



Proposal no.	CS017
Directorate	Children's Services
Service Name	Children's Social Care
Area of Service	

<b>Subject:</b>	Proposal to Achieve Savings through Shared Service Approach with Oldham & Bury	<b>Cabinet Member:</b>	Cllr Donna Martin
<b>Report of:</b>	Director of Children's Services		

### Recommendations

- 1.1 Members are asked to consider a proposal to achieve savings as a result of work with neighbouring authorities to share services with a target to deliver an indicative £230k reoccurring cashable savings in 2015/16 across children's social care.

#### Reason for recommendation

- 1.2 Rochdale and Bury have demonstrated an ability to successfully deliver a co-located Youth Offending Team and are committed to progress an integrated service that will operate across both local authority boundaries and within a single management structure. Consequently Senior Leaders within the respective Children's Services in Rochdale, Oldham and Bury have discussed and explored further areas of service delivery where cross border arrangements would offer opportunities to improve provision and achieve cashable savings; 2 areas which have been identified initially are;
- An integrated Emergency Duty Team that operates across Rochdale, Bury and Oldham serving all three council areas;
  - A single Adoption Service operating across Rochdale and Oldham
- 1.3 It is anticipated by integrating these services across the respective Local Authorities will deliver an indicative saving of £150k in 2015/16 in children's social care.

## 2 Background

- 2.1 All local authorities have statutory duties and responsibilities to children, vulnerable adults and older people with require an out of hours Social Work and Mental Health service/response that is provided by an Emergency Duty Team. A review of these services identifies common patterns of demand ie high demand 5pm to midnight and 6am – normal office hours resuming and challenges in the recruitment of Approved

Mental Health Practitioners. Consequently it is considered a combined service and 'pooling' of resources will offer an economy of scale and opportunity to achieve some savings.

- 2.2 A series of planning/project meetings have been planned to scope benefits, improvements and where efficiencies can be achieved; this is why proposed savings are represented as an indicative amount.
- 2.3 Similarly all local authority children's services that deliver an adoption service have a number of statutory duties and responsibilities placed upon them. In addition, the introduction of the adoption scorecard and standardising of 'inter-agency' fees, which is the financial charge a local authority must pay to place a child with an adopter approved by another adoption agency (ie a Rochdale child being placed with an adopter approved by Oldham) has created the potential for increased financial pressures.
- 2.4 A initial scoping activity has identified there are some mutual benefits for Oldham and Rochdale to integrate the respective adoption services and in doing so are likely to deliver financial savings. This would be via shared adoption panels, administration support and management costs. There are opportunities to learn from similar developments between other LA's in the North West who have achieved similar changes.
- 2.5 In order to progress the proposal further to integrate Oldham and Rochdale adoption services, a series of planning/project meetings have been planned to scope benefits, improvements and the efficiencies that can be achieved; this is why proposed savings are at this stage are not specific.

### **Alternatives Considered**

- 2.6 **Do nothing** - the council could continue to deliver an adoption service without integrating with Oldham; this would be simpler and clearer in its accountability and achievements. However, all indications are if we 'do nothing' the council is likely to meet increased inter-agency fees and face operational challenges in order to successfully recruit, assess and support adopters and children.
- 2.7 **Partial - integrate** – consideration has been given to integrating aspects of the Oldham and Rochdale Adoption Services such as Adoption Panel and associated administrative support. However, such an approach is likely to be compromised by the need to retain separate processes/procedures and systems. This is not likely to deliver any real tangible efficiencies or savings.
- 2.8 **Do nothing** - Cabinet could decide not to support the proposals around a shared Emergency Duty Team and shared Early Help and Schools services, and seek other areas through which to achieve savings.

### **3 Financial Implications**

- 3.1 The saving proposal cannot be determined against the total percentage of the budget for the area of service affected because this is aimed at reducing costs against any areas commissioned.

	Savings 2015/16 £k		Savings 2016/17 £k		Total savings £k	
	On-going	One off	On-going	One off	On-going	One off
Employees	150				150	
Other Costs						
Income lost						
<b>Net savings</b>	<b>150</b>				<b>150</b>	
Additional income generated						
<b>Total savings</b>	<b>150</b>				<b>150</b>	
Implementation costs						
<b>Total savings less implementation costs</b>	<b>150</b>				<b>150</b>	

### Financial and potential staffing impact on another service

- 3.2 There could be an impact on adult services associated with this proposal if the Emergency Duty Team proposal is delivered as Emergency Duty Team is a service that supports adult and children's social care. Any proposals will be developed in consultation with adult colleagues to ensure that any proposals have the full support of that service and adult service users.  
The impact on the legal advice services will also need to be considered.

