

Reference	
Executive Director	Will Blandamer
Cabinet Member	Cllr Tariq

Section A

Service Area	OCO/ASC/CYP
Budget Option Description	14 – 25 disability service redesign

Budget Reduction Proposal – Detail and Objectives

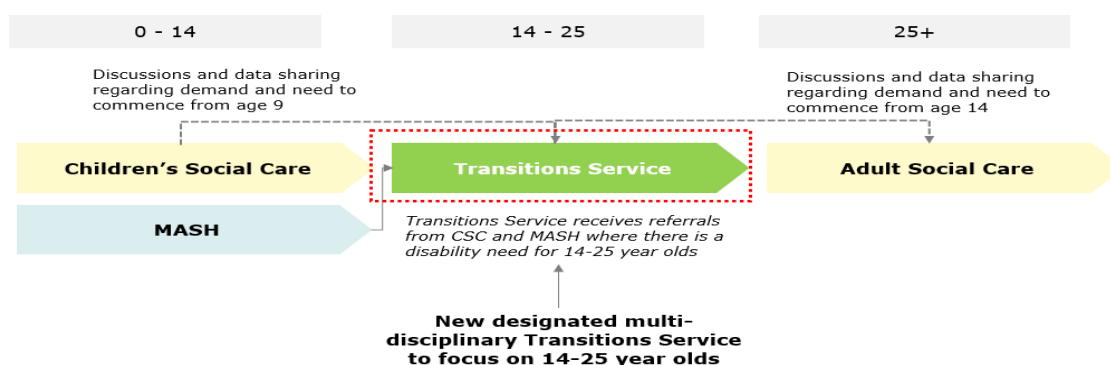
Bury Council has an ambition to drive better outcomes for residents who use care services whilst securing best value for the tax payer.

Within this context, the Council is seeking a high performing disability service for 14-25 year olds that can manage existing and projected demand, deliver financial savings and improve service quality.

Bury Council appointed EY to conduct an 8-week accelerated review of their 14-25 offering to understand the current pain points and challenges, and the potential to redesign the services to ensure improvements, deliver savings and support independence and strengths-based approaches within the transition to adulthood.

EY conducted data analysis to understand the current cohort and spend, any forthcoming demand, and high-level savings opportunities. Through 1-2-1 interviews, workshops and care package reviews EY were able to understand Bury Council's current pain points and challenges. Further utilising their relationship with the Social Care Institute for Excellence (SCIE), best practice and lessons learned from other local authorities were explored and discussed.

This analysis found that Bury Council should invest in **establishing a designated transitions service focusing on 14-25 year olds**, with a focus on preparing for adulthood to overcome their current pain points and barriers.



What does this mean in practice?

- **Increased focus** on supporting c14-25 year olds, by putting them **front and centre to the transitions process**, with the right level of commissioned services to meet the young person's desired outcomes and needs
- **Over-arching social care structure remains unchanged**, comprised of Children's services supporting 0-18 year olds and Adults services supporting 18+
- The creation of a **new multi-disciplinary Transitions Service to support 14-25 year olds** and enable a more seamless, outcomes focused transition into adulthood

- The new team will need to be **appropriately resourced** to meet current and projected demand and access expertise from social workers, occupational therapists, commissioning, brokerage, health colleagues and business support
- The team will bring together representatives from the above functions from **children's social care, adults social care, education, health and the voluntary and community sector**
- Referrals to be received from **CSC and front door/MASH** where it is clear there is a disability need for a 14-25 year old
- A robust '**planning for transitions**' pathway will need to be established for **children approaching 14** with robust data in place to provide the service with visibility of forthcoming demand
- Similarly, a **streamlined pathway for adults as they approach 25** will be required to support the transition into adult services, with data shared regularly to provide visibility of the level of demand and need
- **Specialised commissioned services for young people and adolescents** through a dedicated commissioning team
- There is **flexibility** on when children 'enter' and 'exit' the proposed support based on readiness.
- The role of existing key contacts/ workers through this journey will need to be further designed

This option will enable Bury Council to:

- Build on existing practice strengths
- Enable a streamlined pathway into adulthood and the potential to better manage costs and expectations without resulting in large scale change across the entire service
- Provide focused multi-disciplinary capacity for the 14-25 cohort
- Facilitate early intervention and planning presenting the opportunity to manage demand and build resilience into services during adulthood

Essential Principals for successful service delivery

- Governance will be robust, timely and involve representatives from across the pathway and multi-disciplinary teams
- Commissioning will be integrated and focused on 14-25 year olds
- Families and young people are front and centre to care and assessment planning, captured through single-multiagency assessments and transition planning commencing as early as 9 years old where appropriate
- Dedicated information and advice service support families and young people to feel informed and prepared to transition into adulthood
- The service is informed by appropriate data and reporting mechanisms to support early transition planning and forecast demand to ensure on-time assessments for young people, and maximisation of savings potential

Resourcing Requirements

The following table illustrates the resources required, whilst some are already available from existing services those highlighted as red will be additional.

