PLYMOUTH CITY COUNCIL

Subject: Co-operative Children and Young People's Services

Committee: Cabinet

Date: 15 July 2014

Cabinet Member: Councillor McDonald

CMT Member: Carole Burgoyne (Strategic Director for People)

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Families)

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Ref: IHWB/CCYPS

Key Decision: Yes

Part:

Purpose of the report:

The purpose of this report is to seek Cabinet's endorsement of an Outline Business Case that sets out how Plymouth City Council, in conjunction with partners, is to take forward Co-operative Children and Young People's Services in line with the priorities set out in The Plymouth Children and Young People's Plan 2011 – 2014, which is currently being refined by the Children's Partnership.

The vision for the Health and Wellbeing programme is to establish a collaborative, integrated and strategic approach to how CCG, PCC and Schools with some partners commission and deliver services, with the aim of improving patient/service user experience and improving outcomes for residents in Plymouth from the resources available. In addition the Cooperative Children and Young People's part of the programme will develop and deliver new models of working with schools and other agencies who work with children and families to create collaborative, effective services that are integrated and sustainable. Inequality and disadvantage will be a focus and issues identified by the Fairness Commission will be tackled through a new way of looking at system leadership and collective ownership of long standing challenges.

The outcomes from the programme are:

- The prioritisation of delivering an enhanced prevention and early intervention capability.
 Children, young people and families will feel and be safe, achieve more through education, be healthier and have access to meaningful employment. They will be treated with dignity and respect. They will feel they have control over the services that meet their needs and personal outcomes.
- The improvement of educational outcomes for all and raising aspiration through an enhanced and integrated way of delivering school to school support and school improvement.

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- The extension of school organisation and support services through creation of cooperative trading companies where assets can be distributed to meet need.
- The development of community learning and support for neighbourhoods through the development of a cooperative joint venture between Plymouth Adult and Community learning (PACLs) and voluntary sector organisations.
- The creation of a Local Authority Trading Co-operative Company: the healthy, local, school food co-operative in the light of school funding reforms. The co-operative trading company through its partners as shareholders will work to deliver efficient, economic, viable and sustainable services, committing budgets to provide fair access to services for all and for the benefit of all.

The Brilliant Co-operative Council Corporate Plan 2013/14 - 2016/17:

The propositions made in this business case align to the Plymouth City Council Corporate Plan by working co-operatively to meet the objectives of creating a Caring and Pioneering Plymouth. It also aligns to the Health and Wellbeing Board's vision of achieving Integration by 2016, as decided in June 2013.

This project will support the Corporate Vision through:

- Being pioneering in developing and delivering quality, innovative brilliant services with our citizens and partners that make a real difference to the health and well- being of the residents of Plymouth through challenging economic times.
- **Growing** Plymouth through learning and community development, creating opportunities for vulnerable people to develop, making us and them stronger and more confident as a result.
- Putting citizens at the heart of their communities and work with our partners to help us care
 for Plymouth. We will achieve this together by supporting communities, help them develop
 existing and new enterprises, redesign existing services which will in turn create new jobs, raise
 aspirations, improve health and educational outcomes and make the city a brilliant place to live,
 to work and create a future for all that reflects our guiding co-operative values.
- Raising aspirations, improving education, increasing economic growth and regeneration people
 will have increased confidence in Plymouth. With citizens, visitors and investors identifying us
 as a "vibrant, confident, pioneering, brilliant place to live and work" with an outstanding quality
 of life.

The Council 50 Pledges that the Delivery Project will support are:

- I. Introduce a 'second chance to swim' scheme so that any child who didn't learn to swim in primary school gets another opportunity to learn this essential skill.
- 2. Increase the number of children leaving school with the ability to read and write.
- 3. Introduce a 'Young People's Skills Passport' so all our young people are 'job ready' after leaving school.
- 4. Improve the quality of careers advice for young people so whether they want to go to university, start an apprenticeship, start a business or get a job they have the additional help they need to succeed.
- 5. Keep a discounted entrance fee for Plymouth's children to city leisure services and find more ways of getting young people engaged in sport.

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Read more at http://www.plymouthherald.co.uk/50-pledges-Plymouth-Council-vows-light-landmark/story-21254488-detail/story.html#DZEDscHPEJSrD6s8.99

Read more: http://www.plymouthherald.co.uk/50-pledges-Plymouth-Council-vows-light-landmark/story-21254488-detail/story.html#ixzz36yTnC7nz

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

Transformation resources will be required for the duration of the project. These should be internal where possible and so will rely on staff being temporarily released from other areas of the organisation.

Requirement for Corporate Support (Legal, HR, Finance, etc.) will need to be managed due to the current high volume of requests for their support.

Project costs should be equally split between CCG and PCC where appropriate.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

The proposals strengthen our approach to both Child Poverty and Community Safety by focusing on early intervention and prevention and giving every child the best start to life. In line with our Cooperative commissioning principles the approach adopted aims to build both community and individual capacity. Children living in families affected by poverty will feel the benefit of improved family health and wellbeing which directly and indirectly affects economic stability and resilience.

No specific Health and Safety Issues have been identified.

This report will contribute to the response to the Fairness Commission recommendations scheduled for August 2014.

The project will follow the Risk Management Strategy set out for Transformation Programmes and Projects by the Portfolio Office.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? Yes

When considering this proposal it is important to have due regard to the public sector equalities duties imposed upon the Council by section 149 Equalities Act 2010 to

- Eliminate unlawful discrimination, harassment and victimisation and
- Advance equality of opportunity between people who share a protected characteristic from those who do not and to

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• Foster good relations between people who share protected characteristics and others

The relevant protected characteristics for this purpose are: (a) age; (b) disability; (c) gender reassignment; (d) pregnancy and maternity; (e) race; (f) religion or belief; (g) sex; (h) sexual orientation.

Compliance with the duties in this section may involve treating some persons more favourably than others.

A programme wide detailed equality impact assessment has been carried out and will continue to be updated through this process.

Recommendations and Reasons for recommended action:

It is recommended that Cabinet approve the Outline Business Case that sets out how Plymouth City Council, in conjunction with partners, is to take forward Co-operative Children and Young People's Services in line with the priorities set out in The Plymouth Children and Young People's Plan 2011 – 2014.

In doing so, we will be responding to a number of challenges and opportunities and ultimately, improving the experience of children, young people and their families in Plymouth.

It is proposed that further work is undertaken to develop a detailed business case which would develop five clusters which would form the proposed new co-operative delivery model.

- I. Education Catering & Facilities Services
- 2. Community & Extended Learning
- 3. Targeted Services (SEN)
- 4. Aspiration & Learning
- 5. Knowledge & Intelligence

Alternative options considered and rejected:

'Do Nothing'

This option has been considered however has been rejected due to partners being committed to improving services and outcomes for individuals and communities; and to the significant and time-critical budget pressures facing Plymouth City Council and NEW Devon CCG.

Further options regarding the delivery mechanism of the new cooperative and collaborative model are detailed in the Outline Business Case and will be explored further on its approval.

Published work / information:

Corporate Plan 2013/2014 – 2016/2017, Report to City Council, 22nd July 2013.

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http://www.plymouth.gov.uk/mgInternet/documents/s48110/Corporate%20Plan%20Full20Council%2022.07.13.pdf

The Brilliant Cooperative Council Three Year Plan, Report to City Council, 16th September 2013.

http://www.plymouth.gov.uk/mgInternet/documents/s48110/Corporate%20Plan%20Full%20Council%2022.07.13.pdf

NHS NEW Devon CCG Five-year Strategic Plan (draft), 4 April 2014

 $\underline{\text{http://www.newdevonccg.nhs.uk/who-we-are/what-is-clinical-commissioning/commissioning-framework/100925}$

The Brilliant Cooperative Council Three Year Plan, Report to Cooperative Scrutiny Board, 16th October 2013.

http://www.plymouth.gov.uk/modgov?modgovlink=http%3A%2F%2Fwww.plymouth.gov.uk%2FmgIntenet%2FieListDocuments.aspx%3FCId%3D1071%26amp%3BMId%3D5544%26amp%3BVer%3D4

Transformation Programme, Report to Cabinet 25th March 2014, including the IHWB Outline Business Case.

