

Demand Management Programme

SUMMARY

- 1.1 In June 2014, the Council commissioned iMPower to progress a number of Demand Management projects to either save money or reduce demand pressures going forward as part of the work to support the Council's Medium Term Financial Plan (MTFP) Savings for 2015/16.
- 1.2 iMPower will be attending the meeting to provide the Board with a presentation on the key principles of Demand Management as well as an update on the work of the four projects being delivered.

RECOMMENDATION

- 2.1 To note the key principles of Demand Management as outlined in the iMPower presentation and the progress of the four projects currently being delivered in the Council.

REASON FOR RECOMMENDATION

- 3.1 Demand Management is one of the tool being used to ensure that the Council maximises its opportunities for reducing cost pressures in support of the MTFP.

SUPPORTING INFORMATION

- 4.1 Demand Management is one of the Council's strategies to address the budget pressures and achieve challenging savings targets at the same time as maintaining high quality service delivery in key areas. In June 2014, the Council commissioned iMPower Consulting Limited to progress a number of projects.
- 4.2 iMPower Consulting will attend the meeting and provide the Board with a presentation on the key principles of Demand Management as well as an update on the work of the four projects being delivered.
- 4.3 A summary of the four projects is outlined below...

4.3.1 **Special Educational Needs Out of Area Placements**

This project aims to reduce the number of costly Out of Area (OOA) placements for the Council by working with parents to manage their expectations and by enhancing local provision to meet need. The first phase of the project, data gathering, has progressed as planned based on case reviews, parental surveys and focus groups alongside a detailed analysis of local provision and levels of SEN in Derby.

An initial report setting out high level findings and recommendations on local provision was presented to Children and Young Peoples Directorate Management Team. This identified opportunities to deliver improved and more efficient service delivery by:

- maximising the use of mainstream places in line with the national average
- challenging decision making on local versus OOA placements, especially where mainstream schools are involved
- adopting a key worker model to support parents and co-ordinate children's care and develop an improved relationship with the Council's SEN&D team.

The pilot stage of the project co-designed by iMPower and the service will trial the effectiveness of adopting a caseworker model with parents. The pilot will test if this model helps retain more children within the Council's provision and the practicalities of a key worker model. The pilot will commence shortly.

Work is also scheduled with Head Teachers from mainstream schools to explore ways they can provide greater support and retain children with lower levels of SEN within mainstream provision.

Because of resource pressures within the SEN Team, this project is now scheduled to complete in March 2015 with benefits anticipated to be realised from 2015-16 based on the wider roll-out of the pilot.

4.3.2 Fostering and Adoption

This project aims to increase the number of in-house foster carers to reduce the Council's reliance on more costly independent sector carers, and to increase the number of in-house adopters to help reduce the waiting time for children being adopted. This project is progressing on schedule.

Phase 1 finished in November and included surveys of staff, over 100 foster carers and over 60 adopters to understand their views of the Council's service and crucially to identify their motivations for become a carer. This stage also included an analysis of the Fostering and Adoption services performance to date which highlighted that whilst the Council had a low rate in converting initial enquiries into foster carers and adopters, carers' satisfaction with both services was high. This identified clear opportunities to increase the number of in house foster carers by...

- Generating more and better quality enquiries by targeting marketing to people most likely to foster and adopt including specific segments of the community and by geography. There is a particular opportunity here to draw in existing carers to act as marketers for the service.
- Increasing the conversion rate from enquiry to approved carer by ensuring the approval process is effective and regular contact is maintained throughout.
- Encouraging carers and adopters to accept a wider range of children.
- Improving support for carers and adopters.

Phase 2 of the project (planning) is now complete with iMPower and the fostering and adoption service to co-design a number of initiatives to take forward based on these findings. Phase 3 (implementation of the changes) commenced in January 2015 and will conclude in January 2016.

The Family Values Programme is an 18-month project which is scheduled to complete in January 2016. However, benefits will start to be realised during the financial year 2015/16.

4.3.3 Nursing and Residential Care Placements

The Nursing and Residential Care Placements project has been through a number of iterations as the scope of the wider Adult Social Care and health activity it supports has developed.

