



Social Care Services Board

16 March 2017

The Children, Schools and Families Commissioning Plan 2017-22

Purpose of report: To engage, inform and seek endorsement from the Social Care Services Board on the Children, Schools and Families Commissioning Plan 2017-22.

Introduction:

1. This draft commissioning plan sets out how the Children Schools and Families (CSF) Directorate will seek to improve outcomes for children and deliver key savings from the Medium Term Financial Plan (MTFP) around market management and demand reduction.
2. Vulnerable children in Surrey do less well than their peers in Surrey and some vulnerable children do less well than those living in other local authority areas.
3. We believe that we will achieve good outcomes for all children by focusing our resources on those who are most vulnerable. We will look to prevent the negative experiences that lead to poor outcomes and close the gap in positive outcomes experienced by our most vulnerable children.
4. We have developed specific commissioning intentions to achieve better outcomes for children and deliver key savings.
5. The draft plan follows a typical commissioning method; there is an analysis of need, demand and expenditure; outcomes for children and young people are described and specific commissioning intentions developed. The commissioning intentions reflect the areas of focus that will contribute to improved outcomes for children and deliver savings.

Need and Demand:

6. Most children in Surrey achieve good outcomes and make a successful transition to adulthood; for children with disadvantages such as poverty, discrimination or disability this is not the case. Specific groups with poorer outcomes include children with Special Educational Needs and Disabilities (SEND); looked after children and care leavers; Children in Need (CiN); children living in poverty; young carers; teenage parents and their children; Gypsy, Roma and Travellers (GRT) children and young people; children affected by domestic abuse, and; the children of prisoners.
7. Outcomes for these children tend to be poor when compared to the Surrey average and, in some instances, even with the national average; in fact

disadvantaged children in Surrey do less well than children from similar backgrounds in other local authority areas. Where children are impacted by multiple disadvantages, the differences in outcomes may be even more marked.

The need in Surrey

8. Of Surrey's 287,600 children and young people aged 0-19, 10% on average live in poverty. In 2015/16, 20,500 were in receipt of free school meals (FSM) and the council supported:
 - 4,547 Children in Need¹ in 16/17, potentially rising to 5,731 by 2020/21
 - 714 looked after children², rising to 754 by 20/21
 - 330 care leavers³
 - 5,751 Children with an Education, Health and Care Plan (EHCP), rising to 6,300 by 2020 and 6,650 by 2025, an increase of around 900 (16%).
9. Additionally in Surrey:
 - 340 children were deemed to be at risk of CSE in 2015/16
 - around 100 children reported missing from home or care, totalling nearly 1,400 episodes
 - 11,000 extra schools places are required by 2021
 - contacts to social care are increasing; 66,537 contacts were made in 2015/16, rising from 60,915 in 2011/12.

Financial pressures

10. The current financial situation means that plans are being drawn up to find £70m of savings within CSF by 2020. This includes substantial savings through the High Needs Block of DSG.
11. Projected increase in population growth and resulting increase in demand is expected to cause significant financial challenges, for example:
 - a. The projected increase in numbers of looked after children is expected to cost an additional £2.1m by 2020/21.
 - b. The projected increase in numbers of children in need is expected to cost an additional £5.9m by 2020/21.

Outcomes and Commissioning intentions

12. The CSF Commissioning Plan 2017-22 sets out the high level outcomes we want all children and young people to achieve:
 - 1) **Children and young people have good wellbeing**
Children and young are empowered and supported to have good social, emotional and physical wellbeing

¹ The main reason why children in Surrey become a Child in Need is 'abuse and neglect'.

² Not including Unaccompanied Asylum Seeking Children

³ Not including Unaccompanied Asylum Seeking Children

2) **Children and young people are safe from harm and danger**
Children and young people are empowered to keep safe and professionals work together to identify and address safeguarding concerns at the earliest point possible.

3) **Children and young people achieve their potential**
Children and young people are empowered and supported to reach their potential in everything they do.