 $\frac{http://www.plymouth.gov.uk/mgInternet/documents/s53610/transformation\%20cabinet\%20march\%22201}{4\%20final\%20MCv1\%202.pdf}$

Plymouth Children and Young People's Plan 2011 to 2014, Published by Plymouth City Council, May 2011

http://www.plymouth.gov.uk/pcypt_plan_20112014.pdf

Background papers:	
None	

Sign off:

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Originating SMT Member: Judith Harwood (Assistant Director for Education, Learning and Families)

Has the Cabinet Member(s) agreed the contents of the report? Yes

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Integrated Health and Wellbeing

Outline Business Case



Project N	ame:	Cooperativ	Cooperative Children and Young Person's Project			
Date:		18-06-2014	Version:	2.0		
Author:		Judith Harwo	ood, Craig Williams, F	Harry Sherwin, Mark Appleby		
Owner (SRO):		Jerry Clough	lerry Clough/Carole Burgoyne			
Version	Date	Summary of	Changes	Changes Marked		
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Approvals Sign off									
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Chris Squire	Assistant director of Human Resources	Email	04/07/14	V2.0					
Dave Shepperd	Head of Legal Services	Email	03/07/14	V2.0					
Judith Harwood	Assistant Director for Education, Learning and Families	Email	04/07/14	V2.0					
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Carole Burgoyne	Strategic Director for People	Email	04/07/14	V2.0					
Jerry Clough	Managing Director of Western Locality, NEW Devon CCG	Email	04/07/14	V2.0					

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This document has been distributed to:

Distribution								
Name	Version							

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An introduction to the Plymouth City Council's Transformation Programme and NEW Devon CCG Transforming Community Services Strategy

I. Context

2002-12: A Decade of Improvement

The City of Plymouth has had an extra-ordinary journey over the past ten years. A decade ago, it had a reputation as a city of low aspiration with a lack of vision, weak financial and strategic planning, poor relationships between agencies, and service delivery arrangements that did not meet the needs of all of its citizens. An acknowledgement of the determined and sometimes inspired effort that was then made to improve the city came in 2010 when the Council was voted 'Highest Achieving Council of the Year' by the Municipal Journal. Behind that accolade, foundations had been laid by successive political administrations of a clear, ambitious vision for the city, sound financial management arrangements, the development of strong strategic partnerships and a determined focus on the improvement of service delivery. The Council has acknowledged and embraced its role as a key player in influencing the broader city and regional agenda, driving economic growth and making coherent contributions to broader policy-making.

Drivers for Transformation:

The Brilliant Co-operative Council with Less Resources

On its adoption of a new Corporate Plan in July 2013, the council set the bar still higher, to become a Brilliant Co-operative Council. This 'Plan on a Page' commits the Council to achieving stretching objectives with measurable outcomes, and also sets out a Co-operative vision for the Council, creating a value-driven framework for the way that it will operate as well as the outcomes that it is committed to achieve.

The Corporate Plan was developed using the principles of a Co-operative Council. It is a short and focused document, but does not compromise on its evidence base, and was co-developed with the Cabinet of the Council, before being presented in person by members of the Corporate Management Team to every member of staff throughout the council at a series of 74 roadshows. The positive results of this commitment to strong communications and engagement were evidenced by 81% of council staff responding to the workplace survey conducted in October 2013 agreeing that they understand and support the values and objectives set out in the Corporate Plan.

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OUR PLAN THE BRILLIANT CO-OPERATIVE COUNCIL



CITY VISION Britain's Ocean City

One of Europe's most vibrant, waterfront cities where an outstanding quality of life is enjoyed by everyone.

CO-OPERATIVE VALUES One team serving our city

WEARE **DEMOCRATIC** at is important to them a here they can change wha happens in their area.

WFARE FAIR

vill be honest and open fairness and creat

WEARE RESPONSIBLE

WEARE **PARTNERS**

OUR OBJECTIVES Creating a fairer Plymouth where everyone does their bit

PIONEFRING

We will be pioneering by designing and services that are more accountable, flexible and efficient in spite of reducing resources.

GROWING

We will make our city a great place to live by for better learning and greater investment, with more jobs and homes.

CARING

We will promote a fairer, more equal city by investing in communiti heart of decision-making, promoting independence and reducing health and social inequality.

CONFIDENT PLYMOUTH

We will work towards creating a more confident city, being proud of what we car offer and growing our reputation nationally and internationally

THE OUTCOMES What we will achieve by this plan

- The Council provides and enables brilliant services that strive to
- Plymouth's cultural offer provides value to the city.
- city's carbon footprint a leading in environmental and social responsibility

A Council that uses

- More decent homes to support the population.
- creating a range of job opportunities. A top performing
- early years to continuous learning opportunities.
- People are treated with Plymouth is an attractive dignity and respect
- We will prioritise Citizens enjoy living and working in Plymouth. preventio
- Plymouth's brand is clear, ■ We will help people take understood globally. communities.
- Government and othe agencies have confide in the Council and partners: Plymouth's voice matters. Children, young people and adults are safe and confident in their
 - Our employees are ambassadors for the city and the Council and they are proud of the difference we make.

#Plymouth www.plymouth.gov.uk/ourplan



The economic, demographic and policy environment affecting public services is accepted as the most challenging in a generation. At the same time as an aging population is placing increased demand on health and social care services, the UK is facing the longest, deepest and most sustained period of cuts to public services spending at least since World War II. The Council's Medium Term Financial plan identified in June 2013 funding cuts of £33million over the next three years which, when added to essential spend on service delivery amount to an estimated funding shortfall of circa £64.5million from 2014/15 to 2016/17, representing 30% of the Council's overall net revenue budget.

The Council has shown remarkable resilience in addressing reduced funding and increased demand in previous years, removing circa £30m of net revenue spend from 2011/12 to 2013/4 through proactive management and careful planning. However the Council has acknowledged that addressing further savings of the magnitude described above while delivering the ambitions of the Corporate Plan will require a radical change of approach.

Transforming Community Services:

NEW Devon CCG has initiated a programme, called Transforming Community Services, to remodel community health provision across each of its three localities. This programme aligns to the national Transforming Community Services programme, and the current programme plan involves the re-procurement of community services in Plymouth by April 2016.

The transforming communities consultation which has gathered feedback from people who use services and they described that they wanted 'Health care that does not stop at boundaries', services that see me as a person, not a condition', and 'safe and secure services with future proofing in mind'.

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This engagement has resulted in the establishment of the key priorities which are reflected in NEW Devon CCG's five year strategy.

NEW Devon CCG' five year NEW Devon CCG's draft five year strategy features key principles as described below(draft):

The strategic priorities for the NEW Devon CCG are summarised in the draft below.

5-year strategic priorities What this will mean for individuals by 2019 Informed users of healthcare through improved lifestyle advice, support and preventative services, to be healthy and reduce the need for treatment Partnerships to deliver Services designed & delivered in a targeted way to reduce health outcome improved health outcomes inequalities Organisations and businesses across local communities supporting schemes to improve health and wellbeing with greater local co-ordination Greater access to personal health and social care budgets supporting and empowering those in most need Personalisation and Personalise community health and social care services integration More services for individuals will be coordinated by a single agency Improved services will see people stay safe, well and at home for longer Improved access to wider primary care teams for longer hours over 7 days with a range of different locations to visit for urgent care At scale General Practice Registered GP lists ensure regular contact with the same professional for longregistered populations as the term care organising units of care, Enhanced range of services delivered around a GP practice with more care organised by the wider practice team; more flexible access for minor conditions More one-stop treatment will be the norm for elective services personalised for patients, some provided in bigger centres, but with less visits A regulated system of elective More support to self-manage conditions and reduce the need for surgery or care that delivers efficient and specialist care in the first instance effective care for patients More care provided in the GP practice with support to find the right place when specialist input is required Supported to self-manage and stay safe, well and at home for longer A single organisation to organise all care needs and respond to personal A safe and efficient urgent A single number making it easy to seek advice, navigate urgent and emergency care system care and access the right local services the same day Most specialist care available in the CCG with some further afield

Review of existing transformation programmes

The council commissioned Ernst and Young in June 2013 to:

- Examine the council's financial projections and provide expert external validation of our assumptions about costs and income in the medium term
- Review the council's existing transformation programmes and provide a view as to whether they will deliver against the Corporate Plan
- Provide advice as to how the council might achieve the maximum possible benefit through a revised approach to transformation

Ernst and Young validated the council's current Medium Term Financial Plan based on projections and assumptions jointly agreed, and judged it to be robust, taking into account the complex financial landscape and changing government policy.

