



## We want to know your views on our proposed changes



## Foreword

This document forms part of the Council's budget consultation on the overall Medium Term Financial Plan 2019/20 – 2022/23. It gives information about proposals for changes to People's Services so that you can give your feedback on these proposals.

The wider budget consultation which will ask for your feedback on proposals covering all other Council departments will open in December 2018.

The latest update report on the full Medium Term Financial Plan 2019/20 – 2022/23 was published on 17 October 2018 and discussed at Council cabinet on 24 October 2018. A copy of this cabinet report can be found at [cmis.derby.gov.uk](https://cmis.derby.gov.uk). At this meeting approval was given to consult and conduct Equality Impact Assessment (EIA) on the proposed savings for People's Services at an earlier stage to ensure that it was possible to begin to deliver any savings in 2019/20.

People's Services are considering how to reduce its revenue budget by over **£6.6 million** by 2022/23 across 18 proposals. These proposals include both new ideas as well as those that have been previously consulted upon. Five of these proposals would involve making changes to four statutory services and one discretionary service including:

1. the Livewell Service
2. Day centres
3. Council owned care homes
4. Carer's services
5. Fostering recruitment

To have your say on these proposals please visit [www.derby.gov.uk/yourcityyoursay](https://www.derby.gov.uk/yourcityyoursay) or call 01332 640000 to request a questionnaire. We can give you this information in any other way, style or language that will help you access it. Please contact us on: 01332 640000 Minicom 01332 640666.

## Introduction

*“Local Government has sustained disproportionately large reductions in central government funding over this decade, in comparison to the rest of the public sector. Between 2010 and 2020, councils will have lost 60p out of every £1 the Government had provided for services.” Lord Porter - Chairman of the Local Government Association).*

### The budget in context

The financial outlook for the Council continues to be extremely challenging. We don't know what will happen to local government funding over the next few years and so it is important that we plan ahead to make sure that we can continue to provide our services within a reduced budget.

After almost ten years of austerity delivering a balanced budget each year whilst trying to innovate and provide sustainable quality services is becoming more difficult. When the Medium Term Financial Plan was first discussed by Cabinet in July the forecast was that there would be a £22.843 million savings gap over the four year period 2019/20 – 2022/23. We will carry on making plans as our financial position becomes clearer with a £9.820 million funding gap still remaining at this stage.

### The significant challenge for People's Services

The situation facing adults and children's social care, as well as homelessness and public health, is particularly severe. The Local Government Association has calculated that nationally by 2019/20 there will be a £1.9 billion shortfall in children's services funding and a £2.2 billion funding gap in adult social care services.

In Derby the demand for adults and children's services is increasing year on year.

Within **adult services**, the over 85s population is rising annually by 3% and the Council is also supporting more working age adults with eligible social care needs. In 2017/18 there was a 10% increase in the numbers of adults of working age with severe and chronic learning and/or physical disabilities supported by adult social care. In addition, Derby has the widest gap in life expectancy between the most and least deprived wards across the East Midlands.

We also have increased demand for **early help and children's social care services**, particularly the numbers of children subject to child protection plans and most recently children coming into care, with a 41% increase in care applications in 2017/18. We have continued to see a rise in the numbers of children being admitted to care in 2018/19 and have increasing numbers of children placed in external foster placements which are more costly than placing with our own foster carers.

## The consultation

### What are we proposing?

We have suggested a number of proposals which have been shaped by both the national and local context and the need to balance the Council budget. A full list of these proposals can be found at **Table 1**.

Some of these proposals are about delivering existing services differently through re-prioritising work or by restructuring staff and resources and some are proposals that we have already started work on such as changes to children's homes, where those directly affected have already been consulted.

Some proposals, however, would mark a change to the services we deliver. These include changes to:

- The Livewell service
- In house day centres
- Council owned care homes
- Carer's services
- Fostering services

Further details about these proposals are set out in this document from page 9.

### What are we consulting on?

We want to know your views on our savings proposals for People's Services generally as well as the specific proposed service changes as listed above. By taking part in this consultation you will be helping to shape the future of these services in Derby and helping to make sure that we make the best possible use of the money we have available.

### How can you take part?

The consultation will be open until **Friday 1 February 2019 at 10.00 a.m.** You can take part by completing the online survey at [www.derby.gov.uk/yourcityyoursay](http://www.derby.gov.uk/yourcityyoursay) or by completing a paper questionnaire and returning it in the envelope provided or to the following Freepost address: People Services Consultation, Derby City Council, FREEPOST, MID24259, Derby, DE1 2BR.

You can pick up a paper copy of the questionnaire at the Council House or one of our libraries or you can request a copy by contacting 01332 640000. If you would like to request the questionnaire in a different format such as a different language or an easy read version please contact [yourcityyoursay@derby.gov.uk](mailto:yourcityyoursay@derby.gov.uk) or call 01332 640000.

If you are directly affected by the proposals for Livewell, day centres, care homes, Carer's services or fostering services you will have the opportunity to hear more about these proposals and give your view at a meeting or event during the consultation period. The service that you access will keep you up to date about how you can get involved.

### What happens next?

The findings from this consultation will be discussed at a Council Cabinet meeting on 13 February 2019, where decisions will be made about these savings proposals.

**Table 1: The People's Services proposals in full**

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
<b>Savings already agreed in previous years</b>								
Public Health	Refocus of provision to the Livewell service		(400)	-	-	-	<b>(400)</b>	9
<b>TOTAL SAVINGS PREVIOUSLY AGREED</b>			<b>(400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(400)</b>	
<b>New Savings proposals</b>								
Public Health	Reduction in the controllable public health grant	A reduction in the public health offer within the city to reflect the reduction in the public health grant	(509)	-	-	-	<b>(509)</b>	-
Adults	Closure of remaining in house day centres- Morleston, Aspect & Inspire	Assist remaining adults eligible for day support to access community settings, closing empty day service buildings	(624)	-	-	-	<b>(624)</b>	29.5
Adults	Review of adults care packages	Undertake a review of Adult care packages where there is the potential to incorporate an asset based approach to meet eligible needs.	(350)	(500)	-	-	<b>(850)</b>	-

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Adults	Re-prioritising statutory work in adult social care	Review our approach to Deprivation of Liberty Safeguards which may reduce our need to undertake as many best interest assessments, reducing demand.	(165)	-	-	-	<b>(165)</b>	-
Adult	Efficiencies in workforce learning and development	A restructure within the learning and development service to focus on essential learning needs only.	(100)	-	-	-	<b>(100)</b>	2.6
Adult	Efficiencies from review of Carelink service	Restructure Carelink to meet the demands of the service and customers.	-	(100)	-	-	<b>(100)</b>	-
Adult	Re-modelling the universal offer to carers	Refocus the Carers service offer to comply with statutory requirements in relation to prevention, advice and information duty; and review the delivery model.	(200)	-	-	-	<b>(200)</b>	-
Childrens	Removal of base budget for Troubled Families corresponding funding ending 19/10	Troubled Families programme comes to an end as the grant ends.	-	(852)	-	-	<b>(852)</b>	8

