

## APPENDIX B

### SUPPORTING NARRATIVE FOR BUDGET PROPOSALS

#### Children's and Adults' Services

##### Overview

The Children's and Adults Services department provides the following services, arranged as four divisions:

- Children's social care: Delivers statutory social service functions to children, young people and families, including providing services for looked after children, child protection, foster care, adoption, youth offending and children with disabilities, as well as a specialist parenting service
- Adults' social care: Delivers statutory social service functions to adults and carers, such as providing services for frail older people, including those with dementia, and adults with a disability, learning difficulty or mental health need
- Education: Delivers universal services and statutory functions, including early years, school improvement, school admissions and youth services, specialist education, and special educational needs services
- Strategy and commissioning: Delivers strategy, performance, planning and commissioning services for the department, business administration and project management

The department provides funding to schools through the dedicated schools grant and administers the various funding formulas.

Changes to Children's and Adults' services are driven by the need to improve outcomes for Southwark's most vulnerable residents, whilst also achieving best value. Across services for children and adults, we are looking to shift the balance of care and support from the most costly residential placements to more appropriate settings in the home.

##### Children's Social Care

So for children who are looked after, that means identifying children who are currently in residential care homes who could be placed with foster families given the right package of support, (with an increased proportion of those foster carers being in-house, rather than independent fosterers), as well as reducing the number of children coming into local authority care when with more effective intervention they could safely remain with their families.

A transformation of the way we approach early help in Southwark, through the Families Matter approach, will integrate locality-based services for families - including the reconfiguration of additional support to children's centres - and will reduce long term demand on children's social care.

##### Adults' Social Care

For adult social care, as people exercise more choice and control through personalisation, less money will be spent with high cost providers in residential settings as we support older people, as well as people with physical disabilities and learning disabilities to live more independently. This will be delivered alongside the implementation of the Southwark Ethical Care Charter which restores dignity and respect for home care workers and people in receipt of care and support.

Increased integration between health and social care, supported by the Better Care Fund, will protect social care services to enable people to live at home for as long as possible, with care and support services reaching out into home and community settings. Efficiencies will be driven through the whole system by integrating teams on the ground in Local Care Networks.

Efficiencies and savings will be achieved by reviewing and reassessing clients needs, and working with providers to review placement costs using cost/market analysis tools to negotiate lower fees. There are also opportunities to help clients to move on from residential care to living in the community.

The Council's decision in 2014 to provide access to free Assistive Technology (AT)/telecare to vulnerable clients is in support of our prevention strategy – using equipment, adaptations and technology / telecare to prevent falls and injuries, enable people to be safer and more independent in their own homes for longer, and preventing admission to care homes or hospital, reducing attendance at A&E. Additional investment in telecare by the council will see an additional 1000 clients supported by AT/telecare, working especially with clients with high cost support to review them and reduce support packages with AT provision.

The work to review LD clients in the community and progress their independence is good practice. Over time, with the right support and intervention, people with learning disabilities gain skills, capabilities and confidence, which means they have potential to be more independent. The social work team will help people to progress their independence, redesigning their support accordingly, often leading to a reduced reliance on paid adult social care support. This means support plans and personal budgets will deliver better outcomes and value for money for the client and for the council. In addition to supporting value for money, the work accords with the council's values, particularly helping every person to realise their potential and treating every resident as a valued member of our community.

The personalisation agenda has led to a significant decrease in demand for day centre places, and provides the opportunity to alter our day services in response.

The council is strengthening the pathway for identifying and assessing people with continuing health care needs, and ensure the right decisions and outcomes from the process.

### **Education**

Further savings will be found in the education budget through integrating the management of play services and youth services and by restructuring education and training services to respond to the new requirements for special educational needs.

### **Strategy and Commissioning**

Strategy and Commissioning teams, as well as Business Improvement services and data management will be restructured, with the aim of further integrating Children's and Adults as one directorate and with a sharp focus on the council's priorities.

Children's and Adults' services will reduce costs and increase value for money by restructuring a significant section of our back office functions, including a review of the strategy and commissioning teams. We will bring together IT systems and data management across the department, as well as reviewing commissioned contracts to ensure close alignment with service priorities for adult social care. Children's Social Care will work with health partners to joint fund care for children with disabilities.

## **Fairer Future / Council Plan**

Children and Adults' services will be leading the delivery of a number of the key fairer future promises and Council Plan pledges, including, Southwark becoming an age friendly borough, value for money, free fruit in schools, the achievement of five or more good GCSEs for 70% of our young people, Council Tax subsidy for foster carers and adopters and the payment of London Living Wage, travel time and guaranteed hours for homecare workers, as well as doubling the number of free NHS health checks to catch problems like heart disease and diabetes.

The review of the customer journey will consider the whole adult social care system. It will look to reduce duplication and streamline processes. The review will also consider whether current organisational structures assist in keeping vulnerable people safe, and are age friendly. It is closely linked with the improvement to the IT infrastructure and the implementation of a new client information system. We will review how the current staff and management structure needs to change to deliver a simple, easy to understand, and efficient service delivery model. This area of work supports several of the "Fairer Futures" promises: value for money, delivering value for money whilst ensuring quality, safer communities, and an age friendly borough.

## **Modernisation / VFM / Efficiencies**

The total savings proposed in 2015/16 are £17.592m (or 10%). The savings for each of the divisions are:

- Children's Social Care savings of £5.385m (10%)
- Adults' Social Care savings of £8.364m (10%)
- Education savings of £1.843m (10%)
- Strategy and Commissioning savings of £2.000m (10%)

## **Children's and Adults - Equalities Impact Summary**

Front line services and improved outcomes for vulnerable children and adults will continue to be prioritised. The equalities impact of any changes for staff due to realignment and integration is being carefully considered.

The implementation of the Care Act from April 2015 will bring more people within scope of means testing and support (as they access the care cap), and a contributions policy will be considered by members in due course.

The proposals impact on adults with learning disabilities and physical disabilities, aged 18 and over, many of whom are Southwark residents placed out of area. The work will enable many to return to be closer to their families in Southwark, and ensure that their wishes, preferences and choices are heard and taken into account in terms of current and future support arrangements.

Some will be people with very complex needs, profound and multiple disabilities and long term health conditions. The project will support their quality of life and lead to better outcomes, rather than impact adversely in any way.

This impacts on all adult social care client groups – older people predominantly, adults with physical and learning disabilities, and adults with mental health needs, mainly those living at home but also those living in supported living and care homes. AT is not expected to have any adverse impact on these groups of people. Work with adults

with learning disabilities aged 18 and over and living in the community, either in their own homes or tenancies or with their carers/families, will focus on understanding their wishes, aspirations, skills and abilities, seeking to maximise their achievement of their potential, and they will be able to use the same local community resources and services as non disabled peers. This is tackles inequalities and supports choice.

Adults with physical disabilities and sensory impairments and older people have been rigorously assessed and supported by SW and the Independent Living Team to prepare for travelling independently with support as needed.

This will impact primarily on older adults and adults with learning disabilities supporting their access to NHS continuing care funding, to which they are rightfully entitled, which will address inequalities in application of the NHS CHC criteria and should have no adverse impact.