The council has initiated a number of far-reaching and ambitious change programmes over 2012-13 to address the twin aims of addressing financial constraints and improving service delivery. These include:

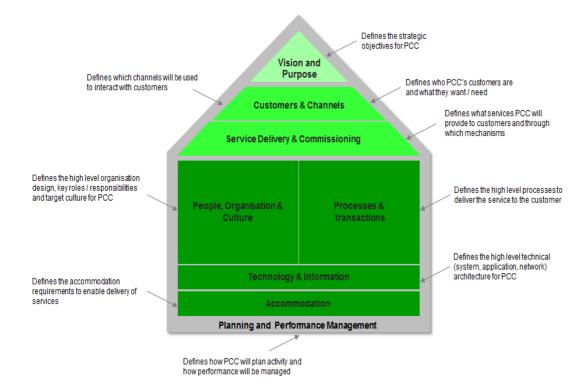
- Investment in Customer Transformation and Core ICT infrastructure (Cabinet approval September 2012)
- ICT Shared Services: DELT (Cabinet approval October 2013)
- Redevelopment of the Civic Centre and future accommodation requirements (Cabinet approval September 2013)
- Modernising Adult Social Care Provision (Cabinet approval January and August 2013)
- Co-location with Clinical Commissioning Group at Windsor House (Cabinet approval January 2013)

In addition to feedback and advice about individual programmes, the Council received advice that has been carefully considered, and which has informed the overall design of the Transformation Programme and the content of the business cases for the five programmes.

Vision and Direction: The Blueprint

The Council has responded to concerns that, despite strong support for the Corporate Plan from both officers and members, there was a lack of clarity about how the Corporate Plan translates into practical action and a danger that the council might be attempting to 'do the right things, but in the wrong way'. After significant consultation with Members and over 100 staff from all levels and disciplines within the organisation, the Council's vision for the Brilliant Co-operative Council has been translated into a Blueprint which describes the capabilities which the Council will need in the future. These capabilities will be commissioned by the council and will result in services being delivered by the Council and a variety of other organisations operating across the public, community and voluntary and private sectors. The components of the Blueprint are illustrated below:

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To inform the development of the main components of the Blueprint, a number of principles have been developed co-operatively with Members, senior officers and staff to ensure that the values set out in the Corporate Plan guide how the Blueprint is developed.

There are 5 programmes to deliver the transformation.

Customer and Service Transformation: This programme will transform the way the council interacts with customers to meet their demands and preferences, and transform the services that the Council decides to retain in-house.

Co-operative Centre of Operations: Creating the business as usual strategic 'centre' for the Council, which uses the co-operative principles and intelligence to co-ordinate organisational decision making and activity.

Integrated Health and Well Being: The Council can engage with partners to deliver services at a lower cost, whilst also improving outcomes and customer satisfaction. The aim of the programme is to achieve "One system, one budget to deliver integrated, personal and sustainable care".

People and Organisational Development: The programme will enable the Council to define and deliver the required workforce and accommodation capability change.

The Growth, Assets and Municipal Enterprise programme has been developed to:

- Contribute to the growth of the City and the move towards a brilliant co-operative council.
- Generate and accelerate additional income for Plymouth City Council from economic and housing growth across the Council
- Create a brilliant co-operative street service which will:
 - Make operational changes to enhance service delivery
 - Provide evidence to design and deliver new service delivery models
 - Identify and deliver new opportunities for commercialism, new income streams
- Realise opportunities to bring in additional income from the commercialisation and increased trading of services.

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2. Vision

The vision for the Health and Wellbeing programme is to establish a collaborative, integrated and strategic approach to how CCG and PCC with some partners commission and deliver services, with the aim of improving patient/service user experience and improving outcomes for residents in Plymouth from the resources available. In addition the Cooperative Children and Young People's part of the programme will develop and deliver new models of working with schools and other agencies who work with children and families to create collaborative, effective services that are integrated and sustainable. Inequality and disadvantage will be a focus and issues identified by the Fairness Commission will be tackled through a new way of looking at system leadership and collective ownership of long standing challenges.

The outcomes from the programme are:

- the prioritisation of delivering an enhanced prevention and early intervention capability. Children, young people and families will feel and be safe, achieve more through education, be healthier and have access to meaningful employment. They will be treated with dignity and respect. They will feel they have control over the services that meet their needs and personal outcomes.
- improving educational outcomes for all and raising aspiration through an enhanced and integrated way of delivering school to school support and school improvement
- extension of school organisation and support services through creation of cooperative trading companies where assets can be distributed to meet need
- development of community learning and support for neighbourhoods through the development of a cooperative joint venture between Plymouth Adult and Community learning (PACLs) and voluntary sector organisations

The Plymouth Children & Young People's Plan

The Plymouth Children & Young People's Plan 2011-2014 includes the following priorities:

- Equipping young people with skills, knowledge and opportunities to make a successful transition to adulthood
- Improving levels of achievement for all children and young people
- Providing all children with the best possible start to life
- Tackling risk taking behaviours through locality delivered services

The Children and Young People's Plan is currently being refreshed by the Partnership. The priorities remain similar but will be addressed through a system leadership lens and are being incorporated into the Children's Cooperative Commissioning Strategy following sign off by the Children's Partnership and Joint Commissioning Partnership. The new plan reflects existing partnership plans and the PCC Corporate Plan. It will also reflect and own several of the recommendations from the Fairness Commission.

In the last year the Children's Partnership has set key values to underpin the development of its future role:

- We will listen to the voice of the child and champion their needs, ensuring they are at the centre of all our work.
- We will engage and cooperate with each other and our communities
- We will set high aspirations, being optimistic about the futures of all our children
- We will be dynamic, promoting the welfare of children through positive change in their social, economic and physical environments.

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• We will be fair and equitable in our actions, tackling inequality and ensuring children and protected from harm.

The new Children and Young People's plan will set the context for the development of an overarching and comprehensive Commissioning Plan for Children and Young People agreed to by Cabinet on the 25th March. This will ensure the integration of service commissioning across NEW Devon CCG, Public Health and the rest of the Council in line with the integrated commissioning agenda.

The IHWB programme will be a major vehicle for the transformation required to deliver the new cooperative commissioning strategy.

2.1 Strategic Principles and Outcomes

The Integrated Health and Wellbeing Programme (IHWB) has agreed the following strategic principles with key stakeholders.

- Help people to stay well
- Integrate care
- Personalise support
- Coordinate pathways
- Think carer, think family
- Home as the first choice

This work stream has adopted these principles and the following outcomes will be delivered:

- Focus on prevention, early intervention, reducing health inequalities and providing the best start to life
- Services for children and young people will be integrated with schools, health, council and other partners in a more cost effective manner. Services will be delivered in a cooperative network.
- Alternative delivery models will be delivered for a variety of children and young people's services
- Strengthen the "voice of the child" and actively involve the child and their family in the design of their support
- Improved ability to manage the whole system, reduce duplication and wastage whilst managing variations in demand.
- Evidence based cooperative commissioning driven by integrated intelligence and information.