### Voluntary Sector financial impact

- 3.3 There is the potential of impact on the voluntary sector of the shared adoption proposal. This would be associated in the expected reduction in the number of children placed with a voluntary adoption agency which would result in a reduction in levels of expenditure on 'inter-agency fees.

### Asset implications

- 3.4 There are no anticipated asset implications associated with this proposal. Whilst it has not been determined as to the location of the proposed integrated adoption or Emergency Duty Team service, it is expected that existing assets in Rochdale, Oldham or Bury will be maximised.

## 4 Legal Implications

- 4.1 The proposed financial savings are nominal and currently areas where savings will be made have not yet been identified. However, there will be a series of statutory, regulatory and national minimum standards that will need to be adhered to and complied with, both in relation to meeting statutory duties in relation to service delivery and meeting our duties as employers.
- 4.2 The council must ensure that it remains open minded throughout the consultation period to all alternative proposals and expressions of interest.

### **5 Personnel Implications**

- 5.1 Currently there are no identified staffing implications, although it is likely there will be areas of this proposal which will have implications for staff. Formal workforce consultation will be undertaken when staffing implications have been identified.

### **6. Risk Assessment Implications**

- 6.1 There is a risk in rationalizing the staffing and management structures between different organisations which will be the subject of careful assessment, once the proposals reach a further stage of development, making such risk analysis possible.

### **7. Equalities Impacts**

#### **Workforce Equality Impacts Assessment**

- 7.1 The figure set is nominal and as it is not yet clear where the savings would be achieved it isn't yet possible to assess whether there will be equality impacts on the workforce.

#### **Equality/Community Impact Assessments**

- 7.2 It is not envisaged that there will be any equality / community issues arising from the proposal but this will be subject to continued analysis as the projects develop.

### **8. Consultation**

- 8.1 This proposal will require consultation with professionals and stakeholders given it will result in a change in service delivery and access. Consequently, once a clear vision and proposal is developed there will be the need for consultation at that point and include the following;

- Public/elected members consultation process in line with corporate arrangements
- Consultation with Trade Union and directly affected staff in Rochdale, Oldham and Bury MBC.
- Consultation with service users via focus groups in each area.
- Consultation with key stakeholders in each area

### EQUALITY IMPACT ASSESSMENT FOR SAVINGS PROPOSALS

<b>1. Please state the name of the officers leading the EIA</b>
Michael Cross
<b>2. Who has been involved in undertaking this assessment e.g. list the stakeholder groups which have been involved?</b>
Rochdale and Bury Children's Services Leadership Teams.
<b>3. What is the scope of this assessment?</b>
To measure the impact of changes to the service to the parties and service users.
<b>4 a). What does the function currently do?</b> <b>b). Describe the needs which this service meets?</b>
<b>5. What proposed changes do you wish to make?</b>
It is proposed the service will be fully integrated; led and managed through a single management structure and delivering across the Rochdale and Bury boundary responding to the needs of young people irrespective of their place of origin.
<b>6. Who are the key stakeholders who may be affected by the proposed changes?</b>
The following groups are those stakeholders who may be affected by this proposal;  Staff from Rochdale MBC Staff from Bury MBC Staff from Oldham MBC RBSCB CYPP Service Users
<b>7. What impact will this proposal have on all the protected groups</b>
<b>Race Equality</b>
There is an under representation of children' from minority ethnic groups. Notwithstanding this, it is not envisaged there will be any negative impact on this group of children/young people because the proposal is not seeking to change referral/access points; rather the integration of service delivery.  The integration of services may improve the skills and knowledge of integrated emergency duty team/adoption service staff in responding to the needs for children from ethnic minority groups. This would be due to closer working/management and supervisory arrangements. In the event there is a specific need identified within the assessment undertaken, arrangements would be made to ensure the service provision is sensitive to any identified race equality

issues.
<b>Disabled People</b>
As service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to integrate the Rochdale and Bury Integrated Emergency Duty Team/Adoption Service. In the event there is a specific need identified within the assessment undertaken, arrangements would be made to ensure the service provision is sensitive to any identified disability
<b>Carers</b>
All service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to reduce the costs of a Integrated Emergency Duty Team/Adoption Service.
<b>Gender</b>
All service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to integrate further and reduce the costs of a Bury and Rochdale Integrated Emergency Duty Team/Adoption Service through the integration of services. In the event there is a specific need identified within the assessment undertaken, arrangements would be made to ensure the service provision is sensitive to any identified gender issues.
<b>Age</b>
All service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to integrate further and reduce the costs of a Bury and Rochdale Integrated Emergency Duty Team/Adoption Service through the integration of services. In the event there is a specific need identified within the assessment undertaken, arrangements would be made to ensure the service provision is sensitive to their developmental need and who are aged between 10 and 18 years.
<b>Armed Forces and Ex-Armed Forces Personnel</b>
All service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to integrate further and reduce the costs of a Bury and Rochdale Integrated Emergency Duty Team/Adoption Service through the integration of services. In the event there is a specific need identified within the assessment undertaken, arrangements would be made to ensure the service provision is sensitive to any identified military issues. For example some young people are restricted from entering the armed forces because of their criminal records. We will continue to support those young people with their applications where appropriate.
<b>Religion or Belief</b>
All service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to integrate further and reduce

