

Review of Children with Disabilities care packages 0-17  
Project Plan

<b>Project Manager:</b> Rodica Cobarzan		<b>Ref</b> CFE SAV04
<b>Description</b>		
<ul style="list-style-type: none"> <li>Recent analysis has identified areas for improvement in social care for children with disabilities and their transition to adult social care</li> <li>A new service for children with disabilities is being developed alongside a dedicated transition service for 18-25 year olds within adults' service. This will require a new way of working with shared accountability for these budgets and services across Children's and Adults social care, education and health</li> <li>New commissioning frameworks to be introduced focused on frequently used provision e.g. home care, family support and removing spot purchasing of care as a practice</li> <li>New governance arrangements to be introduced for the recording of provider costs and enforcement of disciplines for accurate forecasting and financial management</li> </ul>		
<b>Finance - £000s</b>		
<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
124	124	124
(of a total saving of £384,000 for 0-17 and 18-25)	(of a total of £384,000 for 0-17 and 18-25)	(of a total of £384,000 for 0-17 and 18-25)
<b>Performance metrics</b>		
Finance measure (s): (tbc with finance)	- Net current expenditure on Children with disabilities care packages	
Performance measure	Ensure that every care packages is reviewed at least annually, ongoing assessment of quality of service provision and to ensure these are in line with spend , quality of care and similar with benchmarked authorities.	
Performance measure	• Dip sampling of a range of cases to provide additional assurance	
<b>High level milestones 2022/23:</b>		
<ul style="list-style-type: none"> <li><i>Review of care packages in Access to Resources Panel yearly as part of business as usual and regular monthly finance tracking (Rodica Cobarzan, ongoing,)</i></li> <li><i>Implement recommendations from Calleydown Respite Unit Review to improve access, explore further options to expand provision in the long term (Rodica Cobarzan, Alan Thorne, June 2022)</i></li> </ul>		

- *Consider longer term options for value for money Family Support Services (Shelley Prince/Matt Weeks and Rodica Cobarzan, before March 2023)*
- *Following the review of current short break provision further exploration around joint commissioning. Current contracts extended until March 2023, to allow time to undertake work (Matt Weeks, Rodica Cobarzan)*
- *Implement a framework for home/personal care provisions 0-17, by April 2022 (Matt Weeks, Rodica Cobarzan)*
- *Fully implement Controcc and monitor all payments through this system, reviewing and making relevant adjustments on a biannual basis (Simon Townsend and Rodica Cobarzan)*

#### **Key Risks**

- Legal challenge and Judicial Reviews at cost to the council
- Complaints will increase from families with CWD
- Children's needs no longer being managed within the home, leading to children coming into residential care at increased cost
- Possible challenges through the SEN tribunal process; additional legal costs and potential adverse rulings
- Ofsted scrutiny following increased tribunal activity
- Reputational damage to the council
- Delay in procurement timetable due to decision making or capacity/lack of resource

**Equality** EA completed in April 2021.

**Impact on residents:** Some packages are long-standing and have not been reviewed. Changes will need to be carefully managed with families

**Consultations/communications:** If eligibility criteria are reviewed it will require consultation with stakeholders including families

REF	ACTIONS	LEADS	TIMESCALES	RISK
<b>1. Rolling reviews of care packages, family support and direct payments</b>				
1.1	Weekly ARP are in place to discuss /agree any proposed care packages in accordance to children and families' assessed needs – this panels involve health and SEN and improve oversight of spot purchased care	Rodica Cobarzan	ongoing	
<b>2. Work collaboratively with the ASC SEN to facilitate a seamless transitions service for CYP aged 14+</b>				
2.1	Review of the transition protocol is underway alongside a joint leadership regular group to review progress and appreciative enquiries sessions to unpick areas that need improvement.	Rodica Cobarzan Azuka Agbai Kathy Roberts	Ongoing  March 2023	Poor services to children who reach 18 resulting in complaints Risk to CYPE savings if delayed transition
2.2	Monthly meeting led by Service Managers to consider Young People who are due to transition into Adult Social Care	Jodie Cabrera Alan Thorne Eunice Awosika	Ongoing March 2023	Young People do not have Care Act Assessments completed prior 18 <sup>th</sup> birthday , which will prevent holistic planning
<b>3. Review of Calleydown Respite Unit</b>				
3.1	The Calleydown review has been completed using transformation funding - no significant changes recommended, although future feasibility study to see if can convert building to contain an assessment unit for CYP with disabilities who need emergency placements  Action plan to consider minor adjustment to service delivery to increase capacity ( recruitment of staff )  Business case to include the cost of extending the provision to be completed by June 2022	Rodica Cobarzan Alan Thorne	Feasibility study Tbc- likely June 2022  Tbc, once feasibility study undertaken	Not able to extend provision due to additional capital costs