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3. Strategic Case

3.1 Local Strategic Drivers for Integration of Children and Young People Services

PESTLEC Analysis

The following analysis has been undertaken to set out the context for the workstream

	Factor	Impact
Political	Children's Act 2004	Members Review of process and practices
. Oncical	 Working together to safeguard 	Increase demand for "Child Protection and
	children (2013)	Children in Need"
	Welfare reforms	Increased demand for specialist educational
	Cooperative Commissioning	support and alternative provision
	Modernising services	Need to redesign service delivery
	School reforms	Transfer of key budgets from PCC to schools
	Potential change of Central	Greater need to develop partnerships with
	Policy	schools and other organisations
	Children and Young Peoples	Changes to priorities, timescales, resources
	Plan 2011 to 2014	Provision of Early Help
	PCC's Transformation	Re-design of SEN/D organisation and outputs.
	Programme	
	Children and Families Act 2014	
Economic	Budget pressures across PCC	Need to focus on Value for Money
	and other public bodies	Need to evidence impact of interventions
	 Increasing demand for services 	Review in-house provision
		Cooperatively commissioned approaches
Societal	Local demographics and	Increased demand for services
	demand - growth in Plymouth	Increased demand for school places
	birth rate	Need to strengthen early
	Higher levels of unemployment	intervention/prevention services
	Health and Wellbeing –	
	deprivation	
	Higher than average 'gap' in	
	educational achievement	
	between FSM and non FSM	
Technological	pupils.	Limited conchiling to above information
reciniological	Multiple legacy systems	Limited capability to share information
Legislative	The Children's Act 2004	Poor processesEnhance Early Help offer
Legislative	SEND reforms	Enhance Early Help Oller
Environmental		No Environmental Impacts identified
Customer/	Growing demand for services	Child and Family centred focus for all
Citizen	Need to enhance voice of the	assessments, plans and service delivery
	child	Opportunities for co-design
	Greater "customer"	Significant commissioning power with schools
	expectations	for services
	Development of	
	Commissioning Plan – beyond	

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2014	
2017	
	2014

3.2 Key Drivers

The following drivers significantly affect the project. These include:

- Local demographics and demand
- Increase in the number of children requiring protection
- Munro Principles
- The Academies Act 2010
- Transformation of Education, Learning and Family Support
- Implementation of Plymouth's Health and Wellbeing Strategy
- Children's Act 2014
- Working Together to Safeguard Children 2013
- Welfare Reform 2012

The city of Plymouth has a population of approximately 260,000, which is projected to increase by 2.4% by 2017. The population of those aged 65 and over, who as a group are more likely to have long term conditions or social care needs, is projected to increase to 46,700 by 2016, an increase of 4.7%.

The population of Plymouth is now growing and is predicted to reach 300,000 people by 2031. The Public Health outcomes in Plymouth are worse than elsewhere in England in 28/32 of the measures shown in Plymouth's 2013 Health Profile. The health of people in Plymouth is generally worse than the England average: deprivation is higher than average and about 11,560 children live in poverty.

The increase in population, and particularly the increase in children, is likely to put significant strain on both health and social care services in years to come.

Children in need of protection

There has been a significant increase in the number of looked after children subject to a Child Protection Plan in Plymouth in 2013-14, and there is an urgent requirement to develop an enhanced prevention and early intervention strategy in order to manage demand resulting from vulnerable children and families

The Academies Act 2010

Local schools are seeking a new and responsive arrangement in service delivery where they have influence over the design of services. Schools and Academies consider that the present models were not utilising the skills and sector expertise in schools and are not always delivering what they want or need. There is some evidence that the LA could use more effectively the skills of schools in the delivery of our statutory duties. The national policy direction has altered the face of the educational landscape. The role of the LA is changing rapidly - especially in its relationships with schools. The Academy and Free School initiatives mean that the LA must have a different role; in essence it retains its statutory functions and strategic responsibilities but has less power to influence and intervene.

Meanwhile schools are free to make a wide range of decisions and their ability to trade and purchase services from a variety of sources is increased. Schools are coming together to share their views and make their voice

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heard in relation to the type and quality of service they wish to access. The LA needs to respond swiftly and positively as schools make budget and expenditure decisions for future years.

The Munro Principles

Munro was asked to conduct a review of children's safeguarding and her review helped inform the Children's Act 2012. Munro established a number of principles that all work with children and young people should strive to include. These principles are:

- The system should be child-centred
- The family is usually the best place for bringing up children and young people, but difficult judgements are sometimes needed in balancing the right of a child to be with their birth family with their right to protection from abuse and neglect
- Helping children and families involves working with them and therefore the quality of the relationship between the children and family and professionals impacts on the effectiveness of help given
- Early help is better for children
- Children's needs and circumstances are varied so the system needs to offer equal variety in its response
- Good professional practice is informed by knowledge of the latest theory and research
- Uncertainty and risk are features of child protection work
- The measure of the success of child protection systems, both local and national, is whether children are receiving effective help

These principles need to be included in this project.

Transformation of Education, Learning and Family Support

Education, Learning and Family Support (ELAFS) services play a critical role in supporting the successful delivery of the outcomes associated with these priorities. Although there has been some success in improving levels of achievement among children and young people, there are a number of wider health outcomes where further work is required. These include breastfeeding and teenage pregnancy rates.

A review of Children's Centres in the city was recommended by the Joint Commissioning Partnership in May 2013, in order to prepare for re-commissioning and probable funding reductions from PCC as a result of budget pressures. Against this backdrop, it will be important to consider how an integrated suite of services for children and young people, offered across public sector partners, may help in achieving outcomes within the Children & Young People's Plan and Health & Wellbeing Strategy, whilst also working within the reduced resource envelope available.

In addition it is recognised that the funding and service improvement issues identified in Plymouth are not unique. A willingness to collaborate across agencies has been identified and also an interest from other LAs has been shown in developing vehicles fit for wider trading.

Financial imperative

At a local level there are considerable financial pressures. Plymouth City Council is committed to reducing spend by £65m over the next three years, of which approximately £16m may be allocated to reduced spend on Social Care service delivery.

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In addition, the CCG is forecasting a 1% reduction in acute spend, and flat budgets for community and mental health services, in 2014/15. There are likely to be similar budget positions in future years. School budgets have been protected in CSRs and are generally in a stable, positive position. However, increased responsibilities for schools and rising demand for the placement of the most complex cases and special need indicate that school budgets will also be under pressure in the next 3 years. This matches the pressure on high need that the LA is facing.

Therefore of key concern for both organisations is the on-going sustainability of the services and service quality in the face of the financial targets, and both organisations recognise that there is a need for a strategic and innovative response to achieve the level of savings required.

The local case for change is also supported by the significant reductions in budgets within the Local Authority meaning that the status quo is no longer a financially sustainable option to deliver the Council's statutory requirements. ELAF services are currently funded by three main funding streams which are all facing significant pressure or potential reduction:

- Local Authority revenue funding for services undertaken to fulfil its statutory duties.
- Traded Income made up of a range of services and products that are sold to schools.
- Specific ring-fenced grant funding (including Dedicated Schools Grant central expenditure)

Health & Wellbeing Strategy

The Health and Wellbeing Board's vision is "Happy, Healthy, Aspiring Communities". The purpose of the Board is "To promote the health and wellbeing of all citizens in the City of Plymouth". The Health and Wellbeing Board has set out three parallel core programmes to promote integration, with the aim of delivering healthy, happy, aspiring communities.

- Integrated Commissioning: Building on co-location and existing joint commissioning arrangements the
 focus will be to establish a single commissioning function, the development of integrated commissioning
 strategies and pooling of budgets.
- Integrated Health and Care Services: Focus on developing an integrated provider function stretching across health and social care providing the right care at the right time in the right place; and an emphasis on those who would benefit most from person centred care such as intensive users of services and those who cross organisational boundaries
- Integrated system of health and wellbeing: A focus on developing joined up population based, public health, preventative and early intervention strategies; and based on an asset based approach focusing on increasing the capacity and assets of people and place

Underpinning the board and its aims are three key principles of working together, which are:

- Working together and with those that the Board serves to take joint ownership of the sustainability agenda
- Ensuring systems and processes are developed and used to make the best use of limited resources
- Ensuring partners move resources (both fiscal and human) to the prevention, and health and wellbeing agenda

PCC Transformation Programme

Plymouth City Council has an extremely large funding gap which has the potential to increase over the next

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three years without significant intervention. A review of existing transformation work identified the following issues within the People Directorate which needed intervention in the form of transformational change in order to achieve the objectives outlined in the organisation's corporate plan:

PCC's adult social care service has gone through a major transformation but has not been fully integrated with health provision, with services provided around the customer.

The cooperative commissioning centre of excellence has not been fully developed and there needs to be an agreed approach to integrated commissioning with health and other partners.

Services for children and young people could be integrated with schools, health and other partners in a more cost effective way which would deliver services cooperatively. Some social care services that Plymouth City Council delivers could be more cost effective if they were delivered in an alternative way.

Children and Families Act 2014

The Children's Act takes forward the Coalition Government's commitments to improve services for vulnerable children and support strong families. It underpins wider reforms to ensure that all children and young people can succeed, no matter what their background. The Bill reforms the systems for adoption, looked after children, family justice and special educational needs. It will encourage growth in the childcare sector, introduce a new system of shared parental leave and ensure children in England have a strong advocate for their rights.