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Childrens	Remodelling of the Connexions service	Staffing restructure of the Connexions service	(50)	-	-	-	<b>(50)</b>	3
Childrens	A remodelling of child placement service through social impact bonds	A reduction in the costs of placements for looked after children as their care packages are stepped down from high cost residential packages to supported foster care.	(113)	(296)	(364)	(364)	<b>(1,137)</b>	-
Childrens	Redefining the local authority role in school improvement	A staffing reduction in the school improvement service	(150)	-	-	-	<b>(150)</b>	3
Childrens	Youth Offending Service restructure	Review the staffing structure of the Youth Offending Service	(80)	-	-	-	<b>(80)</b>	3
Childrens	Remodelling of the service model for the provider of fostering	Consider an alternative delivery model for the recruitment of foster carers. Savings deliverable from an increased rate of recruitment and a reduction in the use of agency fostering placements	-	(200)	(200)	-	<b>(400)</b>	-
Childrens	Remodelling of the service model for the provider of residential provision for children in care	A review and reconfiguration of the Council run children's homes to respond to the changing needs of residential placements	(200)	-	-	-	<b>(200)</b>	4

Service	Saving Proposal Title	Brief Saving Description	19/20 Proposed Saving £000's	20/21 Proposed Saving £000's	21/22 Proposed Saving £000's	22/23 Proposed Saving £000's	Total Saving	Potential reduction in number of FTE's
Children	Use of Dedicated Schools Grant to fund Central Early Years Services	The Early Years Block of the Dedicated Schools Grant is provided to fund all early years' provision including sufficiency and quality assurance services.	(200)	-	-	-	(200)	-
People	Management Review	Review the management structure of the directorate	(80)	-	-	-	(80)	1
<b>TOTAL NEW PROPOSED SAVINGS</b>			<b>(2,821)</b>	<b>(1,948)</b>	<b>(564)</b>	<b>(364)</b>	<b>(5,697)</b>	
<b>TOTAL SAVINGS</b>			<b>(3,221)</b>	<b>(1,948)</b>	<b>(564)</b>	<b>(364)</b>	<b>(6,097)</b>	<b>63.1</b>
<b>Actions to mitigate unachievable savings as detailed in Appendix 3</b>								
Adult	Remodelling the remaining Council owned care homes	Rationalise the remaining Council owned care homes to operate over two sites - retaining Arboretum House and Perth House and relocating Bonsal View.	(560)	-	-	-	(560)	56
<b>TOTAL SAVINGS</b>			<b>(3,781)</b>	<b>(1,948)</b>	<b>(564)</b>	<b>(364)</b>	<b>(6,657)</b>	<b>119.1</b>

More detailed information on the proposals involving Livewell, day centres, Council run care homes, Carer's services and fostering recruitment and assessment services can now be found on the next pages.



### What is Livewell?

Livewell is Derby's integrated lifestyle and behaviour change service which provides free support to adults and children for up to 12 months to help them lose weight, become more active, have an NHS Health check and quit smoking. A number of specialist programmes are also delivered to support a range of specific populations across the city. The service is delivered 8am – 8pm across the week. Livewell currently offers the following services:

#### Adult weight management programme:

- 12 month programme to support adults classified as obese (BMI of 30 or lower (27.5 for people of South Asian origin)) to lose weight, improve diet, be more active and improve quality of life
- 1-2-1 and group support to create personalised weight management plans and provide support and advice on weight, healthy eating, physical activity and goal setting
- An eight week accredited weight management course
- Local community exercise activities – for example couch to 5k, boot camp and chair based exercise
- Gym and swim facilities in Derby City Council leisure centres
- Buddy scheme
- Support from a specific advisor for 12 months
- Specialised referral pathway for people that may be eligible for Tier 3 or 4 clinical weight management services (Tier 3 is a specialist weight management service for patients with severe or complex obesity and includes medical, dietetic and psychological support. Tier 4 is a specialist obesity service which includes surgery).

#### Stop Smoking service:

- 12 month programme to support people to quit smoking
- 1-2-1 support
- Free phone and text support
- Specialist support for maternal smokers
- Up to 12 weeks of free Nicotine Replacement Therapy (NRT) i.e. patches and gum
- Support for mental health Nicotine Replacement Therapy costs
- Smoking cessation support to respiratory and cardiac inpatients at University Hospitals of Derby and Burton
- A Facebook Messenger bot that gives 24hr digital support for smokers
- Specific support groups for pregnant smokers
- Support for children and young people ages 12+

#### Child Weight management programme:

- 12 month programme to support children aged 5 to 17 classified as overweight (BMI in the 85<sup>th</sup> centile) to lose weight, improve diet, become more active and improve quality of life
- Family intervention programme to support parents and carers to lead healthier lifestyles by providing adult and children physical activity sessions and workshops to support children to eat healthily, lose weight and become more active

- 1-2-1 and group support to create personalised weight management plans and provide support and advice on weight, healthy eating, physical activity and goal setting
- Community exercise and healthy eating activities
- Parent workshops specifically supporting parents around fussy eaters, healthy eating and supporting physical development
- Gym (aged 12+) and swim facilities in Derby City Council leisure centres
- Buddy scheme
- Support from a specific provider for 12 months Active schools programme which is closely linked to the child weight management and offers :
  - bespoke package that includes raising the awareness and adoption of healthy lifestyles amongst **all** pupils and parents
  - training teaching and non-teaching staff to develop skills, knowledge and confidence to deliver physical activity as part of a whole school approach
  - to help physical activity to become a part of daily life in school and the community
  - to engage pupils who do not enjoy being physically active

#### **Specialist Programmes:**

- **Active Supporters** - Specialist programme for men in collaboration with Derby County Community Trust, engages fans through its stadium-based boot camp, circuit, boxing and football activities
- **Liveability** - Specialist programme for children and adults with learning disabilities to improve a range of health issues including weight management and stop smoking and increasing independence. Support is also offered to carers
- **Cardiac Rehabilitation Phase 4 Service** - Specialist programme for cardiac rehabilitation which supports people referred by University Hospitals of Burton and Derby with heart conditions following hospital treatment and rehabilitation after a cardiac event (e.g. heart attack) to enable them to lose weight, quit smoking or manage their heart condition in the community
- **GP Out of Hours programme** – As part of the Primary Care extended hours contract, smoking cessation and weight management is delivered between 6pm and 8pm at several GP surgeries in the city for patients from those surgeries to access.

