

Department of Social Care

Scope of Government Review, High Level Options Review

Information for all staff - 31 October 2013

The Scope of Government Review was first published in 2006, with an updated review published in March 2012. The Council of Ministers considered the review and, in particular, the three recommendations which relate to directly provided services, giving their commitment to:

- Seek to reduce the proportion of public services which it provides through direct delivery by making greater use of alternative means of service delivery using outside agencies;
- Conduct in-depth appraisals into the use of outside agencies for those services identified in paragraph 4.8 of this report commencing with the Airport, the Post Office, the Bus Service and Residential Care Services;
- Take forward those cases where, after in-depth appraisal, alternative delivery by outside agency has been shown to be justified, as the beginning of a rolling programme of change across a wider range of services.

In January 2013 CoMin recognised that the Department of Social Care is already progressing plans for alternative delivery for some care services. It also stated "The Council of Ministers will require all Departments, Statutory Boards and Offices to review all service delivery functions by 31 December 2013, looking at all options for alternative means of service delivery and proposing suitable options after due consideration of a sound business case and the needs of the people they serve".

Since January members of the Department have been working to identify which services may no longer be directly provided by the Department. The result of this appraisal has been approved in principal by the Department, and has now been forwarded for further consideration by the Business Change Group and then the Council of Ministers.

No final decision has been taken, but the Department is committed to promoting openness and transparency with regard to the future of services, and to this end, it has decided to advise all staff, service users, trades unions and employee representatives, partners and other Departments of the direction of travel for social care services.

The proposals are as follows:

Children and Families Services

As most of Children & Families services are already externalised, focus has been on the social work teams and the two Resource Centres for children with disabilities. Social work services will be retained as a directly delivered service as it has a lead role in delivering the Department's statutory functions. Within the next 2-3 years the Department has recommended that the services offered at the Resource Centres be redesigned and then externalised. This extensive piece of work will be undertaken by officers across Government

Departments and the third sector, in consultation with service users and their families, to establish an integrated service for children with disabilities so that appropriate services can be accessed by families at the point where the need is established. This exciting project will identify gaps in the Island's current service provision and where needed will establish services that will better meet need. The Department sees the Resource Centres as having the potential to offer services across the continuum of need and will commission, or jointly commission, such services from an external provider using the excellent facilities the Department has in Ramsey and Braddan.

Adult Services

Over the next five years, Adult services expects to externalise a range of services across all user groups. Retained services will focus on those with the most complex needs, including EMI residential care, complex learning disability residential respite and supported living services, together with reablement services and commissioning functions including access and social work teams. All other services are being reviewed and, subject to further approval, will be externalised.

It is the Department's preferred option that care services which are externalised should be taken on by a Social Enterprise Company 'a social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners' (DTI, 2002). By this mechanism it is to be hoped that services continually evolve and grow whilst investing in service development to support people within our communities.

Timeline

Date	Event
2nd half 13/14	Externalise standard Domiciliary Care Service
1st half 14/15	Externalise Ingledene LD Residential Service. Externalise EMI and OPLD Day Services
15/16	Externalise Domiciliary Care Dementia Service. Externalise Southlands Resource Centre.
16/17	Externalise first phase of LD Residential Services (30% of current provision) Externalise LD Day Services.
16/17/18	Externalise second phase LD Residential Services (30% of current provision). Externalise Reayrt Ny Baie Resource Centre. Externalise Cummal Moor Resource Centre

Social Security

As you may know, we are presently undertaking a wholesale review of the National Insurance and Social Security policy which is on programme and will produce a report for the Council of Ministers in July next year.

This review will provide options as to how we might create "***a sustainable and affordable social security system***" and, once Council and Tynwald have agreed a policy route, we will be in a position to determine the shape, size and requirements of the administration necessary to deliver this vision.

Note that the division issues £270m per year at a cost of £4m in admin – it is clear where we need to focus our policy direction in order to generate significant savings

With regards to Social Security Division, therefore, the HLOR merely confirmed these facts, although there were two areas where changes might be considered ahead of the Review.

1. JSA is operated by DSC while DED runs the Job Centre but both serve the same clients – it was suggested that the two might be merged under DSC following analysis of savings/improved service to be gained
2. BPS – we are presently committed to running our own system but would need to address this against the cost of outsourcing through systems used by Local Authorities in the UK. No decision has been taken as we would need to review the services available and their costs against our needs.

Housing

The Housing Division have been involved and informed throughout the fundamental review of public sector and affordable housing which has been completed this year in the Isle of Man.

The findings of the review identify a fundamental shift for the Department from operational service provider to strategic policy maker.

The policy recommendations are to be laid before Tynwald in November and set out the key findings of both the initial review work and the specialist follow on work that has been undertaken.

The Department is seeking Tynwald approval to the recommendations detailed in the report which will allow the department to take forward a five year housing policy programme to deliver the following;

- **Operational delivery** of public sector housing services to be concentrated in regional Delivery platforms, which are to be developed and the Departments 1200 units, to transfer to these regional bodies once created. All Department staff involved in operational housing management service delivery will be impacted by this change.
- **Department to concentrate on Housing Strategy** and sector wide policy development following the transfer of housing stock/ operational service delivery to a regional basis. With the development of new legislation and a regulatory framework to support and enhance the provision of affordable housing and help target those in housing need and the vulnerable in our society.

Corporate Services

All Corporate Services Division staff have been informed of the changes within their Division with most staff remaining within the Department as the Division provides core services to all. ICT will remain within the DSC but the whole team will be subject to review over the next 6 months to ensure that they are delivering the services that are needed by the Divisions now and into the future. The other exceptions are Registration & Inspection and Investigation & Audit as follows:

It has been recommended that the Registration & Inspection Unit move out of the Department to create an "executive agency" similar to the Communications Commission and the Pensions Authority. This decision was made to enable the Unit to be completely separate from Divisions who deliver services that that currently are required to meet minimum standards but are not regulated in terms of actions that can be taken in the same way as private care providers are. This move will create much greater parity and could also be the catalyst to create an IOM version of the Care Quality Commission as much of health care is currently not regulated on the IOM in the same way as social care is.

The Investigation & Audit team inspectors investigate benefit fraud and it is recommended that they are centralised within the IOM Government like HR and Finance as there is evidence to show that often an individual will not only be committing benefit fraud but also tax fraud etc. It was suggested that a Government wide fraud team be created.

General – Next Steps

With regard transfer of staff to new services, it is to be hoped that the majority of staff will remain with the service and transfer to the new provider. Whilst there is no TUPE legislation on the Island it is the Departments undertaking to secure the most favourable transfer of terms and conditions it can for all staff affected.

The Department will work closely with all people affected – staff, service users, families, unions and partners to ensure that all services which are externalised will be done so in a way which minimises disruption to service users and staff ensuring a positive outcome for all.

Contact Names/Numbers

As well as speaking to your line managers you are welcome to contact any of the Senior Management Team who will come and meet you on an individual or team basis as follows:

Yvette Mellor, Chief Executive Officer	686202
Jeanette Gardner, Director of Corporate Services	686199
Ross Stephens, Director of Social Security & Finance	685129
Debbie Reeve, Director of Housing	686304
Cath Hayhow, Director of Adult Services	687566
Nicola Couling, Principal Social Work Manager, Children & Families	687085
Debbie Brayshaw, Head of Safeguarding, Children & Families	685209
Lisa Hall, Senior Partnerships & Contracts Officer, Children & Families	687565
Jean Ellis, Business Partner, Office of Human Resources	685132