Special Educational Needs and Disability

As part of this Act the Government is transforming the system for children and young people with special educational needs (SEN), including those who are disabled, so that services consistently support the best outcomes for them. The Act extends the SEN system from birth to 25, giving children, young people and their parents greater control and choice in decisions and ensuring needs are properly met, by replacing old statements with a new birth- to-25 education, health and care plan; offering families personal budgets; and improving cooperation between all the services that support children and their families, particularly requiring local authorities and health authorities to work together.

Early Help

The act along with the guidance contained in Working Together set out an increased focus on Early Help. The guidance suggests the need for greater coordination in providing services as soon as possible to children, young people and families. The aim is to prevent issues that are emerging for children, young people and families, at any age or stage of development. The aim is to stop those issues escalating, making it easier for children and young people to stay on track and realise their potential for positive outcomes.

At the centre of the initiative is the development of a coordination team that triages with a feedback loop back to the originating professional that raises a concern about a child or family.

The Early Help review will create, over time, a pathway across the whole system: in the first year of transformation stage I will be completed. That will comprise a review of family support and the integration of intensive family support (Family Intervention Project and some Families with a Future work) into the family support work done by Children's Social Care. Other aspects of stage I will be the movement by partners and the LA towards an integrated approach to early intervention where it interfaces with universal support and targeted support. Stage 2 of the Early Help review will complete the integration and will be undertaken between 2015-16.

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Working Together to Safeguard Children 2013

This guidance governs how organisations and individuals should work together to safeguard and promote the welfare of children. It requires Local agencies to have in place effective ways of identifying emerging problems and potential unmet needs for individual children and families. This includes assessment of the need for early help and the provision of early help services which are coordinated and not delivered in a piecemeal way. Services included within the early help offer are high quality support in universal services, family and parenting programmes, assistance with health issues and help for problems relating to drugs, alcohol and domestic violence. Services may also focus on improving family functioning and building the family's own capability to solve problems; this should be done within a structured, evidence-based framework involving regular review to ensure that real progress is being made.

Welfare Reform Act 2012

The Coalition Government has enacted a series of reforms to the welfare system, which are intended to make the system fairer, and support more people into work. The reforms include a simplification of the benefit structure, with the creation of the Universal Credit. In terms of housing benefits, a cap has been introduced as well as the 'spare room subsidy' for houses deemed to be under-occupied.

Research by the National Housing Federation has shown that nearly 2,000 households in Plymouth have been affected by the changes to housing benefits in particular, with an average loss of income of £711. This is likely to place additional strain on certain housing services provided by PCC, and this programme will need to consider the impact of reducing budgets on rising demand for these services.

3.3 Aims

Services for children and young people will be integrated with schools, health and other partners in a more cost effective way which would deliver services cooperatively.

Since 2010, funding for a number of support services has been transferred from the Local Authority to schools, enabling them to go to the market to select a provider(s) for these services. This places at risk those PCC services traditionally provided to schools, unless they can be provided in an alternative manner. CCYPS wishes to work in partnership, in a cooperative manner, with a wide range of partners, including schools, to effect this transformation.

Objectives

The overall objective of the Co-operative Children and Young People's Services Project will be to bring together a number of workstreams. This work will develop a number of alternative delivery models for a variety of children's and young people's services. These include services currently provided by the Education, Learning and Family Support, Children's Social Care and Homes and Communities Departments within PCC, in conjunction with partners.

In developing the alternative delivery models, the project has a number of key objectives. These include:

- Development of a network(s) of partners NHS, PCC, Schools, and various third sector and commissioned organisations
- The networks will be built on the principles of Cooperative Commissioning and co-design and delivery
- There will be strategic and operational oversight of complete integrated budget so can plan effectively

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- Simplification of processes and service for children, young people and their families, e.g. setting up a single "front door" for all enquiries about a child or family for professionals and members of the public.
- Cost savings through streamlined management functions and better planning and utilisation of resources
- Potential to sell services to other organisations/broaden remit of service delivery functions

3.4 Scope

The estimated addressable spend for the project is as follows:

Project	Category	PCC
CO-OPERATIVE CHILDREN AND	Wellness	11,011,687
YOUNG PEOPLE	Community Intervention	11,405,628
	TOTAL	22,417,315

Children's Social Care

The original business case developed for the IHWB commented that Children's Social Care (CSC) was out of scope for the programme. The following key changes will form part of the scope from this project:

- Reconfiguration of CSC
- Review of Family Support Family Group Conferencing and Intensive Family Support

ELAFS

The services within scope for ELAFS cover all five of the clusters; Appendix 2 includes a table that shows the complete set of services in scope.

Development of the Cooperative Children's Partnership and the five cluster components

A number of alternative delivery options have been considered for the delivery of ELAFS. The preferred option is to work with partners and collaborate with other public sector organisations to develop a shared governance model and delivery clusters to provide and share services.

The Cooperative Model for delivering Education, Learning and Family Support Services has been described as a honeycomb. In practice, this represents a collection of joint venture type entities with multiple members (clusters), operating through pooled budgets and shared management arrangements. The number of initial potential clusters has been reduced to 5 in order to benefit from economies of scale.

A capability assessment approach has been taken to assess ELAFS services against desired outcomes. This assessment also involved determining which capabilities belonged in the same for each cluster. The resulting proposed clusters are as follows:

I	Education Catering & Facilities Services
2	Community & Extended Learning
3	Targeted Services (SEN)
4	Aspiration and Learning
5	Knowledge and Intelligence

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The clusters will form the proposed new delivery model for Education, Learning and Family Support Services. These include Education Catering and Plymouth Adult Community Learning Service (PACLS). The Cooperative Model will be a network of clusters, governed by a Partnership Board who will be responsible for the systems leadership of CCYPS. Partners will formally commit relevant resources to cooperatively deliver services within a cluster, thereby becoming entitled to receive services in return.

Commissioning budgets will be pooled and routed through a strategic body e.g. Children & Young People's Partnership/Children's Commissioning Group. Organisations may choose not to become formal partners but may contract for services with the cooperative model as associate partners.

Cluster	Target Date	Comments
Education Catering & Facilities Services	Sep 14	 Education Catering will be moved into an Local Authority Trading Company The new organisation is a joint venture with schools A separate Full Business Case is going to Cabinet in June There is further scope to grow this as a business by adding to the current services of school meals and community meals
Community & Extended Learning	Mar 15	 The original intention was to spin out as a public sector mutual. Current plan for PACLS is to work with key third sector organisations to develop a cooperative approach for community learning Separate business case and plan is to be developed.
Targeted Services (SEN)	Sep 14-Mar 15	 This cluster incorporates the development of the SEND reforms and the Early Help Coordination Unit. The services could be transferred into a cooperative approach based on Ed Catering LATC Interested partners currently are PAPH CiC and schools, Plymouth Community Health, Police.
Aspiration and Learning	TBD	A number of current PCC services are in scope for being delivered as a service with schools which may be traded or may be a blended approach pooling budgets and resource
Knowledge and Intelligence	TBD	This may be a Local Authority Traded Cooperative Company wherein statutory work is delivered without charge but enhanced aspects of the function may be traded within Plymouth and the Peninsulas.

Homes and Communities

There are a range of services that are currently provided out of Homes and Communities. During the reviews of Family Support (Families with a Future/Troubled Families) and Youth Services (Youths Services Management and Youth Offending Team options will be worked through to determine the future delivery models and integration potential.

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3.5 Out of scope

The scope of the programme will not include certain Children's Social Care services (including assessment and case management of Looked After Children or those subject to a Child Protection Plan) that are currently provided in-house by PCC.

The programme will not include in its scope any services commissioned by the Northern or Eastern Localities of the CCG, or any services commissioned by the Western or Partnerships Localities where there is an obvious geographical disconnect between the service commissioned and Plymouth city boundaries (e.g. mental health services in Devon County Council's area).

GPs and Primary Care services are assumed to be out of scope initially, although strong links to these providers will need to be maintained to engage them throughout the process of developing the new operating model for health and social care provision. The scope may be widened to directly include these services if a change in commissioning responsibilities for these (from NHS England to CCGs) takes place within the timescale of this programme.

