



21st September 2020

Agenda Item: 13

REPORT OF THE SERVICE DIRECTOR, COMMISSIONING AND RESOURCES

EARLY SUPPORT SERVICE REMODELLING PROJECT

Purpose of the Report

1. This report seeks approval of the recommendations of the Early Support Service (ESS) Remodelling Project including a revised staffing structure.
2. The report also seeks approval for the establishment of a 1 fte Service Organiser (Grade 4) post in the Children's Commissioning Team to support the proposed commissioning framework.

Information

3. The purpose of the ESS Remodelling Project was outlined in the Option for Change in May 2019. The Project was established to consider the following areas:
 - the demand for the various services and interventions within ESS, and their related resources
 - the interdependencies or duplication with other services in Children and Families (C&F), such as the Family Service
 - the eligibility criteria and referral routes for the ESS
 - the range of services and interventions that should be delivered by ESS
 - the future operating model, including job roles and the staffing structure of ESS
 - the development of a commissioning framework for the service.
4. There were no anticipated savings associated with the Project.
5. The outcome of the Project will be a refreshed offer to disabled children, young people and their families, that makes best use of available resources to support them.

The Project's Key Activities

6. The Remodelling Project has involved the following key activities:

- monthly catch-up meetings with the Senior Managers within Integrated Children's Disability Service (ICDS) with strategic responsibility, and the Team Manager with operational responsibility for the ESS
- three workshops with staff in June 2019 the purpose of which were to: (1) identify what works well, (2) what areas of the Team could be improved and (3) what could be delivered differently in the future
- two workshops with the ESS Leadership Team to look at the menu of interventions, and the key referral and review processes for the Service
- two meetings to consider the possible synergies arising from the Family Service Review and the ESS Remodelling Project
- a series of consultation meetings with key stakeholders (Local Authority colleagues including the Children's Disability Service and Adult Social Care, Nottinghamshire Parent Carer Forum, and Health), to consider the Project's interim recommendations
- a staff feedback workshop on the Project's final draft recommendations held in October 2019
- an internal consultation on the Project's final recommendations with the Joint Divisional Leadership Team for Education, Learning and Skills and Commissioning and Resources Divisions in January 2020.

Key Findings

7. The ESS provides a range of interventions to support families with children and young people with disabilities. It works with some of the most complex and vulnerable children and young people in Nottinghamshire. Many of them are also open to the Children's Disability Service (Children's Social Care) or have been stepped down from this Service.
8. The ESS has a very committed workforce which delivers a flexible offer to service users and is committed to providing services that are focused on the needs of the individual child, young person and family. The Service provides staff with good levels of support and training opportunities, and this was highlighted by staff during the Project.
9. The ESS is a tier three/ four (targeted/specialist) service in terms of the Nottinghamshire Pathway to Provision threshold criteria.
10. The ESS's range of interventions are centred on providing support to children, and young people with disabilities and their families (personal care, establishing routines etc.) and specialised short breaks and individual programmes of interventions for children and young people with disabilities.

The Project's recommendations

11. The Project identified eight recommendations required to ensure the effectiveness of the Team's work and to support the development of a clear service offer:

- i. **To change of the name of the Team to the Integrated Children's Disability Service's (ICDS's) Specialist Support Team.** The new name will be more appropriate given that the team delivers a range of specialist services to some of the most complex children and young people and their families in the County and is not an early intervention service.
- ii. **To develop a clear set of operating principles for the Specialist Support Team.** All staff in the Team have been involved in developing the operating principles as detailed in **Appendix 1**. These principles will underpin how the Team will work with its service users and partners.
- iii. **To clarify the range of interventions provided by the Specialist Support Team.** The Project has identified two broad types of interventions provided by the Service: (1) Personal care and family support, and (2) Specialist Short Breaks and individual programmes. An online directory of these has been developed which describes each of the interventions together with their eligibility criteria and referral process. The directory is aimed at professionals making referrals to the Team and will help to clarify the range of interventions which are available and reduce the numbers of inappropriate referrals.
- iv. **To establish a revised staffing structure for the Specialist Support Team.** The team has undergone several significant changes since it was originally established in April 2016, including the merger of the Play for Disabled Children (P4DC) Team in April 2018. To fully integrate the services previously delivered by the P4DC will require a new staffing structure.

Whilst the Project recommends no changes to the senior management structure (Team Manager, Senior Practitioners) of the Team, it proposes that a new tier of Area Co-ordinators should be established. These posts are key for the effective everyday delivery of interventions whether in a geographical area or more specialist areas. Further details are provided in **Appendix 2** (Staffing structure as at 1st April 2016), **Appendix 3** (Staffing structure as at 31st July 2020) and **Appendix 4** (Staffing structure as at 1st October 2020).

- v. **To review roles and job descriptions.** Following the integration of the P4DC in April 2018, staff within the Team found themselves delivering similar interventions, but with different job descriptions. Revised job descriptions have therefore been developed. A consultation process with staff and the recognised trade unions has been undertaken prior to the publication of this report.
- vi. **To develop a commissioning framework for the Specialist Support Team.** The Project recommended that all requests for the Specialist Support Team's interventions are commissioned through the Children's Commissioning Team using Mosaic. This will mirror the existing process for external providers of

personal and intimate care and Short Breaks. The benefits of this change include:

- improved reporting and monitoring providing an overall picture of services being provided by Children and Families Services
- improved budget monitoring so that the Team's budget can be more effectively managed and understood
- a single process through the Children's Commissioning Team will improve data integrity.