Those highlighted amber are existing roles that may be subject to restructure as the new model is delivered

Role	FTE	Description	RAG
Contact centre	N/A	• Collate referrals from the front door and allocate relevant cases to transitions team	G
Head of service (HoS) for transitions	x1	• To provide strategic leadership and management to the transitions service, including management of the overall team structure, and understanding of how transitions is impacting the whole social care system within Bury. <i>Bury Council consider wrapping this role under HoS for SEND</i>	A
Transitions team manger	x1	• Responsible for managing this social worker team and reporting into the Head of Service • <i>Bury Council consider wrapping this role under a current manager role</i>	A
Social worker – Senior practitioner	x1	• To provide high quality service in relation to aspects of the assessment and care management process, assisting the transitions team manager in supervision of the transitions team. The senior practitioner should have experience in following backgrounds: preparing for adulthood outcomes, working with occupational therapists, and approved mental health professional • <i>Bury Council consider wrapping this role under a current advanced practitioner role</i>	A
Social worker – Experienced social worker	X2	• Experienced transitions social workers to support young peoples safety and wellbeing during transitions. Due to the complex statutory element of the work incentivising experienced social workers will be key. The social workers will be responsible for review of complex cases, supporting preparation for adulthood and liaison with families. • Support commissioning with carrying out provider reviews • <i>Bury currently have x2 children's social workers and x1 adult social. The adult social worker currently carries his own work load and so is not focused wholly focused on transitions, highlighting a gap in x1 social worker</i>	R
Social worker	X1	• As above, but a less experienced social worker that can build their skills and focus on less complex cases	G
Transitions commissioning manager	X1	• A commissioning manager with experience in market management and establishing new provision whilst managing a team • Agreeing strategy for commissioning of required services e.g. tenders and framework agreement	G
Senior commissioner	X1	• Supporting the commissioning manager to identify the required services to support young people and adolescents and carrying out negotiations and contact reviews against pre-agreed contract and person centred KPIs regularly • Tendering and commissioning services that are required and ensuring access to relevant frameworks	R
Broker	X1	• Responsible for broking services for specific individual people	R
Business support	x1	• Providing Administrative Support and track expenditure on care packages and support with resolving issues with cases coming into the transitions pathway. There is currently a business support role for transitions	G
Data analyst	X1	• To ensure timely sharing of data from agencies and conduit for data across the whole system, to support reporting and demand management	R

The exact detail of the resources required within the new service will be defined when the programme starts in March. The programme requires senior programme management support full time for 1 year to deliver the restructure required.

The savings are profiled accordingly to account for this start mid year.

The cost of resources per annum is approximately **£200,000** and has been netted off the expected stretch savings possible with this investment of approximately **£700,000** over 4 years

Without such investment in resources tactical savings (no additional resources) of approx. **£282k** across 4 years are possible from reviews of high needs packages.

	2023/24	2024/25	2025/26	2026/27
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Budget Reduction (£m) cumulative	0.120	0.300	0.480	0.700
Staffing Reduction (FTE)	0	0	0	0

Section B

What impact does the proposal have on:

Property
N/A
Service Delivery
Service changes to staff working with older children and young adults with disabilities
Organisation (Including Other Directorates/Services)
Bury Council CYP and ASC
Workforce – Number of posts likely to be affected.
No posts will be made redundant
Communities and Service Users
Older Children, Younger Adults and their families
Other Partner Organisations
NHS Bury

Section C

Key Risks and Mitigations

Risks	Mitigations
Either the CYP or ASC department may not support the final model designed by the programme team	The programme team will keep the departments updated and both departments will provide senior managers to act as joint SRO
Users and their families may not understand the changes	Codesign with users and their families will be part of this transformation programme

Key Delivery Milestones

Include timescales for procurement, commissioning changes etc.

Milestone	Timeline
Service design finalisation	By end of April 2023
Restructure and implementation	By September 2023

Section D

Consultation Required?	No
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	Start Date	End Date
Staff		

Trade Unions		
Public		
Service User		
Other		

Equality Impact

Is there potential for the proposed budget reduction to have a disproportionate/ adverse impact on any of the following?

Disabled people	X – but not adverse
Particular Ethnic Groups	
Men or Women (including impacts due to pregnancy/maternity)	
People who are married or in a civil partnership	
People of particular sexual orientation	
People who are proposing to undergo, undergoing or undergone a process or part of a process of gender assignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	

EIA Required?	no
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Section E

Financial Implications and Investment Requirements

Investment requirements – Revenue and Capital
£200,000 per annum as outlined above

Finance Comments – Will the proposal deliver the savings and within the agreed timescales?
Yes