The first phase project has seen the iMPower team working with the Frail and Elderly Assessment Team (FEAT) based at the Royal Derby Hospital to understand what prevents them from achieving their main goal of quickly assessing people in their care and moving them on to an appropriate placements – either at home, in rehabilitation or in care. The quicker and more effectively this can be done, the less chance there is of patients decompensating and requiring more, and more expensive, care than when they entered hospital. This has a direct impact on costs to the council when patients end up in nursing and residential care.

This identified key opportunities to deliver improved and more efficient service delivery through...

- A simple guide for Adult Social Care to provide clarity to hospital teams on how and when to involve social care, and the possible outcomes for patients.
- Principles and messages for patients and families, and also General Practitioners, on what to expect from hospitals and social care to manage expectations at the outset.
- Defining the role of hospital Social Workers, again to provide clarity.

This project remains on course to complete in April 2015 with benefits starting to be realised following the pilot project which commenced in early February 2015 on two pilot wards at the hospital.

4.3.4 Environmental Standards

The Environmental Standards project has two strands...

- 1) Reducing the amount of 'fly tipping' and littering in the inner city areas of Derby.
- 2) Increasing the uptake and sustainability of the brown bin (garden waste) service in key areas of the city.

The first strand is more advanced, with a number of research and consultation activities complete to identify the causes of increased fly tipping and littering in inner city areas. This included a door to door survey of residents in the Normanton and Arboretum wards, research into leading practice elsewhere, and analysis of current performance to understand the cost implications of fly tipping. This identifies that community behaviours are key. The community is split into two distinct groups, with a mix of settled communities coupled with more transient residents, and the project is exploring opportunities to make connections between these.

Whilst the Council currently provides, or is developing, many effective initiatives, this is limited by regularly changing the service offer and focussing on collection activities. Opportunities exist to simplify the system whilst maintaining the focus on citizen's responsibility, to draw in community leaders and other organisations to develop and convey the message, enhance the enforcement 'presence' and make sure people recognise there are consequences and engage with transient populations at key 'touch points' with clear messages about what is expected of them.

A series of initiatives is now being developed jointly with the service to take these forward.

The second strand of the project to increase the uptake of brown bins has commenced with a survey to understand residents' waste habits and motivations, with a particular focus on the garden waste service. The findings of this will be used to see if there is potential to increase uptake and to develop initiatives to support this.

This project was completed in January 2015 with benefits starting to be realised in 2015/16.

OTHER OPTIONS CONSIDERED

5.1 None.

This report has been approved by the following officers:

<p>Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s)</p>	<p>Liz Moore - Strategic HR Business Partner</p> <p>Gordon Stirling, Director of Strategic Services and Transformation Hazel Lymbery, Director of Specialist Services Phil Holmes, Service Director Frank McGhee, Director of Commissioning Martyn Marples, Director of Finance and Procurement Nick O'Reilly, Director of Information Systems Tim Clegg, Director of Partnerships and Streetpride Christine Durrant, Service Director – Planning and Property Services Janie Berry, Director of Legal and Democratic Services</p>
<p>Other(s)</p>	<p>Ann Webster, Lead on Equalities and Diversity Richard Boneham, Head of Governance and Assurance Wendy Johnson, Head of Occupational Health, Safety and Wellbeing</p>

<p>For more information contact: Background papers: List of appendices:</p>	<p>Gordon Stirling 01332 643430 gordon.stirling@derby.gov.uk None Appendix 1 – Implications</p>
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IMPLICATIONS

Financial and Value for Money

- 1.1 As contained within the report.

Legal

- 2.1 Not applicable to this report but legal support may be required for each individual project detailed within the report.

Personnel

- 3.1 Directorate staff are actively engaged in the development and delivery of the individual projects. There may be the requirement for training for front line staff in the longer term, to support the behavioural change to new models of working.

IT Implications

- 4.1 Not applicable to this report.

Equalities Impact

- 5.1 Not applicable to this report. Individual projects will require Equalities Impact Assessments, as this may bring changes to the way services are delivered in the future. These will be incorporated into the relevant project plans.

Health and Safety

- 6.1 None directly arising from this report.

Environmental Sustainability

- 7.1 None directly arising from this report, although there could be from the outcomes of the individual projects.

Property and Asset Management

- 8.1 None directly arising from this report.

Risk Management

- 9.1 All projects being progressed have risk registers, which are monitored by the Council's Project Manager for demand management with Directorate project teams/leads and the supplier on a weekly basis.

Corporate objectives and priorities for change

10.1 This programme will help to deliver efficiencies across the Council.