To support this change, the Specialist Support Service will provide funding for a 1 fte Service Organiser (Grade 4) post, in the Children's Commissioning Team from its existing budget.

- vii. **To ensure the costs of the different interventions delivered are clearly understood.** Work has started on understanding the costs of the interventions being delivered. Initially this work has focused on the provision of personal and intimate care at home (a service registered with the Care Quality Commission). A new process will be established to oversee the allocation of personal and intimate care at home involving the Children's Disability Service, the Children's Commissioning Team and the Specialist Support Team. It is anticipated that the process will maximise the utilisation of the Specialist Support Team over direct payments and external providers resulting in reduced budget pressures elsewhere in the Department.
- viii. **To develop an annual service plan for the Team.** The whole team has worked together to develop its first service plan which sets out the priorities and areas of improvement for the team taking into account Departmental and Council wide priorities.

Implementation

- 12. An Implementation Plan for the Project has been developed and will be monitored by the Integrated Children's Disability Services' Senior Leadership Team. It is anticipated that all actions will be completed by March 2021.

Other Options Considered

- 13. The Remodelling Review Project did not identify any alternative delivery models. The Team supports some of the most vulnerable children and young people and their families in the County providing a complementary range of high quality services.

Reason for Recommendation

- 14. Since April 2016, the Early Support Service has undergone several changes in terms of its structure and the service offer provided. It was therefore appropriate to seek the Committee's approval for these changes following the Remodelling Project.

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, 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, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

16. The Data Protection Act 2018 requires organisations to undertake a Data Protection Impact Assessment (DPIA) where there is a high risk of an adverse impact on people's rights and freedoms arising from the collection or use of their personal data. Failure to complete a DPIA at all or properly, where one should have been done, can carry a fine of up to £8.5m. Where the DPIA identifies a high risk, which cannot be effectively mitigated, the Information Commissioner's Office (ICO) (the Regulator for data protection in the UK) must be consulted and agree to the proposals before the proposed collection or use of personal data can commence.
17. The DPIA for the Early Support Service has completed a summary DPIA reflecting the revised service offer. A full DPIA will be developed and approved by 30 September 2020.

Financial Implications

18. The revised staffing structure for the Specialist Support Team will not incur any additional costs to the Team's existing budget (£1,517,960) and the current staffing budget (£1,212,080). There is minor adjustment between staffing grades in favour of posts working directly with children and young people and their families.
19. The cost of the establishment of a 1 fte Service Organiser (Grade 4) post in the Children's Commissioning Team will be met from the difference in costs of the current staffing structure and the revised one; and from the disestablishment of the current vacancy for a 0.7 FTE Team Leader (Grade 4).
20. The ICDS post of Service Organiser Assistant will be established as part of the revised Specialist Support Team staffing structure. This is an ICDS wide post and the costs will be met by the ICDS Statutory Assessment Team's budget.

Human Resources Implications

21. A consultation with staff and trade unions has been completed prior to the publication of this report. All the revised job descriptions are subject to job evaluation. Due to current vacancies there are no anticipated redundancies resulting from the implementation of the revised staffing structure.

Implications for Service Users

22. The implementation of the Project's recommendations will help to ensure children and young people with disabilities and their families will receive appropriate support when they need it.

RECOMMENDATION

That Committee:

- 1) approves the recommendations of the Early Support Service Remodelling Project, as detailed in **paragraph 11**.
- 2) approves the establishment of the revised staff structure, as outlined in **Appendices 3 and 4**.
- 3) approves the establishment of an additional Service Organiser post in the Children's Commissioning Team to support the commissioning framework for the Integrated Children's Disability Service's Specialist Support Team.

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Constitutional Comments (EP 27/08/20)

23. The recommendations fall within the remit of the Children and Young People's Committee by virtue of its terms of reference.

Financial Comments (CDS 03/09/20)

24. The revised staffing structure for the Specialist Support Team will not incur any additional costs to the Team's existing budget (£1,517,960) and the current staffing budget (£1,212,080). There is minor adjustment between staffing grades in favour of posts working directly with children and young people and their families.
25. The cost of the establishment of a 1 FTE Service Organiser (Grade 4) post in the Children's Commissioning Team will be met from the difference in costs of the current staffing structure and the revised one; and from the disestablishment of the current vacancy for a 0.7 FTE Team Leader (Grade 4).
26. The ICDS post of 0.43 FTE Service Organiser Assistant (Grade 1) will be established as part of the revised Specialist Support Team staffing structure. This

is an ICDS wide post and the costs will be met by the ICDS Statutory Assessment Team's budget (currently £1,494,234).

HR Comments (BC 27/08/20)

27. The staffing implications are contained within the body of the report. The proposals have been subject to staff and trade union consultation. Revised job descriptions will be subject to the agreed job evaluation process.

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.

None.

Electoral Division(s) and Member(s) Affected

All.

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