#### **NHS Health Check Programme:**

- Delivery of NHS health checks to the eligible population on behalf of three GP surgeries.
- Delivery of NHS Health Checks in the community focussing in areas of deprivation, workplaces, and places of worship.

#### **Workwell:**

- Forms integral part of Derby City Council's attendance management strategy and offer to staff to improve their health, wellbeing and attendance.
- Provides the opportunity for external organisations to support their employees to improve their health and wellbeing.
- Delivers work place wellbeing MOTs and tailored workplace interventions to support organisations to improve productivity, health, wellbeing and attendance.
- Supports organisations to look at their workplace culture in a health and wellbeing context.

### Health Promotion:

- Through health events in the community and social media, Livewell raise awareness on a variety of health issues and support national campaigns such as Men's Health Week, Stoptober, Ovarian Cancer, Dementia Awareness, Know Your Numbers Week, Mental Health Awareness, Be Clear on Cancer, One You and Change 4 Life.
- Supports over 35 events per year across the city with a wide range of community organisations.

### What changes are we proposing?

In order to sustain an effective lifestyle and prevention service within a reduced budget for 2019/20, this proposal is based on a reduction in Livewell's scale affecting the number of clients able to use the service and its accessibility. There will also be a reduction in the range of interventions offered by Livewell. All 'core' Livewell services including weight management, smoking cessation support and Health Checks are proposed to be maintained in the revised delivery model, albeit at a reduced scale. Table 2 shows the services that are proposed to be maintained but at a reduced scale.

Table 2: Proposal for 2019/20 – Service maintained but with reduced delivery

Service area	Proposed Delivery
Adult Weight Management	<ul style="list-style-type: none"><li>• Reduction in the number of clients from 750 to 500</li><li>• Delivery focussed only in areas of deprivation</li><li>• Reduction in the number of venues</li><li>• Reduction in opening hours</li></ul>
Liveability	<ul style="list-style-type: none"><li>• Continue but potential to cap the number of clients</li></ul>
Child Weight Management	<ul style="list-style-type: none"><li>• Reduction in the number of clients from 150 to 75</li><li>• Delivery focussed only in areas of deprivation</li><li>• Reduction in the number of venues</li><li>• Reduction in opening hours</li></ul>
Active Schools Programme	<ul style="list-style-type: none"><li>• Reduction in the number of schools from 6 to 3</li></ul>
Smoking Cessation	<ul style="list-style-type: none"><li>• Reduction in number of clients working to achieve a 4 week quit from 1250 to 600</li><li>• Delivery focussed only in areas of deprivation</li><li>• Reduction in the number of venues</li><li>• Reduction in opening hours</li></ul>
NHS Health Checks	<ul style="list-style-type: none"><li>• Number of NHS Health Checks delivered in the community reduced from 1000 to 500</li><li>• Reduction in the number of venues</li><li>• No proactive service</li></ul>

It is proposed, however, to end the provision of the majority of 'specialist' services, from 2019/20. Table 3 shows those services that are proposed to end delivery from 2019/20.

Table 3: Service Proposal for 2019/20 – Services to end

Service area	Proposed Delivery
Adult Weight Management <ul style="list-style-type: none"> <li>Tier 3 bariatric surgery pathway</li> </ul>	<ul style="list-style-type: none"> <li>Service delivery to end in 2019/20</li> </ul>
Smoking Cessation <ul style="list-style-type: none"> <li>Inpatient smoking cessation on cardiac or respiratory wards</li> <li>Mental Health Nicotine Replacement Therapy (NRT) costs</li> </ul>	<ul style="list-style-type: none"> <li>Service delivery to end in 2019/20</li> </ul>
Active Supporters (Men's Health)	<ul style="list-style-type: none"> <li>Service delivery to end in 2019/20</li> </ul>
Cardiac Rehabilitation Phase 4	<ul style="list-style-type: none"> <li>Service delivery to end in 2019/20</li> </ul>
Workwell Programme	<ul style="list-style-type: none"> <li>Service delivery to end in 2019/20</li> </ul>
GP Out of Hours delivery	<ul style="list-style-type: none"> <li>Service delivery to end in 2019/20</li> </ul>

### Why are we proposing this change?

Due to the Council's financial position, there is a requirement to achieve a £1.2 million saving in the Public Health controllable budget. In order to meet this funding pressure we are proposing a reduction in Livewell Service provision.

This proposal to meet the funding shortfall is in its early stages. No decision has yet been made with relation to the reduction to the scope and scale of Livewell. Discussions have taken place with Strategic Directors around statutory and discretionary services funded by Public Health. Lifestyle and behaviour change services, although core to Public Health, are deemed discretionary. The impacts and associated risks of a reduced lifestyle offer have been discussed and reviewed at the Council's Chief Officer Group in June 2017, July 2018, and August 2018. Discussions relating to potential reductions to Council funding of lifestyle and behaviour change provision have also been discussed at the Health and Wellbeing Board in September 2018 and October 2018.

### What would this mean?

These changes will have an impact on current and future service users of Livewell which includes a wide scope of the Derby population. With the service decreasing in scale, the numbers of people being able to access the free service for support will significantly reduce. The main groups of the population that this will affect are:

- obese adults
- general smokers
- smokers with severe respiratory or cardiac conditions admitted to hospital
- overweight and obese Children
- general child population
- adults ages 40-74 years who are eligible for an NHS Health check
- people who have had a cardiac event requiring phase 4 rehabilitation
- people with a learning disability
- pregnant smokers
- people that do not live in areas of deprivation
- parent/carers/guardians
- men

Our partners deliver a number of services which have links with Livewell. People potentially affected by this would be:

- Cancer patients
- Substance misuse service users
- Mental Health patients
- Older people
- Families with children under five

Overall, the likely impact of making this change would be

- Fewer people will be able to access the service. This means there is the potential for fewer people to stop smoking and lose weight successfully.
- A reduction in staff, venues, opening hours (including call centre) and focussing resources solely in areas of deprivation will have a significant impact on accessibility to the service across the city. People will have to travel further and will have less choice.
- A reduced service will not be able to meet the demand of the population and as a result is likely to create longer waiting times with the possibility of the service closing at certain times of the year to manage demand.

**An Equality Impact Assessment will be conducted in parallel to the consultation.**

### **When would the changes happen?**

The proposed changes would take place within the financial year of 2019/20.