3.6 Options for change - analysis and recommendation

In order for the model to be cooperative and collaborative, each of the clusters will need to be delivered via a new delivery mechanism. The vehicle for each cluster may be the same or different, depending on which vehicle is assessed as being the most effective to deliver the cluster. Vehicle options to be considered are:

Level of	
Integration	
I. Minimum	Organisations respond individually to Health and Wellbeing Board/Children's Plan strategy and priorities Limited integration takes place and parts of PCC service delivery budgets transferred
2.	Organisations agree a planned programme of initiatives for collaboration around the strategy and priorities. Functions are integrated within an existing organisation/cooperative PCC service delivery budgets transferred into existing organisations and relevant staff transferred (via TUPE).
3.	Organisations create new entities or partnerships for particular aspects or initiatives within the strategies/plans. PCC and partners come together to create new joint service delivery entities, such as social enterprises or cooperatives
4. Maximum	Organisations form a new entity or formal partnership to take forward a city wide, comprehensive programme for Children and Young People PCC would form a cooperative to deliver some functions and would work across a cooperative network with partners via an MOU

The aspiration is to achieve a significant level of integration for service delivery for all services, except children's social care. The anticipated benefits (and risks) to PCC would be:

Description		B	Benefits	Risks	
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a Council and Partners come together to create a new service delivery entity in form of a Mutual or Cooperative Enterprise

Council and Partners

new service delivery

'Honey-Comb' of

Cooperatives and

venture approach

come together to create

entities, which would be a

operate through a Joint

- Potential to sell services to other organisations/broaden remit of service delivery function
- Potential to broaden membership to other organisations
- Perception of independence makes partners equal
- Strategic and operational oversight of complete integrated budget so can plan effectively
- Single organisation is responsible for all service delivery – simpler for stakeholders
- Greater opportunities for career progression for staff
- Potential to sell services to other organisations/broaden remit of service delivery function
- Potential to broaden membership to other organisations
- Strategic and operational oversight of complete integrated budget so can plan effectively

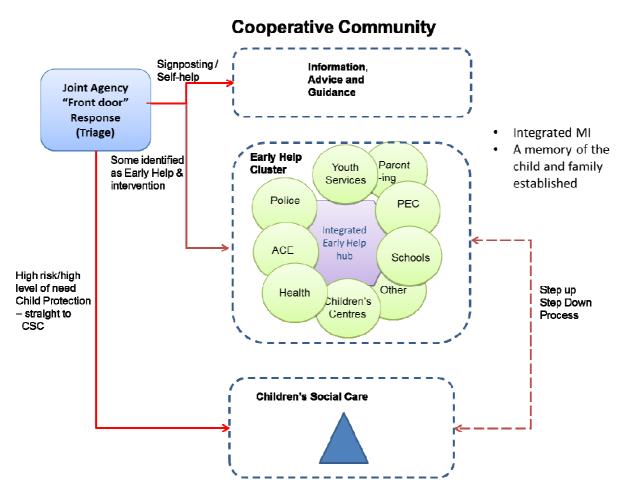
- Cost of creating a new entity
- Cost of overheads of operating a new entity
- Potential increased procurement costs
- Potential challenge under terms of 'state aid'

- Cost of creating new entities
- Cost of overheads of operating new entities
- Potential challenge under terms of 'state aid'

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3.7 Fit with Strategic Blueprint

The following diagram provides a high-level conceptual diagram of the various elements of the transformation of CYPS.



Acronyms Glossary:

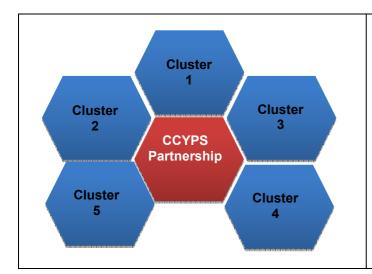
- ACE Alternative Complimentary Education.
- PEC Plymouth Excellence Cluster
- CSC Children's Social Care.

The following functions will form significant elements of CYPS:

- Joint Agency Front Door handles all enquiries about children and families. Team are draw from partner agencies and triage enquiries. An enquiry will fall into one of three functions
- CSC Child protection and high children in need enquiries will be passed straight through to CSC
- Early Help handles those enquiries that require an intervention. The request is coordinated through Early Help and partner organisations form a team around the family or child
- Information, advice and guidance a number of enquiries will only require the provision of information
- Integrated IT systems are required to capture details of enquiries and the "collective memory of the child and family"

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In addition to this diagram is the development of the schools/education services model, known as the "honeycomb" model.



In practice, the honeycomb represents a collection of joint venture type entities with multiple members (clusters), operating through pooled budgets and shared management arrangements.

The five clusters include:

- Education Catering & Facilities Services
- Community & Extended Learning
- Early Help and Targeted Services (inc. SEN)
- Aspiration and Learning
- Knowledge and Intelligence

3.8 Benefits of preferred option(s)

The benefits to children, young people and families will include:

- Reduction in the number of children and young people becoming subject of child protection plan and subsequently taken into long-term care.
- Less children/young people "revolving in and out" of CSC
- Enhanced Early Help offer and services
- Better sharing of information
- Keyworking central to interventions

Benefits to Partners

The following non-financial benefits have been identified:

- Best use of resources
- Creating sustainable partnerships through cooperative approach
- Business development opportunities
- Greater sustainability

Benefits to PCC

- Cost savings through using alternative service delivery mechanisms
- Greater flexibility regarding service delivery
- Greater capability to deliver Children's Commissioning Plan
 - o Building Integrated Commissioning- Quick wins
 - o The Voice of Children and Young People
 - Stakeholder Involvement
 - Need to develop coherent child and family centred models that reinforce Early Help
- Cost savings through transforming service delivery

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3.9 Capabilities that will be delivered

The following capabilities will be delivered by the project:

Spectrum of need	Capabilities to be delivered
Universal Services Universal or preventative services	 Universal Services Single front door for all enquiries related to a child, young person and/or family Single Assessment Framework "Local Offer" for SEND and Early Help
Early & Targeted Support Targeted services for those at risk, and support in the community Specialist Intensive, coordinated multi- agency intervention	 Targeted Support Enhanced Early Help capability Lead Professional Team around the Child/Family Capability to share assessments, plans and distance travelled Adult Community Learning Service Specialist Reconfigured CSC Step-down capability for children Improved IT systems

3.10 Assumptions

It is assumed that all services within the Council are to be considered for their potential to be delivered using an alternative model. ICT, TUPE and other governance arrangements relating to alternative delivery models are to be determined.

Resources – sufficient resources with the required skills will be available to the project. This include project resources such as project managers and subject matter expertise both within the People Directorate and experts such as Legal, Human Resources and Finance

Delivery – the project will not cause difficulties to service delivery

Budgetary - sufficient budget will be available to support delivery of project

3.11 Stakeholders

	What's in it for them?		What could they do to	What could we do to
Key People	Impact (+/-)	Level of Risk (H/M/L)	support or prevent the change from taking place?	reduce the impact or encourage support?

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Elected Members	+ive	М	 Support the programme aims and objectives (+) Require changes of pace and areas of focus (-) 	 Regular programme briefing sessions with Members to inform them of progress Key decisions subject to Scrutiny Committee Ensure members responsible for the programme are well briefed and kept up-to-date Regular meeting between CB and SM and PS
PCC Staff	Neutral to -ive	Н	 Potential loss of staff positions (-) Opportunity to improve services (+) Staff being TUPEd to new organisation (-) Fear of loss of terms and conditions (-) 	 Briefing/engagement sessions on programme and updates Involvement with process redesign projects Commissioning team to consider market development opportunities
Plymouth Residents and Service Users	+ive to Neutral	М	Better services for those accessing Health or Social Care (+)	 Engagement sessions at start of programme Awareness of changes campaign Involvement of service users/patients in process redesign activity Feedback mechanism Support Local Healthwatch to understand programme
Trade Unions	Neutral to -ive	М	 Job cuts (-) Loss of members (-) Attitude towards the Transformation Programme (-) 	 Clear briefing Regular update on programme and impact on staff of changes Consultation with TUs on changes
Providers/Partners	+ive to Neutral	L	 Understanding of changes (0) Extending commissioning opportunities to 3rd sector (+ve) 	Briefing/engagement sessions on programme and updates Involvement with process redesign projects Commissioning team to consider market development opportunities Page 29 of

