



Service Design Proposal

Care and Support

1. What are the recommendations?

We are proposing a whole system transformation of Adults and Children's Social Care to address the demand and other challenges these services face. The proposed changes will where necessary improve the quality of services and deliver positive outcomes for those who use the services. The review of service delivery models, practice and management approaches and changes to services will also be focussed on reducing the demand pressures on the services and cost pressures.

New service delivery models will comprise of:

- A digital portal with interactive online self-help
- Separate disability service
- Under 12s and over 12s children's social work teams
- Re-organising adult social work clusters and mental health social work

New practice and management approaches will include:

- Ensure that children and adults social work processes are streamlined and effective
- Entail skills mix changes in social work teams
- Ensure social work approaches are evidence based
- Ensure a rigorous, forensic and analytical management approach
- Underpinned by a user friendly and intuitive social care records system and technology to support mobile working

Changes to service providers will involve:

- Considering alternative providers for some standardised and routine adult social care social work functions. e.g. Care Act reviews
- Working with the local market to introduce new and innovative services and using commercial approaches such as payment by results
- Considering alternative means of delivering all adults social care in-house services to provide the most cost effective service by the most appropriate provider
- Considering the provision of the Fostering Service by an arm's length social enterprise or in partnership with other Local Authorities
- Closer integration with NHS services

2. Why are these proposals being recommended?

Most social care processes are set out in statutory guidance. The local authority is the lead agency for safeguarding vulnerable children and adults, and is the corporate parent for children and young people who are not able to live with their parents. Whilst there are significant differences in the legislation for children's and adults social care the principles which underpin both are similar. Joint and integrated working is encouraged for both children and adults services to improve quality and outcomes.

Social care demands are rising and budgets are reducing. Current delivery models, practice and management approaches and existing services are not sustainable.

3. What do future services look like?

For both adults and children:

- Services will be smaller, more responsive and user focused. Social workers will have more contact with services users and carers
- Social work teams will include a mix of staff to ensure best use is made of skilled social worker time which is in short supply
- A modern electronic record system and use of up to date technology to support mobile working will give social workers more time for direct work with children, young people and adults
- There will be a more differentiated market with more service providers and a variety of different types of provider. This will ensure a better range of service to meet local needs
- There will be a single disability service for those aged with life-long disabilities. The transition from children to adult services will be easier to plan and manage. Integrating social care and health services will reduce gaps and overlaps and there are likely to be savings from economies of scale. Older people's services will cover disabilities brought about as part of the ageing process

For adult social care:

- The digital portal will offer online self-assessment for adults giving an early indication of eligible needs for care and support. This will encourage local people to be more self-reliant and support them to problem solve and find solutions and services without contacting the Council.
- Adult social work processes will change. This will include simplifying existing assessment and review processes with more input from service users and faster more efficient decision making by social workers.
- Re-organised adult social work clusters will focus more on prevention, planning and protection, and will be aligned to integrated localities being developed with health partners and the Community Solutions hubs
- A new delivery model for adult mental health social work will be developed so integrated ways of working properly reflect the local authority's duties and work effectively with our new operating models.

For children's social care:

- Under 12s and over 12s social work teams will be better able to respond to the very different needs of younger children and teenagers. Recent enquiries and case reviews have highlighted the different skills needed for working with teenagers. This age range is consistent with the transfer from primary to secondary education.
- Children's social work approaches will be evidence-based using approaches which are tried and tested in making a difference to the lives of vulnerable children and young people. For example, Department for Education Innovation projects are using approaches such as restorative practices with increased use of Family Group conferences, Signs of Safety and outcomes based accountability.
- Consideration will be given to providing the Fostering Service will be provided by an arm's length social enterprise or in partnership with other local authorities. This would allow flexibility for using different types of contracts for the service and for staff. For example, payment by results. What will the services deliver?

Care and Support Services will provide:

- The adults and children's social work tasks required under statutory guidance
- Services which will assist with making positive changes to the lives of children, young people and adults
- Adoption and fostering services

4. What are the constituent parts?

Adult Social Care

- Adult Social Care online presence including the website
- Screening, assessment and review processes
- Adults social work teams and partnership arrangements such as clusters
- The Integrated Mental Health Services with NELFT
- All in-house provision
- Commissioning strategy, processes and all commissioned services / care

Integrated Disability Service

- Learning disabilities and complex needs
- Physical disability (and consider sensory impairment)
- Children and adolescent mental health services (CAMHS)
- Primary health care
- Services for autism
- Occupational therapy

Children's Services

- Assessment (excluding the MASH and service for families with no recourse to public funds)
- Care Management
- Children in Care
- Leaving Care
- Placements
- Adoption
- Fostering

5. What will be different for the customer?

- Enabling and supporting more adults to live in their own homes for longer and more children and young people to live at home with their families
- More choice and options for service users – children, young people and adults
- Reduced overlap and duplication of tasks between professionals
- Making sure all social work processes are streamlined and effective will ensure children, young people and families are not involved in unnecessary and costly bureaucratic processes
- For children, young people and adults with disabilities - being able to work with one person – a case co-ordinator – who will be able to look at all aspects of their life
- More access to skilled professional social workers who will be able to offer a range of tools, techniques and services which will make a difference
- The transition from children to adult services will be easier to plan and manage

6. What will need to change in the service(s)?

Implementation of the service is likely to involve changes to culture, working practices, processes, organisational structure, places where services are delivered and in some cases who provides services.

7. What will be the impact on the workforce?

- There will be a reduction in the number of posts
- If there are service provider changes there might be TUPE arrangements
- Changes to social work practice and management approaches will require organisational changes and training programmes
- Enabling social workers to focus their time on using their professional skills on professional tasks will be attractive and impact positively on vacancy and retention rates reducing the cost of agency staff. This will ensure scarce and skilled social worker time is spent on professional practice rather than on administrative processes

8. When will the changes take effect?

Year	2016/17				2017/18				2018/19			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop new adult social work practice	████████████████████											
Develop new commissioning and new provision	████████████████████				████████████████████							
Establish All-age Disability Service	████████████████████				████████████████████							
Develop of children, young people and families preventative services	████████████████████											
Develop new children's social work practices and management	████████████████████											

- Adult Social work practice from 1st April 2017.
- Adults commissioning and any changes to in-house provision during 2017/18.
- Integrated Disability Service in place from 1st October 2017.
- New services which will assist with enabling children and young people to remain living with their families will be developed during 2016/17
- Under 12s and over 12s teams supported by changes to social work and management approaches to be in place from 1st April 2017

9. When will customer outcomes be seen?

- Changes in approach will impact immediately from changes being implemented
- Improved outcomes as a result of changes to delivery and service models will take a little longer to impact
- Reduced demand for residential and independent sector placements for children and young people as a result of the new services will be evident during 2017/18

10. What savings will be made from the changes?

Benefits will be realised through £2M of reduction in anticipated future demand, £4.5M of other savings (changes to service models, contracts/providers) and £4.9M of workforce related savings. A further breakdown is shown below.

Item	Estimated net savings – up to £
Changes to adult in-house provision	£0.5M
Reshaping adult social work practice and changes to commissioning and contracting	£4.9M
All age disability from a reduction in costly placements and greater use of low cost long term placements	£1.2M
Reduction in children’s residential and independent sector fostering placements. (with investment of £1 mil in new services)	£2.45M
Reduction in children’s social care staff with changed skills mix	£2.25M
Reduction in staffing fostering and adoption	£0.5M
	£11.8M net

11. When will the savings be realised?