### **What are we consulting you about?**

We want feedback on this proposal from those affected and everyone else that lives, works and studies in Derby that wishes to take part. We want to know whether you support this proposal, what impact you think it would have and any other suggestions you may have to shape the future of this service. Your feedback will inform the final decision made by Council Cabinet in February 2019.

### What are Day “centres”?

Day centres provide care and support for people during the day, (often in a building), for people from the age of 18 (depending on the individual day centre) who may have support needs. Other forms of daytime support include arrangements for people to access a wide range of community and leisure facilities with a staff member or volunteer to support them.

### Which day centres is this consultation about?

This consultation is about the day centres that are directly provided by Derby City Council. It affects three day centres in the city:

- **Morleston Day Centre** – Provides day services for older people and a small group of customers who are living with dementia.
- **Inspire Day Centre** – Provides day care for customers with profound and multiple learning disabilities.
- **Aspect Day Centre** – Provides day care for customers with learning disabilities and autism aged 18 to 65 years. Some customers do have more complex needs such as epilepsy and heart conditions.

A very small number of individuals are currently accessing these day centres, fewer than ten people across all three centres on any given day.

### What changes are we proposing?

We are proposing that these three remaining day centres are closed and that all existing service users are supported to access the other alternative services available in the city. These are generally provided by charities, community interest companies or private organisations. They can include daytime support for people so they can access a wide range of community and leisure facilities with a staff member or volunteer to support them. The Council also has Shared Lives which can support people during the day using paid carers, and some people also use Personal Assistants to support them.

### Why are we proposing this change?

In spring 2016 we consulted on proposals for us to stop running the remaining Council owned day centres and for them to be run in future by alternative providers. It was no longer a realistic option that the Council continue to be a provider of care given reductions in funding, and the number of quality alternatives available.

The consultation sought views on how we could provide services differently in the future. Informed by this feedback, Council Cabinet made a decision in December 2016 to approve the selling of Arboretum House where Morleston Day Centre is also based to be provided by an external organisation. It also noted that further dialogue was required with organisations interested in taking on the running of the Inspire and Aspect Day Centres, following the soft market testing that had already taken place.

In the last two years the Council, in line with other local authorities across the country, has continued to move away from directly providing care services ourselves. New referrals and individuals requiring access to daytime support have been referred to the other alternative services available and diverted from day “centres” run by the Council. Also some existing service users at the Aspect and Inspire services have already moved on to these alternative services. As such, the number of people accessing these day centres has reduced significantly.

In the current financial situation and with the many other quality providers available it is no longer the best option that the Council continues as a provider of day centres.

### **What would this mean?**

The last remaining people currently accessing the three day centres would be helped to access alternative support. There would be no change for people newly referred to day care as they would continue to be referred to alternative services.

**An Equality Impact Assessment will be conducted in parallel to the consultation.**

### **When would these changes happen?**

If this proposal were to get approval by Council Cabinet work would start with individual families from spring 2019.

### **What are we consulting you about?**

We want feedback on this proposal from those affected and everyone else that lives, works or studies in Derby that wishes to take part. We want to know whether you support this proposal, what impact you think it would have and any other suggestions you may have to shape the future of these services. Your feedback will inform the final decision made by Council Cabinet in February 2019.

### What are care homes?

Residential care homes provide long term and respite care for adults over the age of 65. The Council-owned residential homes in Derby are for older people with a range of disabilities such as poor mobility and sensory impairments and have some level of physical dependency. A number of residents have dementia or a significant degree of confusion.

### Which care homes is this consultation about?

This consultation is about care homes that are directly provided by Derby City Council.

The care homes affected by this consultation are:

- Arboretum House
- Warwick House
- Bonsal View
- Perth House

### Why are we proposing to make changes to these care homes?

Derby City Council's Cabinet decided in 2016 to no longer be a provider of long term care; this is care that is provided to someone in their own home, or in a residential home over a long period of time. The vast majority of care homes operating in Derby are not owned or run by the Council. There are many other specialist companies and organisations that are willing and able to provide residential and nursing care.

In 2016 we consulted on proposals about five out of the last seven remaining Council owned care homes. The consultation sought views on our preference to find another care provider to take over the running of five of the homes. Having considered the views and feedback, the Council Cabinet decided to approve the selling of the five Council care homes of Merrill House, Raynesway View, Coleridge, Arboretum House (including Morleston Day Centre) and Bramblebrook.

Since then, Bramblebrook care home has been closed, and three of the other care homes (Merrill House, Coleridge House and Raynesway View) are in the process of being sold to an alternative provider. We now have new proposals which aim to make the very best use of the remaining Council run facilities in light of the current budget position.

### What changes are we proposing?

We are now proposing changes to our remaining Council owned care homes:

- That Arboretum House is no longer considered for sale, but continues to be run by the Council. The proposal is that Arboretum House would no longer provide long term residential care but would be used to provide short term care for people being discharged from hospital and support them to return back to their normal place of residence. This would be a similar service to that already provided at Perth House, another of the remaining Council owned care homes. Existing residents at Arboretum



House would not however be asked to move unless it was their personal choice to or if they needed more intensive care such as nursing support.

- That Warwick House which is currently closed due to major building work being required would no longer be used by the Council to provide care. It would be subject to an options appraisal about its future use, which may include the Council disposing of the site.
- Bonsal View, a short stay respite facility for service users with learning disabilities that is based on the same site as Warwick House, would be relocated to an alternative facility and location, but continue to operate as it does now.

### **What would this mean?**

The proposal would have the following impacts:

- The current long term residents of Arboretum House will be able to continue their care at the home but the changes to the care home would change around them with a flow of short term residents also staying in the home following their discharge from hospital.
- The number of health and social care professionals on site at the care home would naturally increase as the focus changes from long term care to reablement. Professionals from multi – disciplinary teams such as occupational therapists, physiotherapists, dieticians and speech and language therapists would visit Arboretum House regularly to support the new short term residents. This would inevitably lead to an increase in traffic flow in and out of the building which may be noticed by local residents in the community.
- Arboretum House in its new form would increase capacity in the community to support earlier discharge from hospital, prevent bed blocking and help ensure that hospital beds are available to those who need them most.
- Those people that currently access the respite facility at Bonsal View, their families and carers will be affected as this facility is based on the site of Warwick House. If Warwick House was no longer to be used, the service provided by Bonsal View would need to move to a different facility. Whilst there is no intention to stop providing this valuable service, if it were moved to another location it would no doubt cause some inconvenience or anxiety to those who depend on it and are used to accessing the service where it is.

