Care Plan meetings.

56. In total 1,550 children and young people are currently accessing the short breaks and personalisation service. User satisfaction with the service is high and as demonstrated in this report, the use of community based provision is a cost effective way of meeting the needs of a large number of children.
57. A further cost benefit is realised in the number of children no longer needing the ongoing intervention of a social worker. For example, on average a CDS social worker will work with 25 children and their families at any one time. This means that to case manage the 250 children and young people who have stepped down from social care would require 10 social workers. The cost of employing 10 social workers would be between £270,000 and £340,000. The average case load of a personalisation officer is 40 to 50 cases. This means that to manage the 250 step down cases requires between 5 and 6 personalisation officers. The total cost of employing 6 personalisation officers is between £132,000 and £150,000

Other Options Considered

58. Failure to secure the above posts would seriously impact on the short breaks and personalisation service's ability to continue to deliver to the high numbers of children currently accessing the service. Risks would be that the Local Authority would fail in its duty to regularly review Section 17 (6) care packages, that children and young people would no longer be able to step down from social care (impacting on CDS social work caseloads and budgets) and that the Local Authority would fail to meet its duty in respect

of the personalisation of services to disabled children and their families. Moving forward, it is predicted that the disabled population will continue to grow due to advances in medical interventions. As such the demand on Local Authority resources is set to increase. The risk of not supporting the development of community based provision could therefore result in greater demand for high cost, low volume service such as overnight short breaks in a residential unit.

Reason/s for Recommendation/s

59. The recommended posts are needed to support the new operating model in CDS. The benefits for families is that vulnerable children and young people with complex needs who do not meet the threshold for social care will have their short breaks needs met within the local community. They will also experience a person centred approach to care planning, with more choice and control over the way in which their care is delivered. The benefits for the Local Authority include less demand for social work intervention and for high cost specialist short break residential provision

Statutory and Policy Implications

60. 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 only), the public sector equality duty, safeguarding of children and vulnerable adults, 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

61. The new service has been developed from the former Aiming High for Disabled Children budget and therefore has no new financial commitments for the Local Authority.
62. Salary costs at top of scale, before on-costs, relating to each post are as follows:
- 1 fte Team Manager (Band D) £41,140
 - 2 fte Personalisation Reviewing Officers (Band B) £67,708
 - 4 fte Personalisation Officers (Scale 5) £97,888

Human Resources Implications

63. The posts are currently being covered through secondment arrangements by staff who have permanent contracts with the Local Authority. It is envisaged that the posts will be filled by these staff. Should this not be the case, the posts will be filled through internal recruitment.

Safeguarding of Children and Vulnerable Adults Implications

64. The Short Breaks and Personalisation Service and the proposed posts support vulnerable children and young people with complex needs who do not/no longer meet the threshold for social care.

Implications for Service Users

65. The new model of service delivery supports the ambition of the Children and Families Act 2014, through the personalisation of CDS services.
66. The posts will maintain the current staffing capacity, ensuring that support packages are maintained, reviewed and amended accordingly, that new requests for the service can be processed and that children and young people continue to be able to step down from social care.

RECOMMENDATION/S

That:

- 1) the progress made within the Children's Disability Service towards personalisation and a community support focus model of service delivery be noted
- 2) the establishment of the following posts in the Short Breaks and Personalisation Service be approved:
 - 1 fte Team Manager
 - 2 fte Personalisation Reviewing Officers
 - 4 fte Personalisation Officers.

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Constitutional Comments (SLB 15/12/14)

67. Children and Young People's Committee is the appropriate body to consider the content of this report, subject to the provisions of the Council's Employment Procedure Rules which require that HR advice is included in the report, and that the recognised trade unions are consulted and any views given fully considered.

Financial Comments (KLA 21/11/14)

68. The financial implications of the report are explained in paragraphs 61 and 62 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.

Job descriptions for Team Manager, Personalisation Reviewing Officer and Personalisation Officer

Electoral Division(s) and Member(s) Affected

All

C0525