

DERBYSHIRE COUNTY COUNCIL

CABINET

10 December 2020

Report of the Executive Director Children's Services

**CHILDREN'S DIAGNOSTIC
AND
PROVISION OF SPECIALIST PROFESSIONAL SERVICES - USE OF A NON-DCC
FRAMEWORK**

CHILDREN'S SERVICES

1) Purpose of the Report

1. To inform Cabinet of the findings of the independent diagnostic report for Children's Services;
2. To seek Cabinet approval to implement a change programme to address the opportunity areas as identified by the diagnostic to deliver improved outcomes for children, young people and families and achieve savings across the service as described in this report;
3. To seek Cabinet approval for the use of the North East Procurement Organisation's (NEPO) Framework Solution NEPRO to procure specialist professional services to support the implementation of the diagnostic findings; and
4. To seek approval to award of contract using a non-Derbyshire County Council framework to be delegated to the Executive Director Children's Services, in consultation with the Cabinet Member for Young People, under the Officer's Scheme of Delegation as per Protocol 2b of the Council's Financial Regulations.

2) Information and Analysis

Newton Europe conducted a diagnostic of Older Adult Services and the Whole Life Disability in Spring 2019, which led to the Better Lives programme starting in January 2020 which is still currently underway. As part of this, one of the twelve workstreams was focussing on the transition for Disabled Children going from Children's Services to Adults Services from ages 16-25- the Achieving Great Futures workstream. Where this workstream paused in March 2020 along with several of the other Better Lives workstreams to prioritise programme resource to supporting COVID-19 initiatives,

Children's Services Senior Management Team agreed to not restart this piece of work in July 2020, unlike the other paused workstreams, and to prioritise a wider diagnostic piece.

The aim of the diagnostic was to build on past efforts to improve outcomes for children, young people and families and develop a forward plan that allows Children's Services to implement the necessary changes earlier and ensure those changes are embedded across the service to continuously improve outcomes for vulnerable and disabled children.

The diagnostic looked to understand the root cause of challenges in order to develop an evidence-based approach for how Children's Services can make significant and lasting improvement for children, young people and families. The approach recognised that whilst numbers and data are essential for identifying and quantifying where opportunities may exist, it also drew on front-line expertise and experience to complement data and evidence.

The diagnostic had four stages:

1. Set Up: Key information, activity, and engagement to ensure successful delivery of the diagnostic.
 - Developing a data table foundation with the Management Information Team to enable the digital diagnostic.
 - To ensure the right Information Governance and legal requirements are signed off and in place.
 - To agree key forums and stakeholders for involvement and informing throughout the diagnostic.
 - To review the scope of the programme for alignment to existing work and individuals working with them.
2. Digital Diagnostic: Develop an evidence-based model determining the specific factors which influence outcomes for children in Derbyshire and provide a data set which allows for further investigation.
3. Operational & Cultural diagnostic:
 - Develop an Opportunity Matrix, identifying opportunities to improve outcomes & deliver financial savings.
 - An understanding, through evidence, of the deep complexity to be tackled in achieving the identified opportunities.
 - Understanding of the wider pressures which need to be considered for any future activity.
 - Clear picture of the 'readiness' of the services to sustainability achieve the identified opportunities, leaving a positive legacy for Derbyshire County Council.

4. Implementation planning & dissemination of findings: Co-develop a high-level plan to successfully deliver the identified opportunities, with a view to maximising pace and scale. Outcome:
- Programme workstreams and plan
 - A clear 'what', with an initial 'how' to support starting targeted trials in the Design process
 - Opportunity Matrix and Cash Benefits Profile
 - Cultural and Environment for Change Output

Following the completion of the diagnostic work an outline implementation plan has been developed by the Council which allows for the Children's Services department to consider the most appropriate methods for realising the opportunities identified in the diagnostic to improve outcomes for children, young people and families. The diagnostic identified opportunities to improve outcomes for 7,000 vulnerable and disabled children a year.

The approach identified provides details of the expected workstreams required to implement the findings of the diagnostic work along with their estimated financial savings and proposed outcomes upon performance of services which again are subject to the proper operation of statutory processes in individual cases. These workstreams may alter during the design phase of the implementation work – but the associated savings will remain the same. It is expected that following the successful procurement the full implementation of the assessment recommendations will take approximately two years and delivery of benefits will be over 5/6 years.

Provision of Specialist Professional Services – Use of a Non-DCC Framework

It is recognised that the implementation of the assessment findings will have an impact on the capacity of the Children's Service departments. The Council is, therefore, considering the resource required to support this activity.