**An Equality Impact Assessment will be conducted in parallel to the consultation.**

### **When would these changes happen?**

Work would begin on these changes as soon as the decision is made. Any change to the location of Bonsal View would only occur at an appropriate time when a suitable alternative building has been identified that best meets the needs of those who use it. This change would therefore not take place before summer 2019 at the earliest and would be made following engagement with all those affected. We would welcome ideas from this group on where this service could be relocated and how the transition could be managed.

### **What are we consulting you about?**

We want feedback on this proposal from those affected and everyone else that lives, works or studies in Derby that wishes to take part. We want to know whether you support this proposal, what impact you think it would have and any other suggestions you may have to shape the future of the last remaining Council owned care homes in the city. Your feedback will inform the final decision made by Council cabinet in February 2019.

### What services do we currently have for Carers?

The Council currently supports adult Carers who are supporting other adults (over 18) in a number of ways:

- Directly by the Council in the form of social work assessments for them and/or their loved one;
- Directly by Local Area Coordinators or from advice and information we provide as a Council through our Talking Points in communities;
- By Derby Direct, Derby Homes and the Healthy Housing Hub should Carers need general advice or help with housing matters, including accessing equipment or housing adaptations;
- Via Shared Lives or organised respite to enable the carer to have a break from caring whereby their loved one is cared for temporarily by someone else - either at home or away from home e.g. on a supported holiday break or in a residential care home;
- By a commissioned service provided under a contract with Derbyshire Carers Association to help us deliver on our statutory duty to provide Carers assessments, as well as providing more general information and advice.
- By a commissioned service provided by Community Action Derby (delivered by Creative Carers) to provide training and short breaks for Carers.
- By a commissioned service provided under a contract with Making Space to help carers whose loved one has a diagnosis of dementia.
- By helping Carers to access a range of city wide support that is available to Carers such as through the Adult Learning Service, subsidised leisure services, voluntary and community groups etc.

### What changes are we proposing?

Given the Council's current financial position, we are proposing to reduce the overall level of funding that we use to support carers by £200k from our current expenditure which is approximately £1.16 million per annum. This means we would have to scale back what we provide for carers to focus on the necessary amount in line with our statutory duties.

The statutory duties that Council and the NHS have for social care are set out in the Care Act 2014. The proposed changes will mean we will focus funding on the Care Act duties only.

The Care Act gives Council's a responsibility to assess a Carer's needs for support, where the carer *appears* to have such needs. The Council must ensure that it carries out an assessment around *eligibility* for support, and if a carer is eligible, it will agree a support plan, which sets out how the Carer's needs will be met.

The Care Act places a wider duty on Councils in terms of prevention, advice and information which is required for all individuals i.e. it is not Carers specific. This duty is known as the duty to provide “universal services”.

The proposal is that these two areas together will be prioritised from the remaining funding. If this proposal is agreed, we would continue to fund essential services such as:

- Social work assessments and support planning
- Support to obtain advice and information and signposting to other “universal” services e.g. Adult Learning Service, libraries, leisure facilities etc.
- The provision of information and advice in a variety of formats

With less funding, the proposal is that non statutory services such as training and recreational / wellbeing activities would no longer be able to be funded by the Council. Carers would be signposted to services already existing in Derby to access these. If these services were required as part of their assessment, the Council would help Carers access these.

### **Why are we proposing this change?**

These proposals are being made because the Council needs to make savings and is therefore required to prioritise services in line with its statutory duties.

### **What would this mean?**

This change may not have an impact on all Carers. A small proportion of Carers are eligible for support under the Care Act, and only a proportion of these need to access ongoing training or breaks. Carers who are eligible for support under the Care Act mainly receive support to help them access practical support such as cleaning or financial advice, or to have care provided to their loved one so they can have “respite” from caring duties – for example so they can attend a hospital appointment, or have a regular break from their caring responsibilities. The majority of Carers access the wider preventative services and some access specific Carer’s advice and information as the main source of help to allow them to continue caring.

The impact of the proposal is likely to be on those Carers who have accessed the free training and short break activities that the Council has been funding through two local service providers – Derbyshire Carers Association and Community Action Derby (via Creative Carers). The proposal would mean that these activities would no longer be funded to be provided free of charge for all Carers – as they would not be considered as part of the statutory universal offer.

During the consultation, we will be completing an Equality Impact Assessment to ensure all impacts of this proposal are fully understood before the final decision is made.

### **When would these changes happen?**

The budget available for Carers would be reduced from April 2019/20.

## **What are we consulting you about?**

We don't just want your feedback on this proposal; we are also seeking your views and ideas about how we can shape the Carers offer into the future. The consultation approach will be one that seeks to encourage Carers and members of the public to engage as much as possible and will include a full equalities impact assessment that will be available to Cabinet before a final decision is made.

This consultation marks the beginning of an engagement process and if the proposals were agreed, we would carry out further consultation about how we deliver services in the future. This would include asking you about how the support for Carers should be configured and delivered within the funding available.

This could range from procuring support via a third party under a contract, alternative arrangements such as Local Area Coordination or a dedicated Carers team within the Council.

**An Equality Impact Assessment will be conducted in parallel to the consultation.**

### What changes are we proposing?

We are proposing to change the way we recruit and assess foster carers in Derby. Instead of providing this recruitment service ourselves we are considering commissioning another organisation to provide this service on our behalf.

### Why are we proposing this change?

Over the last six years the Council has invested significant resources in trying to increase the number of internal foster carers and decrease the reliance on the independent and private sector fostering market. Despite this, current statistics still show that 63% of children in care are placed with an external Independent Fostering Agency. This contributes significantly to the financial pressures that People Services are under.

In 2017, the Council chose to undertake a “soft market test” and consult with external providers of fostering services to find out if there is any interest in other independent organisations running all or part of Derby’s fostering service.

The options arising from this soft market test analysis were;

1. To stop running the recruitment and assessment of foster carers in house and hand it over to an independent provider to deliver on our behalf
2. To establish a shared service with other local authorities
3. To establish a separate organisation with its own governance such as a Community Interest Company (CIC/Social Enterprise, Co-Operative) or Arm’s Length Management Organisation (ALMO)
4. To stop running the whole fostering service ourselves and hand it over to an independent provider either in partnership or to deliver on our behalf.

The advantages and disadvantages for each option were assessed and options 2, 3 and 4 would take considerable time to establish; would be costly to implement; and could not guarantee any increased performance or savings.

During the soft market testing exercise we found that there were alternative providers with the expertise to provide fostering recruitment and assessment services. We are therefore proposing that we hand over the running of fostering recruitment and assessment services to an independent provider.

### What would this mean?

This would have an impact on internal staff but not on those accessing the service. The fostering recruitment service would continue but would no longer be provided by the Council.