REF	ACTIONS	LEADS	TIMESCALES	RISK
<b>4. Commissioning: Review, commissioning and procuring CWD service: short breaks and personal care and equipment</b>				
4.1	<p><b>Strengthening Joint Funding Process</b></p> <p>Directors to agree which cases are presented at panel</p> <ul style="list-style-type: none"> <li>• Ensure criteria for cases being presented at JFP is communicated and understood by all partners and practitioners</li> <li>• Ensure process for JFP working effectively</li> <li>• Ensure appropriate cases are selected and prepared for presentation at panel with discussions between social care, education and health workers before panel</li> <li>• Efficacy of panel to be evaluated after 6 and 12 months of operation</li> </ul> <p>From the 'Joint South West London Clinical Commissioning Group (Croydon) and LA funding protocol for children's placements and care packages' create:</p> <ul style="list-style-type: none"> <li>• Processes for cases prior to presentation at the Joint Funding Panel.</li> </ul> <p>Presentation at the Joint Funding Panel</p>	<p>Roisin Madden</p> <p>Health Education</p> <p>Commissioning –CCG</p> <p><b>CWD &amp; Transitions (CSC)</b></p> <ul style="list-style-type: none"> <li>• Rodica Cobarzan</li> <li>• Alan Thorne</li> </ul> <p><b>Commissioning</b></p> <p>Roneeta Campbell-Butler</p>	31.07.2022	Risk if cases aren't brought to Panel lack of joint oversight and funding agreement
4.2	<p><b>Development of Children's Services Commissioning Plan and Tender and</b></p> <p><b>Full procurement of a personal care and support framework:</b></p> <p>The <b>commissioning of personal care</b> is still on track to go live on 1st April including the implementation of the new Care Provider Register:</p> <ul style="list-style-type: none"> <li>• to ensure contractual relationship with providers, ensuring high quality, registered providers are used, who offer the best value for money rates.</li> </ul>	<p><b>Commissioning</b></p> <p>Matt Weeks</p> <p><b>CWD and Transitions Service</b></p>	01.04.22	<p>Delay in tendering has meant that framework from next financial year.</p> <p>Price structure might not allow for proposed savings</p>

REF	ACTIONS	LEADS	TIMESCALES	RISK
4.3	<p><b>Short breaks (activities)</b> commissioning programme is next area of focus Review completed of short breaks activities (so excluding domiciliary care support). Next steps:</p> <ul style="list-style-type: none"> <li>-survey to parents in January –February 2022</li> <li><b>current provision has been extended until 31.03.2023</b></li> <li>Longer term need to consider commissioning short break activities for under 8s as this identified as a gap</li> <li>Contract monitoring with commissioned providers</li> <li>Joint commissioning with Sen to be explored to cover the entire cohort of children with SEN</li> </ul>	<p><b>Commissioning:</b></p> <ul style="list-style-type: none"> <li>Matt Weeks</li> </ul> <p>Service:</p> <ul style="list-style-type: none"> <li>Rodica Cobarzan</li> <li>Alan Thorne</li> <li>Jodie Cabrera</li> </ul>	Survey Jan 2022	Provision of shortbreaks vis inclusive activities might not reflect the needs of families
4.4	<p>Opportunity for pooled budgets/joint contract between Children and Adults to procure OT equipment from Croydon Equipment Service through a Section 75 Agreement. Before this can be realised the following actions are in train:</p> <ul style="list-style-type: none"> <li>CWD to identify the referral pathway and funding mechanisms for Paediatric OT.</li> <li>CWD to identify OT budget and how it is being monitored</li> <li>CWD to confirm if other providers are used for OT</li> <li>Discussion with Croydon Equipment Service, Adults and CWD on the existing specification and the opportunities for savings</li> <li>Understand if referrals for OT equipment is made via schools</li> <li>To consider appropriate KPIs for the S75 agreement</li> </ul>	<p>Rodica Cobarzan Alan Thorne Jodie Cabrera</p> <p><b>Commissioning:</b> Roneeta Campbell-Butler</p>	September 2022	<p>Lack of transparency about how OT equipment services are used and charges made</p> <p>No control over parts of budget e.g. OT</p>

REF	ACTION	LEAD	TIMESCALES	RISK
<b>5. Systems, business processes and payments including integrated case recording and finance system, oversight of payments processes, improved end-to-end across dept. and council (placement, non-placement and staffing spend)</b>				
5.1	<p><b>Monitoring use and implementation of new systems</b></p> <p>Implementation of ContrOCC use for all care packages continues with plan to move all onto this in the new year</p> <p>Monitor and Review six months post implementation and every six months after that, making any adjustments necessary.</p>	Simon Townend, Rodica Cobarzan	July 2022, Jan 2023 reviews	