13. Based on analysis of need, demand, experience and expenditure we have prioritised seven main commissioning intentions to help us achieve the desired outcomes for children:

- 1) Prevent and reduce the impact of abuse and neglect
- 2) Increase the educational achievement, progress and engagement of vulnerable children and young people throughout their life course (Children looked after, children in need, free school meals, SEND, 'vulnerable groups')
- 3) Prevent problems escalating by ensuring children, young people and families needing extra help receive timely support
- 4) Provide placements or accommodation for looked after children, care leavers, unaccompanied asylum seeking children that are appropriate, local and value for money
- 5) Prevent and reduce the impact of child sexual exploitation (CSE) and children who go missing from home and care
- 6) Provide educational opportunities for children and young people with SEND in local schools or colleges that offer the best value for money
- 7) Provide a positive experience of SEND services and support for children, young people and families

Early Help and Family Service Model

14. Our analysis of need, demand and what works tells us that some families are likely to have better outcomes if we intervene earlier and better target our Early Help resources to meet local needs. This will also help prevent the need for high cost statutory services.

15. In order to balance the rising budget and increasing demand, the Children, Schools and Families Commissioning Plan 2017-22 states the strategic case for the introduction of a Family Service Model that will offer integrated service delivery and improved market management.

16. The new model will operate through a network of integrated local support. The early help offer will provide a universal and consistent offer to 0-19 (25) year olds and their families across Surrey providing holistic and community based whole family support to people in Surrey.

17. There is growing evidence, including from the Children's Commissioner that a Family Service model works in improving outcomes for vulnerable children and families.
18. Our projections indicate that this model would result in the savings of £480,000 in 2017/18 and £920,000 yearly to 2020/21. This is based on preventing the projected rise in numbers of looked after children and children in need and reducing numbers annually in line with what has been achieved through early help elsewhere in the country.

Our programmes of work and market management

19. Additionally many markets providing support for children, schools and families are under-developed and the volume of local provision does not meet current or forecast future demand. Key gaps in provision include, but are not limited to:
 - Looked after children placements within Surrey's borders
 - Suitable placements for care leavers
 - Block Supported Accommodation placements for UASC care leavers
 - Provision and prevention to support emotional wellbeing and mental health
 - Placements for children with special educational needs and disabilities that are within the county
20. The CSF Commissioning Plan 2017-22 sets out key thematic commissioning plans to improve outcomes and deliver the commissioning intentions:
 - Social care and wellbeing
 - Education and skills
 - SEND
 - Early help
21. In order to meet these gaps in provision and reach the necessary savings, CSF will manage the market through a range of activities including co-design of new commissions with key stakeholders, managing inflationary uplifts, developing purchasing frameworks to reduce spot purchases, developing regional networks to increase purchasing power, joint commissioning arrangements and de-commissioning services with relatively less impact. The projected savings through these methods are £3,200,000 yearly from 2017/18 to 2020/21.
22. The CSF Commissioning Plan 2017-22 also sets out the key change programmes that the directorate is undertaking to improve outcomes and deliver savings. These are:
 - Children's Improvement Plan (safeguarding)
 - Early Help Transformation Programme
 - Education in Partnership
 - SEND 2020
 - Information Management

- Safer Surrey

Conclusions:

23. The CSF directorate is facing unprecedented financial and demand pressures. We know that some children and families experience challenges in their lives and will require extra support to help them achieve good outcomes that are right for them. We must do more to prevent their needs from escalating, supporting them at an earlier stage. If we fail to do this, the outcomes gap and growing demand for high cost statutory services will continue.
24. The CSF Commissioning Plan 2017-22 sets out how the directorate will address these pressures whilst improving outcomes for our vulnerable children.
25. Reconfiguring early help services into an integrated Family Services Model will play a central role in managing demand.
26. A thematic commissioning programme for social care and wellbeing, education and skills, SEND and early help; and key change programmes will set out and drive work across the directorate.

Recommendations:

27. It is recommended that the Board:
 - a. recognises the needs, increase in demand and financial pressures
 - b. supports the approach developed through the Children, Schools and Families Commissioning Plan 2017-22, particularly the commissioning intentions.
 - c. supports the Family Service model to deliver an improved and better targeted early help offer
 - d. receives an update of progress in managing demand and the market at subsequent meetings.

Next steps:

28. The Children, Schools and Families Commissioning Plan 2017-22 will be taken to Cabinet on 30 May 2017 for approval.
29. The design and delivery of the Family Services Model will continue to be engaged on and further developed with stakeholders in local areas, for implementation during 2017-18.

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