Throughout this process we would support staff in our fostering recruitment team with the transition.

**An Equality Impact Assessment will be conducted in parallel to the consultation.**

**When would these changes happen?**

If a decision is made to make this change, time would be taken for further market testing and procurement. This means that no change will be made before Autumn 2019.

**What are we consulting you about?**

We want feedback on this proposal from those affected and everyone else that lives, works or studies in Derby that wishes to take part. We want to know whether you support this proposal, what impact you think it would have and any other suggestions you may have to shape the future of this important service. Your feedback will inform the final decision made by Council cabinet in February 2019.

## Information on our other savings proposals

Table 1 earlier in this document also set out our other 13 savings proposals. These proposals are largely about delivering existing services differently through reprioritising work or by restricting staff and resources. Some relate to changes in government funding, such as a reduction or end to specific grants or funding streams. Further background information on these other proposals can be found below.

### Reduction in the controllable Public Health grant

The Public Health grant is a central government grant allocated each year to local authorities so that they can commission (or buy) public health services aimed at improving the overall health and wellbeing of the local population. These services include things such as the treatment of substance misuse, sexual health services, health visiting and school nursing services.

Since 2015/16 the Government has reduced the public health grant to councils year-on-year. For Derby this has been an average annual reduction of 4.7% in real-terms.

In 2019/20 the grant to the Council will reduce by £509,000 from the previous year (2018/19). Fortunately the nature of the Public Health grant means that any money not spent in previous years can be carried forward into the following year. Allowing the carry forward of up to £400,000 from previous years will offset a large part of the scheduled reduction in the grant. The remaining deficit can be met in large part by achieving some efficiencies internally within the public health team, limiting the demand for some services and contract management.

#### What would change?

The reduction in the grant is not expected to reduce the public health offer. By using historical underspends and achieving efficiencies in relation to staff vacancies core public health services can be maintained.

#### What would this mean?

The impact on the local population would be largely unnoticed as the reduction of the grant is being absorbed through internal business processes and contracting efficiencies

#### When would the changes happen?

It is planned to achieve these efficiencies and start using the underspend in April 2019.



## **Review of adults care packages**

Care Packages are provided to adults with eligible social care needs living in community settings either in their own home or in a supported living arrangement. The care packages consist of a number of hours of care and support to achieve the agreed outcomes for the person concerned. This care and support is usually provided under contract with a care provider or through a direct payment to the person with eligible needs.

This consultation is about the people who live in the community in their own homes or in rented accommodation. Sometimes this can be specialist accommodation for people with learning disability for example. However, this proposal mostly covers people of working age with eligible care needs. These people may have learning or physical disabilities both or/and mental ill health.

Every person receiving a care package is entitled to a planned review of their needs at least once a year. We are proposing that when these reviews fall due we shall use an “asset” based approach to meet their eligible needs. What that means in practice is that we would look more broadly than the statutory services to meet those eligible needs. So we would take into account any input available from family and friends, the voluntary sector, universal services and the local community to build a care package, reinforcing this with statutory input where those needs cannot be met in other ways. Over the last two years we have engaged with communities through our local area co-ordination delivery model to create opportunities for local people to come together.

### **What would change?**

Our experience and that of other councils tells us that this change of approach to an asset based social care model produces better outcomes for people and is more sustainable into the future. The Council is under severe financial pressure and needs to find innovative ways of meeting eligible needs for vulnerable people. This approach lends itself to the social model of disability which seeks to create an inclusive society for all regardless of any presenting disability.

### **What would this mean?**

A planned review of people with care packages would take place and we would seek opportunities to lever in wider resources to meet some of the eligible needs. People's eligible needs would still be met but potentially through different means.

### **When would these changes happen?**

If this proposal were to get approval by Council Cabinet, work would start with individuals and families from April 2019.

## Reprioritising statutory work in adult social care

One aspect of statutory social work is undertaking deprivation of liberty safeguards. This requirement on councils stems from the Care Act 2014, Mental Capacity Act 2005 and from case law. Where a person is in receipt of care and support in an environment where they are not free to leave of their own accord e.g. a nursing home and they do not have mental capacity to decide whether that is in their best interests, only a social worker can make that decision on their behalf, even in the event that the person may have a spouse or family members supporting them. This work involves a mental capacity and mental health assessment by a qualified mental health practitioner such as a psychiatrist followed by a best interest assessment by a qualified Best Interest Assessor (social worker).

### **What changes are we proposing?**

Currently all registered care providers are required to submit a request for a deprivation of liberty safeguard assessment to the local authority, if they suspect someone living in their facility does not have mental capacity to make that decision for themselves. This triggers a response from the local authority in the form of arranging the assessments mentioned above and subsequent authorisation.

The volumes of requests have grown significantly over the past few years. In order to manage this demand we are proposing to be more discerning about those that we pursue for authorisation, for example where there is more risk to the relevant person, risk to others or there is an objection from the relevant person or one of their family members.

### **What would this mean?**

This proposal would affect people who live in registered care facilities or stay temporarily in health treatment facilities where they are not free to leave and they do not have mental capacity to decide whether it is in their best interests to remain there for care and treatment purposes. This generally applies to people with mental ill health, learning disabilities or elderly people suffering from the effects of Dementia.

Our experience of the deprivation of liberty safeguarding process is that the overwhelming majority of requests are approved i.e. it is in the best interests of the relevant person to be in that care setting. Therefore we could target our scarce resources at those situations where there is a genuine risk of the placement not being in the person's best interests. This will release social work capacity to deal with other statutory social work priorities.

This change would mean longer waiting times for non-urgent deprivation of liberty request to be authorised. This would be managed through a process of prioritisation undertaken by the social work team assigned to the role.

### **When would these changes happen?**

If this proposal were to get approval by Council Cabinet this approach could be adopted from April 2019.

## Efficiencies in workforce learning and development

The Adult Social Care department of the People Services Directorate has a Workforce Learning and Development (WFLD) Team, which sits within the Safeguarding Adults and Professional Standards service. This team is responsible for the scoping, planning and delivery of training and education across the adult social care workforce, and also in respect of recruitment and retention of both the current and future workforce.

### **What would change?**

In order to ensure that statutory training requirements continue to be met within a reduced budget, we would need to restructure this team. This would mean the deletion of posts, and a change to the roles and responsibilities of the Training and Education Officer posts. We would also need to review job descriptions across the whole team to ensure that the WFLD Team can meet current and future service needs.

