

## **SPECIALIST AND TARGETED SERVICES**

### **1.0 INTRODUCTION**

The Council's Corporate Plan is clear in that the Council budget – in terms of investment decisions and budget savings – should be set according to three key priorities;

- Tackle health inequalities, poverty and disadvantage - narrow the gap between our richest and poorest communities
- Protect the vulnerable, making sure people are safe and feel safe – and can remain independent as long as possible
- Driving economic growth – investing in Wirral's future

The Council is also committed to ensure that savings are identified and delivered based on the following principles where possible:

- Spend less on the cost of running the Council
- Broadest shoulders to bear the greatest burden
- Mitigate the impact of savings on frontline services

This document is designed to provide Members and stakeholders with concise, relevant information related to the challenges and opportunities influencing the future delivery of targeted and specialist services.

#### **1.1 Overall Context**

The challenges we are facing, both in a financial and demographic sense, mean that we must change, we must adapt, and we must innovate to ensure that we continue to deliver services which are relevant to those who need them.

We have an ageing population, and more vulnerable adults needing our help. We have more and more children needing our care, and we have growing levels of child poverty. At the same time, the aspirations of the people we work with are, quite rightly, rising – as are their expectations of us. However, we have less money than ever to support them. Our challenges are clear – they are significant, but not insurmountable.

We will continue to fulfil our duties to safeguard those who are most vulnerable whilst targeting the resources we have to ensure we achieve maximum value for the Wirral pound. We will continually adapt and find innovative solutions to make certain the financial restraints being placed on the Council do not impact on our residents' ability to live full lives and achieve their aspirations.

To do this we must adopt a new way of thinking – working with and supporting individuals and communities to become more resilient,

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thereby reducing dependency and encouraging greater independence. This will require residents, people using our services and also our workforce to think and work differently.

It will also mean we will work much more closely with partners looking at how we can deliver services better together. We will be looking out whether other organisations can deliver services on our behalf.

We will shift focus, proactively involving service users in the design, procurement, delivery and evaluation of services. Every penny we spend will be scrutinised – this will include who is funded for what as well as how that funding is provided. We will commit public resources only where it will have most impact – and ensure that impact is targeted, evaluated and substantial.

### 1.2 Purpose of Session

The purpose of this session is to enable Members to debate the future direction of service provision as described within this document, particularly in relation to the principles which are provided. Members are also provided with a summary of the emerging options within this theme for consideration.

Further work will be completed on developing these options, alongside more, before they are published by the Chief Executive for public, staff and stakeholder consultation in September 2014.

## 2.0 FUTURE DIRECTION

The majority of services within this theme fall within the directorate of Families and Wellbeing, which is part way through the delivery of its 2013-2016 Improvement Plan.

The plan works to four key themes; managing the money, delivering differently, working together and transforming the business. The transformation of the directorate is designed to ensure that, within a reduced financial envelope, the Council is able to deliver the following key outcomes:

- Children are ready for school
- Young people are ready for work and adulthood
- Young people have their needs met as early as possible
- Young people feel safe and are safe
- Vulnerable adults are safe and protected from avoidable harm
- Adults can access the widest possible options for care and support close to where they live
- Adults who use services have a positive experience of care and support
- Adults can choose the care they need from a range of high quality support services and options for care

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- The need for care and support is delayed and reduced
- Less people living with preventable ill health and dying prematurely, with a focus on reducing the gap between communities
- The population's health is protected from major incidents and other threats

To deliver these outcomes for Wirral people we will focus on the four key themes of change, identified within the Families and Wellbeing directorate plan. These being;

### Managing the Money

The quality of financial and performance data will be strengthened to make sure it effectively informs intelligent business decisions. A robust internal challenge process will be established so that all budget related activity is clearly understood by all managers and staff.

### Delivering Differently

The key is to move away from dependence based, institutionalised approaches to care and services to an approach which is based on early intervention and prevention. A greater focus will be placed on engagement with service users, carers and local communities to enable us to focus on services which support them to become more resilient and foster more responsibility for themselves and their families, and where the Council is not the sole provider.