Transformation Programme	+ive	L	 Alignment across programme (+ve) Involvement on programme on elements that cross-over between projects (+ve) 	 Alignment sessions between programme managers and project managers Sharing of progress, lessons learnt Involvement on projects where needed
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4. Project Plan

The plan has the following product breakdown structure and timetable:

Key Milestones & Deliverables					
Milestone / Deliverable	Target Date				
Education Catering Full Business Case Sign Off	June 2014				
Align Business Case with Commissioning Strategy	June 2014-onwards				
Review of Family Support Services	March-September 2014				
Implementation of Family Support Review	September 2014-March 2015				
Development of Early Help Managed Pathway	June 2014-March 2015				
Development of Cluster Model	July 2014				
Sign-off of Outline Business Case	July 2014				
Development of Detailed Business Case	July 2014-October 2014				
Detailed Design	July 2014-October 2014				
PACLS Full Business Case Sign Off	November 2014				
Sign off of Detailed Business Case	November 2014				
Implementation of Business Case	September 2014 -March 2015				

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5. Financial Case

Financial Benefits	Baseline [Year]	Target [Year I]	Target [Year 2]	Target [Year 3]
ELAFS				
SEND/ Targeted Services		£125k	£125k	£125k
Teaching and Aspiration		£100k	£100k	£100k
Full cost recovery services		£125k	£125k	£125k
Family Support		£100k	£400K	£400K
Implementation of Cluster Model Saving	£22,417K		TBD	TBD
Review of Youth Services		£350K	£750K	£1,000K
Total		£800K	£1,600K	£1,850K

There are a number of additional financial benefits which can be expected from moving to an alternative delivery vehicle are as follows:

- Services are arms-length, or further, from Council so can be more flexible and commercial
- Ability to trade for profit and generate additional income
- Promotes sense of staff ownership and improves rates of sickness absence and productivity
- Ability to employ new staff on cheaper Terms and Conditions
- Able to purchase support services from external market
- Able to make supply-side savings

These financial benefits will be quantified as each work stream is developed.

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6. Management Case

6.1 Projects

There are a number of projects/activity underway within PCC. These projects could be deemed "transformation" projects. However, the projects that do not require the specialist project resource are deemed Business as Usual (BAU).

The list of known projects includes:

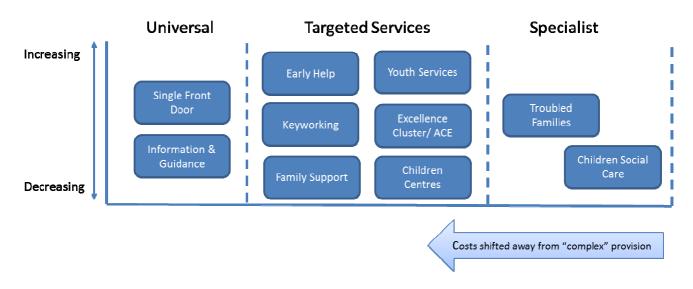
Project/Activity underway	Transformation Project	Anticipated Outcome
Education Catering	Yes – providing BA and project management support.	 Joint Venture with Schools Use of local authority trading company (LATC) as alternative service delivery vehicle Staff to be transferred to new company in August 2014 LATC to be trading by Ist September 2014 Includes Community Meals
Project/Activity underway	Transformation Project	Anticipated Outcome
Plymouth Adult Community Learning	Yes – providing BA and project management support.	 Aiming to develop a joint venture with several, key voluntary sector partners This new cooperative will form the basis of Community and Learning cluster
Development of the Cooperative Community Partnership and the Aspiration and Learning and Knowledge and Intelligence Clusters	Yes – providing BA and project management support.	 Develop vision for each cluster Identify services within scope of each cluster Develop alternative service delivery vehicle Transfer staff to new vehicle
Family Support Review	Yes – providing BA and project management support.	 Agreement of what stays within PCC and what is the specialist support versus targeted Agreement on alternative delivery mechanism for aspects not within PCC Savings for PCC
Children Centre's	No	BAU
Health Visiting Transfer	No	 Health Visiting Commissioning to become part of ODPH responsibility by April 2015 This project is deemed BAU
Placement sufficiency and quality (including Cost and Volume)	No	• BAU
Special Education Needs and Disability	Yes – providing Project Management and Business Analyst support	 SEND being transformed through introduction of EHCP and process changes SEND reforms will pilot Early Help changes
Early Help Review	Yes – ditto	 Key workstream to deliver service improvement and efficiency savings One of the 5 clusters

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		•	Need to develop managed pathway PCC will provide Early Help coordination using the CAF team
Adoption Reform	No	•	BAU
Children's Social Care reconfiguration	Yes – providing Project Management and Business Analyst support	•	Will build essential capabilities that form key elements of transformation and commissioning strategy Need to consider alternative IT solution. CareFirst costing PCC around £500K per annum to support. Potential saving anticipated
Ofsted Preparation	No	•	Business as Usual activity

The different services within scope of the project fit within the spectrum of need. At the heart of the commissioning strategy will be an attempt to shift away from high-end specialist services supporting complex provision to early prevention/engagement.

This will further support cost savings.



To achieve the anticipated outcomes for this project, six areas of priority workstreams have been identified. These are:

- Development of the Cooperative Community Partnership and the five cluster components
- Education Catering
- Plymouth Adult Community Learning (PACLS)
- Family Support Review
- Review of Youth Services
- Implementation of Children Social Care Service Reconfiguration Pilots
- Early Help development
- SEND reforms

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Development of the Cooperative Community Partnership and the five cluster components

Scope	Key Activity	Description
Review of all ELAFS activity undertaken in- conjunction	Review of existing services	Agree scope of the clusters and the possible partners Agree partners to form Cooperative Community Partnership and the Aspiration and Learning and Knowledge and Intelligence Clusters
with partners	Development of alternative service delivery vehicles	Agree service delivery vehicle for the two clusters
	Implementation	4. Agree implementation plan

Education Catering

Scope	Key Activity	Description		
Develop a JV	Set-up alternative	Set-up LATC including Management/Governance arrangement		
with Schools	service delivery	2. Transfer staff into LATC		
	vehicle	3. Begin trading from September 2014		

Family Support Review

Scope	Key Activity	Description
Review of all	Review of existing	Business Analysis of current activity and its effectiveness
PCC activities	Family Support	2. Consider and agree where Families with a Future, Family
providing Family	services within PCC	Intervention Project and Troubled Families should "cluster" with
Support		– CSC, ELAFS or Early Help
	Development of	3. Agree service delivery vehicles for the different elements of
	alternative service	Family Support not within CSC
	delivery vehicles	
	Implementation	4. Agree implementation plan

Review of Youth Services

Scope	Key Activity	Description
Review of all	Review of existing	Business Analysis of current activity and its effectiveness
PCC activities providing Youth	Youth services	Consider and agree which services form basis of "specialist support" and therefore part of CSC
Support	Development of alternative service delivery vehicles	Agree service delivery vehicles for the different elements of Youth Support not to be part of CSC
	Implementation	4. Agree implementation plan

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Implementation of Children Social Care Service Reconfiguration Pilots

Scope	Key Activity	Description				
Implement	Review Pilots	Business Analysis of current pilots and their effectiveness				
reconfiguration		2. Consider lessons learnt				
of CSC		3. Undertake analysis of how reconfiguration impacts on				
		CareFirst/Systems				
	Design	4. Develop blueprint for CSC to ensure reconfiguration delivers				
		service improvements and costs savings				
		 Ensure design supports wider children and young 				
		people's requirements				
		b. ITC roadmap				
		c. Process redesign				
	Develop solutions	5. Review options for service delivery				
		a. IT				
		 b. Staff – qualified vs unqualified 				
		c. Multi-agency Single Front Door				
		d. Single Assessment Framework				
		e. Journey of the Child				
	Implementation	6. Agree implementation plan				
		7. Implement				

Early Help development

Scope	Key Activity	Description
Development of	Review Current	Business Analysis of current services and their effectiveness
Early Help	Capabilities	2. Consider lessons learnt
Cluster	Design	Develop blueprint for Early Help to ensure reconfiguration
		delivers service improvements and costs savings
		a. ITC roadmap
		b. Process redesign
	Develop solutions	4. Review options for service delivery
		a. IT to support "managed pathway"
		b. Link with Multi-agency Single Front Door
		c. Use of Single Assessment Framework
	Implementation	5. Agree implementation plan
		6. Implement including pilot using SEND & CAF Team