### **Why is the change required?**

Over the last couple of years the Council has significantly reduced the volume of care services it provides directly, this trend is set to continue. In addition, the introduction of the apprenticeship levy impacts on some areas of care training provision traditionally provided by the WFLD team. In order to make the required financial savings and help balance the Council budget a £100,000 saving needs to be made from the WFLD Team budget.

### **What would this mean?**

This will have an impact on internal staff, but all statutory training requirements for the adult care sector will continue to be offered and made available.

### **When would these changes happen?**

If this were to be agreed changes would begin in April 2019.

## Efficiencies from a review of the Carelink service

Carelink provides telecare support for any adult in Derby who feels they would benefit from this. Telecare is remote care for people at home where equipment is linked to a 24/7 monitoring service.

Carelink has recently been certified to the TSA Quality Standards Framework - TSA is the industry body for Technology Enabled Care (TEC) services, representing over 350 organisations. As part of the Telecare Standards (TSA), it is recognised that there is an expectation that there will be a sufficient staffing model in place to operate the service for customers within the standards required – including having two people available to handle calls at night. The Carelink service therefore needs to be responsive and adaptable to changing customer needs and demands and be able to deliver a safe and effective 24/7 emergency response service to the Carelink customers.

The current rotas in Derby do not lend themselves to operate the service effectively, as they are inflexible and do not provide the necessary cover required.

### **What would change?**

The proposal is to restructure the service to meet the requirements of the TSA and also to ensure we can respond to the needs and demands of our customers. This would include introducing a new rota that would ensure that there are sufficient staff and managers on shift to support the service at all times.

### **What would this mean?**

This new structure would cost less than the existing, due to a change in the management structure and skill mix of the team. Indicative costs show that this would make a budget saving of £100,000 per annum. Pay protection will be afforded to staff should they be affected by the proposal. The restructured service would better meet the needs of customers as set out above.

### **When would changes happen?**

The savings proposal, if agreed, will not take effect in full until 2020/21.

## Removal of the base budget for troubled families

The Troubled Family Programme is a national programme funded by a specific ring fenced grant. It is a programme of targeted intervention for families with multiple problems, including crime, anti-social behaviour, truancy, unemployment, mental health problems and domestic abuse. The programme is due to end in March 2020 with no further grant funding. We are therefore proposing that the activity supported by that additional funding ends.

### **What would change?**

The programme is due to end in March 2020 with no further grant funding.

### **What would this mean?**

The activity supported by this additional funding ends.

### **When would changes happen?**

Changes would occur in line with the end of the national programme, in March 2020.

## Remodelling of the Connexions service

Derby City Council, through its SPACE@Connexions Service is responsible for delivering support services for young people in Years 12 and 13 (16 and 17 year olds) who are Not in Education Employment and Training (NEET) in the city.

Due to the Council's financial position the Connexions service needs to make a £50,000 budget saving in 2019/20.

In addition, whilst the city's NEET and Participation Strategy was refreshed in April 2018, the model we use to deliver the Connexions service has not been reviewed since 2011. Because of this, and the reduction in the local authorities reporting cohort, we are now proposing to review, refocus and rebrand the service.

### **What would change?**

There are currently seven personal advisors at the Connexions base in Curzon Street and nine personal advisors based within three locality multi agency teams across the city (three personal advisors in each locality).

We are proposing to reduce the number of personal advisors in order to achieve the budget savings. The personal advisors staffing numbers would reduce from 13.5 full time equivalent (FTE) posts to 12.3 FTE. We would also review the function of our personal advisors and redistribute case work more equally to advisors across all locations in the city.

### **What would this mean?**

There will be more case work allocated to the personal advisers through the Vulnerable Children Meeting that will be distributed across the whole personal adviser team regardless of their base. Personal advisors will offer more face to face contact with young people on case load, including young people with SEND. Advisors will also support the Early Help Offer to schools.

There will be a more joined up management approach over the four bases to ensure that all personal advisors are offering a consistent approach and working to the same performance framework. As a result of this reduction in staffing personal advisors would need to work more flexibly across the service.

### **When would changes happen?**

These changes would come into place from April 2019.

## A remodelling of the child placement service through social impact bonds

The Local Authority will be commissioning evidence-based interventions through use of a Social Impact Bond (SIB) to support children and young people on the edge of care and in care.

Social Impact Bonds (SIBs) are a commissioning tool that can enable organisations to deliver outcomes contracts and make funding for services conditional on achieving results. Social investors pay for the project at the start, and then receive payments based on the results achieved by the project. There are now many SIBs across the UK, supporting tens of thousands of beneficiaries in areas like youth unemployment, mental health and homelessness.

Savings are expected through commissioning for successful social outcomes and the receipt of contributory funding.

### **What would change?**

There would be a reduction in the costs of placements for looked after children as their care packages are stepped down from high cost residential packages to supported foster care.

### **What would this mean?**

The desired outcome is to achieve better social outcomes through achieving stable family-type placements and, where possible, for children and young people to remain at home with their families. Interventions will be holistic, wrap-around tailored packages of flexible support for foster carers and the young person, and/or therapeutic, holistic interventions which focus on building stronger family relationships.

### **When would changes happen?**

The changes would begin to emerge during the financial year 2019/20 as residential placements are stepped down.

## Redefining the local authority role in school improvement

School Improvement is about making sure that pupils' consistent experience is high quality learning. Schools are responsible for school improvement; Derby City's School Improvement Team, in partnership with other teams across Children and Young People, is the team that fulfils the Council's statutory school improvement duties. These include:

- promoting early action to tackle school underperformance so that it does not become entrenched and lead to formal school failure
- ensuring that effective support and challenge is provided when an unacceptable standard of education is identified, so that improvements can be made quickly
- decisive action if a school in special measures fails to make sufficient improvements, so that the education and life chances of pupils are protected.

These are seen as core duties, although other statutory requirements linked to school improvement include assessment and moderation, the Standing Advisory Council for Religious Education (SACRE), Equalities and Safeguarding. Schools themselves now play a leading role in school improvement, with 'school to school support' being the preferred model.

In order to make savings and help balance the Council's budget we are proposing to reduce the number of staff in three main areas of school improvement, Early Years; Senior School Improvement Officer team and Governor Support services.

### **What would change?**

There would be a reduction of 4.4 full time equivalent (FTE) posts across the three main areas of school improvement stated above.

### **What would this mean?**

Although all main areas of school improvement will continue to be covered by the team the reductions will mean that schools are visited less frequently and that some activities may need to be delegated to the school sector or reduced in frequency. All statutory roles will continue to be covered.

Robust risk assessment of schools and brokered support for them will still be a top priority and Derby residents will not be affected by any changes.