the costs of a Bury and Rochdale Integrated Emergency Duty Team/Adoption Service through the integration of services. In the event there is a specific need identified within the assessment undertaken, arrangements would be made to ensure the service provision is sensitive to any identified religious or belief issues.

### **Sexual Orientation**

All service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to integrate further and reduce the costs of a Bury and Rochdale Integrated Emergency Duty Team/Adoption Service through the integration of services. In the event there is a specific need identified within the assessment undertaken, arrangements would be made to ensure the service provision is sensitive to any identified sexual identify issues.

### **Gender Reassignment**

All service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to integrate further and reduce the costs of a Bury and Rochdale Integrated Emergency Duty Team/Adoption Service through the integration of services. In the event there is a specific need identified within the assessment undertaken, arrangements would be made to ensure the service provision is sensitive to any identified gender reassignment issues.

### **Pregnant Women or Those on Maternity Leave or Those who have given Birth in the Previous 26 weeks**

All service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to integrate further and reduce the costs of a Bury and Rochdale Integrated Emergency Duty Team/Adoption Service through the integration of services. In the event there is a specific need identified within the assessment undertaken, arrangements would be made to ensure the service provision is sensitive to any identified maternity issues. This will included young women who are pregnant will continue to have risk assessments undertaken to ensure they are able to comply with the relevant court orders.

### **Marriage or Civil Partnership**

As service users will still be able to access services via existing and established pathways there will be no adverse impact on this group from the proposal to integrate a Integrated Emergency Duty Team/Adoption Service and make financial savings through the integration of services. Whilst the vast majority of service users are not likely to be married or in a civil partnership due to their age, there may be issues identified for their carers/parents who are. Consequently In the event there is a specific need identified within the assessment undertaken; arrangements would be made to ensure the service provision is suitably.

## **8. Conclusions and Recommendations**

### **What are the main conclusions from this analysis?**

The integration proposal is to allow for a consistent, efficient and effective service across the borough of Rochdale, Oldham and Bury. It is envisaged children, young people and families will be seen in their respective home area, i.e. Rochdale young people will be seen in Rochdale. The conclusion from this impact assessment indicates there are no identified

detrimental elements from this proposal.
<b>What are your recommendations?</b>
<p>It is recommended;</p> <ul style="list-style-type: none"><li>• That the specifications for the proposed integration services of a Rochdale, Oldham and Bury Integrated Emergency Duty Team/Adoption Service is sensitive and responsive to the specific needs of children and young people; specifically those from protected/vulnerable groups</li><li>• That there are clear communication arrangement in place to promote the transitional arrangement and service needs, response times are made clear and service standards.</li></ul> <p>What evidence do you have which demonstrates that these measures will be effective?</p> <p>Previous commissioning of sensitive services has been able to monitor and ensure the needs of vulnerable children/young people are met and provision is sensitive of individual needs.</p> <p>In addition, previous integration of services and the current performance framework will allow for monitoring of Integrated Emergency Duty Team/Adoption Service and the transition of service users to new services can be sensitively and successfully handled to ensure that they continue to have their needs met.</p> <p>What evidence do you have which demonstrates that these measures will be effective?</p> <p>Current arrangements have seen improved outcomes in a reduction in young people in the criminal justice system and a reduced number of first time entrants.</p> <p>Review undertaken by People Too recommends the proposal for integration</p>
<b>9. Please provide details of who you will consult with on the proposals and the methods which you will use to consult. State your consultation and inclusion methodology.</b>
<b><i>The Consultation and Inclusion Methodology Used</i></b>
<p>A consultation plan has been developed and uses the following methodology;</p> <p>Focus groups with staff The council website Letters and direct communication with partner agencies, i.e. health, police and education Focus group with Trade Unions and written correspondence</p>
<b>10. Produce an action plan detailing the mitigation measures that you propose to put in place to address any adverse impacts.</b>
<p>This section will be update after consultation</p>