SEND reforms

Scope	Key Activity	Description
Development of	Review Current	Business Analysis of current services and their effectiveness
SEND reforms	Capabilities	2. Consider lessons learnt
	Design	Develop blueprint for SEND
		a. ITC roadmap
		b. Process redesign
		c. EHCP paperwork
	Develop solutions	4. Review options for service delivery
		a. IT to support EHCP
		b. Link with Early Help Cluster
	Implementation	5. Implement in September 2014
		6. Review lessons learnt

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6.2 Key Risks Analysis

	Risks identified risks								
ID	Risk Owner	Risk Description (A short summary of the event)	Current Risk Rating	Actions to reduce risk to target	Action Implem entation Date	Action Owner	Decision, Action or Escalation Required		
Ι	CGW	Savings delivered from the project are not sufficient		I.Scrutiny and validation of the business case, and the projected benefits in further phases 2.Account for optimism bias in financial model when developed	July 14	CGW/JH			
2	ЈН	Disruption to service delivery with an impact on service quality and reputation		I. As part of business case phase contingency planning undertaken as part of implementation planning 2. Key scenarios identified and mitigation plans developed	June 14	јн/АВ			
3	јн	Negative impact on service users and threat to continuity of care		I. Early engagement of key service user representative groups 2. Pathway re-design workstreams led by clinicians and social care professionals	June 14	JH/AB			
4	CGW	Staff/union resistance to the proposed changes and service redesign		I.Early consultation with Unions Union representation at key workshops.	Apr I4	CGW			
5	јн	Difficulty in securing agreement across the partners to service redesign causes delay in delivery leading to savings targets being leaked, and delaying benefits realisation		I.Areas of potential disagreement highlighted and discussed early in the process Identification of key decision makers and a dispute resolution process 2. Formal agreements and protocols in place to enable teams to work together	Apr 14	JH/CGW			
6	JH	Multiple parties involved leading to partial support for		I. Key stakeholders identified at the	Apr 14	ੜੂ ੪ ≥			
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		business case, which delays implementation	start of the project and engaged regularly 2. Communications plan in place and key stakeholders provided with regular updates			
7	CGW	Baseline data is not robust and the business case is undermined	I. Validation of the baseline data finance Validation and ownership of the financial model by finance and service areas 2. Validation of the savings opportunities by service professionals	Apr 14	M90	
8	CGW	Negative impact of procurement or tax requirements on new delivery mechanism, for example VAT regulations	I. Consider likely impact of during the Options Appraisal process if new delivery vehicles/alternative structures are considered 2. Involve legal – both internal and external	Apr 14	CGW	
9	CGW	Legal challenge regarding competition and contracting	I. Ensure notice periods to providers are duly followed and all consultation is documented 2. Involve legal – both internal and external	Apr 14	CGW	
10	CGW	Resources required to deliver integration are not available/ funding does not exist to commission external resources	I. Develop programme delivery plan and get cross party sign up to this. 2. Cross- party investment planning meeting to agree resource commitment.	Apr 14	CGW	
П	JΗ	Failing to reach agreed terms that are compliant with Teckal criteria, due to differing legal opinions	I. Follow a long term view or phased approach to delivery model design and implementation. (i.e. implementing one delivery model for a short term with a view of moving to another in the long term) 2. Regular compliance checks and discussions	Apr 14	JH/CGW	

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6.3 Project Resources

Resources				
Area	Resource Description			
Estimated CostsCapitalRevenueExternal Funding	Project Resources • Two project managers (I Expert and I Practitioner level) • Two Business Analysts (I Practitioner and I Foundation level) • Project Support Officer			
Estimated Funding Internal Revenue Internal Capital Grants Include any requirements set by funding providers Ring Fenced Budgets e.g.				
HRA / Schools				
Project Team (give details of project team members)	Project Executive: Judith Harwood Programme Manager: Craig Williams Project Manager: TBD & Mark Mortimer Business Analysis: Elaine Cochrane, Adrian Slur Project Support: Harry Sherwin SMEs: Liz, Cahill, Brad Pearce, Jayne Gorton, Jo Osborne		racey Green , Anne	
Transformation Resource	Technical Resource Required	Est Start Date	Est End Date	
Requirements E.g. business analyst; finance; legal; procurement; HR	Programme Manager: Craig Williams Project Manager: TBD & Mark Mortimer Business Analysis: Elaine Cochrane, Adrian Sluman Project Support: Harry Sherwin	Jan 2014 Mar 2014 Mar 2014 Mar 2014	Apr 2016 Apr 2016 Sep 2015 Apr 2016	
Business Resource	Business Resource Required	Est Start Date	Est End Date	
Requirements E.g. subject matter experts; internal service area resources	Brad Pearce, Jayne Gorton, Jo Siney, Alison Botham, Tracey Green , Amanda , Tracy Hewitt, Liz Cahill	Jan 2014	Apr 2016	
Project Board (give details of project board members)	Project Executive: Judith Harwood Programme Manager: Craig Williams Project Manager: TBD & Mark Mortimer Business Analysis: Elaine Cochrane, Adrian Sluman Project Support: Harry Sherwin Head of Portfolio, Head of Transformation SMEs: Liz Cahill, Jayne Gorton, Jo Siney, Alison Botham, Tracey Green			
Training Requirements List specific / essential training requirements	Non Identified to date	Journal of Colors		

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Project Dependencies

- Include information on project dependencies. The following areas should be considered:

 Programme / Project: Components, Deliverables or Enables which are required from other projects or programmes.

 - Organisation: Culture, processes, standards, rules, events etc.

 Operations: Operational teams responsible for change management, incident management, delivery and quality management / control.
 - Project Delivery: Such as TMO or governance board

Area	Dependency
Programme/Project	Other programmes within The PCC Transformation Portfolio will provide support around engaging with staff, developing new ways of working and redesigning customer service.
Organisation	The PCC Blueprint will drive the way in which The Council operates in the future, and as such it is vital that the project is compliant with this document.
Project Delivery	Development of the cluster model will require significant partnership working. Each cluster will require a Service Review to identify what is working and what requires transforming. During the project, the impact of OFSTED inspection will be taken into account and may significantly impact the project timescales

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Appendix 1 - Scope of ELAF Services

Appendix 1 – Scope of ELAF Services Education Catering and Facilities	Education Catering
Targeted Support and Early Help	Education Welfare and Monitoring
6	Children's Centres Management
	Youths Services Management
	Child's Health and Wellbeing
	Education of Children at Risk and Excluded
	Early Help and CAF
	Settings Advisory Services
	SEND Moderation and Statutory Assessment
	SEN Child Assessment
	SEND Support
	Occupational Therapy Support
	Safeguarding Advice, Guidance and Support
	School Transport Planning and Scheduling
	·
	Educational Psychology
	Early Years Statutory Duties
	Parents Partnership Management
	Transportation for SEN
	Sensory Support
	Effective Inclusion of Children and Young People
	Short Breaks, Respite
Community and Extended Learning	VCS Engagement
	Adult and Community Learning
	Libraries Management
Teaching and Aspiration	Governor's Training/Governance (Strategic Influence)
	SACRE
	Music Education
	Outdoor Education
	Services for Schools
	Global and Cultural Education
	Newly Qualified Teachers Inductions
	Schools to School Support/Strategic Partnership
	Monitoring Challenge Standards Interaction
	Sport's Development
Knowledge and Intelligence	Quality Assurance
	School Organisation Management
	Data Management
	Employment Skills
	School's Admissions
	School's Forum
	Demand Forecast and Planning
	School Place Planning
	Capital Planning
	Performance Management
Not Clustered	Voice of the Parent
. tot Glasterea	Voice of the Child
	Links to and with DfE
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Agreement to Proceed to Next Stage					
PO Assured:	Dat	e of PO			
PO Assured:	Ass	urance			
Approved by Project Executive:	Dat	e of meeting			
Approved by Senior Responsible Officer – Minute Number:	Dat	e of Meeting			
Approved by TPB	Dat	e of meeting			

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