### **When would changes happen?**

The changes would begin in April 2019 and occur in full from August 2019



## Youth Offending Restructure

Youth Offending Team's (YOT's) comprising of staff from social care, education, health, police and probations services were first established under The Crime and Disorder Act 1998. YOT's have been an established part of the criminal justice system for almost 20 years and deliver services to prevent offending and re-offending, whilst ensuring a balance between the welfare and justice aspects of their work.

Derby has a multi-agency Youth Offending Service (YOS) in place, which has delivered good outcomes for children and young people but which has not been reviewed for a significant period of time.

Youth Offending Services nationally are facing new challenges. In youth justice there is a growing emphasis on prevention and early help. Also the focus of the Youth Justice Board (YJB) is changing to include the delivery of more holistic services to young people who come into contact with the service.

Perhaps the most pressing issue however is the reduced funding that has been received from the YJB via the annual Youth Justice Grant and contributions from statutory partners that make up the constituent elements of the overall YOS budget. As a result the budget position for Derby YOS cannot be sustained going forward.

Our financial position, due to reduced income streams is going to remain an on-going budget pressure. The YOS therefore needs to save £80,000 per annum to ensure it is able to manage within a sustainable financial model.

This coupled with the general downward trend in crime amongst children and young people means we now need to review the current structure of the service to ensure it is able to manage to deliver a continuing good quality service within its financial means.

### **What would change?**

There will be a reduction in staff at the Youth Offending Service, thirteen case managers and team managers are potentially affected. We are proposing a reduction in staffing in these areas as these are all roles directly employed by the Council and in areas where workload has either diminished (case managers), or where savings need to be made in order to create further strategic management capacity (team managers).

### **What would this mean?**

Caseloads have dropped by 23% over past three years so whilst this change would have an impact on internal staff it would impact on those accessing the service.

### **When would changes happen?**

This change would be made from April 2019.

## Remodelling of the service model for the provider of children's homes

We are committed to providing high quality residential children's homes for looked after children. We are now proposing to move forward with the next steps of the Council's strategy for residential provision following the five year transformation programme in 2013. The strategy previously sought to re-build or refurbish existing homes to reduce overall bed capacity from 44 beds to 24 mainstream beds and 5 beds for disabled children by April 2018. As a result of this extensive capital investment, we now have children's homes which are of good quality and an asset to the Council.

A strategic needs assessment of looked after children in 2017 concluded that 75% of children and young people currently placed in internal residential homes have complex and multiple needs. These results have been used to inform and evidence further reconfiguration proposals in respect of existing property type, size and usage.

In August – September 2018 a targeted consultation took place with stakeholders who could be directly affected by our initial proposals. Those consulted were young people, staff, professionals and local community residents. For young people, specific focus groups, led by the head of service, have discussed the proposed changes. Feedback has been analysed and used to inform the recommendations.

The consultation sought views on establishing two phases for children's homes reconfiguration over the next twelve months, specifically;

Phase 1 - seeks to develop a new model of internal delivery resulting in two distinct hubs being created that would provide up to twenty six beds collectively. Each hub would be designed to target different levels of need as per the strategic needs analysis. Hub 1, due the proximity of three homes on one site would develop a complex needs provision with accommodation of up to ten beds. Hub 2 would retain the existing mainstream and disabled needs provision with accommodation of up to sixteen beds across three homes, all at different locations across Derby.

Phase 2 – seeks to develop a pathway and access to a range of semi independence provision for those aged sixteen to eighteen years to better enable the development of independence skills required for leaving care.

In creating Hub1, Cabinet approved on 10 October 2018 to:

- a) cease the scheduled refurbishment of the final children's home;
- b) approve formal closure of this home and;
- c) agree transfer the capital budget to invest in the refurbishment of a smaller building already within the site of Hub 1 into a two bedded home.

The next steps are to use all the information we have available including all the responses to the earlier consultation to develop a resilient, responsive and flexible accommodation that will provide a continuum from entry into care, to preparing for independence and finally exiting care, depending on need.

**What would change?**

We would make changes to Council run Children's Homes by establishing a two hub approach and creating of a semi-independent living pathway.

It is acknowledged that the overall bed capacity in the original strategy was to achieve 24 mainstream beds and 5 beds for disabled children by 2018. This proposal seeks to reduce that number to 26 beds but extend the range of support to include developing skills ability to meet complex, mainstream and those children and young people with a disability.

In 2013 it was originally agreed that one of our children's homes be eventually closed because of the extent of the repair and maintenance costs. This home is currently empty and we are proposing to now formally close it. Residents consulted on the issue provided strong support for this course of action.

We want to address the reduction of beds by increasing the baseline bed availability within Derby for those young people aged 16 to 18 years. It is proposed to secure a number of small homes through working in partnership with Derby Homes. The range of properties will be targeted to those young people within existing children's homes to enable swifter move on from Hub 1 or 2 into semi-independence living. By doing this it is anticipated that capacity will be released sooner than is the current practice which is to retain till 18 years. Feedback from Care Leavers over the past 12 months has supported the view that more needs to be done and earlier in preparing looked after children to live independently. Considering the number of 14 and 15 year olds currently in situ, the release of bed space will enable a return of those placed out of area.

**What would this mean?**

The current configuration of children's homes is not sustainable and has resulted in 'bed blocking' across some of the homes. The homes as they are currently structured are not consistently achieving best outcomes for young people and are not being fully utilised.

There are approximately twenty young people placed out of area due to complex needs and behaviours. This on average costs circa £5,500 per week resulting in significant expenditure to the Council. By reconfiguring our existing provision and introducing phase two, some of those young people placed out of area can be transitioned back into Derby which will meet both our strategic objective and be more cost effective.

**When would changes happen?**

These changes would start from April 2019.

## Use of the dedicated schools grant to fund central early years services

This budget saving refers to a change in the way central early years services are funded. These services are currently funded by the Council's revenue budget.

### **What would change?**

These services would no longer be funded from the Council's revenue budget but would be funded through the school's block of funding, the Dedicated Schools Grant.

The Early Years Block of the Dedicated Schools Grant is provided to fund all early years' provision including sufficiency and quality assurance services.

### **What would this mean?**

There would be no change to services; they will just be funded differently.

### **When would changes happen?**

This change would occur from April 2019.

## Management review

Management efficiencies will be achieved at director level across the children's functions within People Services.

### **What would change?**

The retirement of one current director provides an opportunity to review and rationalise some of the children's director roles and responsibilities in People Services across early help, children's social care and commissioning services. The net effect of this subject to consultation would be the deletion of one full time equivalent director post.

### **What would this mean?**

This is an internal change to staff structures.

### **When would changes happen?**

Savings would be realised in 2019/20.