### Working Together

We must work more closely with partners to meet shared objectives and to get the best value for the Wirral pound. Particularly important in this area will be joint commissioning between health and social care, and working closely with schools and colleges. The role of the community, voluntary and faith sector is also vital – we will work with them to maximise opportunities for new delivery models and collaborative investment agreements.

### Transforming the Business

To transform the way we delivery services successfully we must also transform our workforce; how we think and how we act. To achieve this we will improve systems and processes, policies and procedures and invest in effective training and development opportunities.

## 2.1 Principles for Change

The challenge now is to take our current service model, in the context of our current and future demographic challenges and our vastly reduced financial resources, and redesign it completely – ensuring we deliver the outcomes residents need effectively and within budget. To help inform that transformation, a series of principles have been developed which will be used to guide service re-design and potential budget options.

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- Maximising the totality of public resources available to ensure innovative approaches to delivering outcomes which transform people's lives
- Putting the child and people at the centre of everything we do
- Solving challenges in partnership
- Removing all wasted effort and duplication
- Managing demand at the earliest opportunity through asset based delivery models
- Consider innovative options against dividend and risk through a strengthened commissioning approach in conjunction with partners
- Consider the most appropriate delivery vehicle for all services
- Drive a commercial culture which maximises opportunities to generate income

The change activity to reach the future operating model will be predicated on driving the right level of demand across specialist and universal services. The key factors that need to be addressed to transform the current model of services to one that is able to achieve the right outcomes, within the remaining financial resources, include:

- Exploring and implementing alternative delivery models for universal services, and influencing behaviour change to encourage self assessment, self help and community resilience.
- Maximising the role of communities, social networks and individual people – ensuring people are well informed and empowered to be able to support themselves.
- Reducing the reliance on high cost, complex packages of care for children and a reduction in residential placements for adults – working to make sure people can be supported to be safe and independent at home.

### **3.0 EMERGING OPTIONS**

Initial, emerging budget options have been identified which build on the platform of the Families and Wellbeing improvement plan, but drive fundamental shifts in the operating model for these services.

The new operating model will be based on whole systems redesign of the care pathway or child's journey, which will bring a series of benefits both in terms of finances and outcomes for residents, including:

- Reducing demand by delivering outcomes through partners, e.g. schools, health, voluntary community and faith sector providers
- Integrated commissioning with Health and through the Children's Trust
- Exploring a range of new delivery models for services such as a local authority trading company for Day Services, the

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- commissioning of Children's Centre provision and working with schools to deliver services for two year olds
- Developing integrated working arrangements with colleagues in Health
- Reducing the need for specialist services through early intervention and prevention
- Targeting capacity around charging, collections and contracts – driving a commercial culture, maximising income opportunities

Through the Future Council Programme we will drive a number of approaches and projects to deliver this vision through a series of emerging budget options, including:

- Maximise opportunities to work across the spectrum of children's and adults services, for example the establishment of an all age disabilities service, and an integrated approach to assessment
- Scaling up and embedding what works, such as learning from the Intensive Family Intervention Programme
- Strengthening safeguarding practice and generating potential efficiencies through building on corporate safeguarding and the multi agency hub
- Establishing a single shared services with Cheshire West and Chester for schools traded services, but also working with schools to fundamentally transform the relationship to one based on outcomes delivery through the Children's Trust

### 4.0 SERVICES IN SCOPE

The services below are considered within this theme, which fall within two blocks.

#### **Specialist Services:**

Those services, primarily within social care, which are provided to residents due to those residents having an assessed need for them, either due to having a disability or being otherwise vulnerable.

- Specialist Services
- Adoption and Permanence
- Children in Care
- Children's Social Work
- Fostering Service
- Integrated Disability Service
- Neighbourhood Teams
- Pathways Services
- Safeguarding Adults
- Safeguarding Children's
- SEN and Children with Disabilities

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### **Targeted Services:**

Services which are provided which aim to achieve early intervention, to prevent or correct problems in health, lifestyle or aspirations and achievement at an early stage to reduce the need for more costly, specialist services in the future.

- 14-19 and participation
- Anti Social Behaviour
- Community Safety
- Early Years (Children's Centres)
- Family Intervention
- Independence
- Property Pool Plus
- Public Health
- School Improvement
- Supported Housing & Homelessness
- Youth Offending