The Council is already in the process of developing and implementing a range of policy and service changes aimed at improving the outcomes for the people that they support now and in the future. This includes, but is not limited, to the following:

- Early Help Service changes - as approved by Cabinet on 31 January 2019;
- Implementation of the review of Organisation Development and Human Resource delivery model to support the Council's strategic priorities – as approved by Cabinet on 11 October 2018;
- Review of Voluntary and Community Sector (VCS) grants and infrastructure

- funding – as approved by Cabinet on 28 February 2019;
- Thriving Communities programme;
- Implementation of the strategic review led by Isos Partnership of the support, services and provision for children and young people with high needs in Derbyshire – (approval for procurement by Cabinet Member for Young People on 5 December 2017)

These ongoing developments will be considered alongside the various workstreams identified to ensure that there is no duplication of effort. This will be a Children's Services led programme with a whole council approach. In order to ensure effective delivery of the outcomes identified an appropriate programme governance structure will need to be put in place with a defined programme board providing oversight.

As with the diagnostic assessment additional support will be required from a specialist professional organisation that has experience of managing and implementing largescale cultural and systems and processes transformation programmes within the field of children's social care. A specialist professional organisation would provide both the knowledge and practical experience in delivering this type of work at the pace required to achieve the optimal benefit and savings, as well as providing additional capacity to ensure there is no detrimental effect on business as usual.

Procurement approach

The Council needs to procure a Specialist Professional Organisation to provide additional resources and expertise to work with the Council to develop and support the delivery of an implementation plan that will achieve the outcomes and savings identified.

The Council has considered a number of OJEU compliant procurement options which identified the most appropriate route to market. This request is supported by a business case and options appraisal and benefits analysis which has been approved by the Chief Financial Officer and Director of Legal Services. The award of contract using a non-Derbyshire County Council framework will be delegated to the Executive Director Children's Services under the Officer's Scheme of Delegation as per Protocol 2b of the Council's Financial Regulations. The award will be subject to a call-off from the framework following a competitive process. The proposal is that the North East Procurement Organisation's (NEPO) Framework Solution NEPRO is used for the identification of a Specialist Professional Service. The use of this non-

Derbyshire County Council Framework will save the Council substantial time and resources and ensure delivery of the benefits are achieved sooner.

3) Financial Considerations

Children's Services are currently projecting an overspend of approximately £14.73m for the financial year 2020/21. After the use of Covid-19 funding to support the costs incurred by the pandemic, the forecast position is an overspend of £6.461m

The findings from the Children's Diagnostic work suggests projected potential savings against spend of up to £13.88m per annum once the full benefit has been achieved with the accumulation of financial benefit over a 5/6-year programme.

These savings would be predominantly realised across Children's Services with £1.08m realised across Adult Social Care.

In assessing the likely savings available from achieving the improved outcomes identified, consideration has been given to ensure there is no double counting of savings from other transformational programmes already under way in Children's Services.

For the implementation of the assessment findings to be undertaken in a manner which achieves the opportunities for individuals and the Council within the medium term there is a need to procure a specialist professional organisation to provide additional expertise.

On this basis the successful provider will be required to give a commitment to realising the identified savings through payments contingent on achieving specified outcomes. The final contract value will be determined once the procurement process has been completed. It is expected that the costs to the authority will be approximately £7.4m (exclusive of VAT) over a maximum 4-year period. These costs include both internal resourcing costs for the programme and external specialist support costs.

4) Legal Considerations

Based on the information set out in this report, the Director of Legal Services considers that the proposed use of a non-Derbyshire County Council framework satisfies the requirements of EU procurement law and that the use of the Framework is in accordance with the Council's Financial Regulations.

5) Other Considerations

In preparing this report the relevance of the following factors has been considered: equality of opportunity, social value, health, environmental, HR, transport, property and crime and disorder considerations

6) Key Decision

Yes

7) Background Papers

Copies of the following are held on record by the Children's Services department:

- Outcomes from the diagnostics

8) Call-in – Is it necessary to waive the call-in period in respect of any decisions proposed in the report?

No

9) Officer's Recommendation

That Cabinet:

1. Receives and notes the findings of the independent diagnostic report for Children's Services;
2. Agrees to progress an implementation programme to realise the opportunities as set out in the report; and
3. Approves, under Protocol 2a of the Council's Financial Regulations the use of the North East Procurement Organisation's (NEPO) Framework Solution NEPRO to procure specialist professional services to support the implementation of the assessment findings.

Jane Parfremment
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