

Annex 5 - Short Breaks Service Development Action Plan – in response to families feedback – 06/07/17

We asked, You said, We are planning

| Key issue | Action needed to maximise positive impact or mitigate negative impact | By when? | Update for Select Committee |
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| Change can be stressful for families – as well as disruption to families' established routines there is the potential for loss of friendships and relationships with staff, as well as having to move to new locations and venues which may be unfamiliar. | Foster partnerships and collaborative working between providers (especially new providers), in particular where there is change in services provision, so that transfer of provision is successful for families. | 30 Sept 17 | On track – Focussed discussions held with or facilitated between providers in areas of greatest change, to ensure a coordinated approach is taken. |
| | Ensure family feedback is shared with providers and that this is addressed in mobilisation planning | 30 Aug 17 | On track – Summaries of specific feedback received from parents during engagement work has been shared with providers through mobilisation meetings |
| | Ensure new providers produce detailed implementation plans, including how they will communicate with and inform families, and that these are monitored during mobilisation period. | 30 Aug 17 | In progress – All providers were required to submit implementation plans as part of their bid proposals. The Short Breaks Team have contacted all successful providers and, along with the Market Strategy Team, have met with all providers who have been awarded contracts for play and leisure and overnight short breaks, to ensure implementation plans are on track. At the time of report submission we are still in process of meeting with all recipients of innovation grants, but this stage will be completed prior to the Select Committee on 17 November 2017. Assessment of impact of current position – Low impact , as only a small number of established Surrey providers have not yet had grant mobilisation meetings |
| Lack of family confidence in the newly commissioned offer and lack of focus on the areas that families feel are most important – families would like more involvement in the ongoing monitoring of short breaks | Develop and implement an approach, working with Family Voice Surrey, to give parents a role in oversight of mobilisation of new services | 30 Aug 17 | On track – Family voice have remained actively involved in Steering Group meetings and have been working with the Short Breaks Team to develop proposals for a new Short Breaks Forum to oversee short breaks in the future, involving parent representation. |
| | Develop and implement an approach, working with Family Voice Surrey, to give parents an ongoing role in monitoring of short breaks services | 31 Oct 17 | On track – Terms of reference agreed for a new Short Breaks Forum, which will involve parent representation. This will meet termly to have oversight of the performance and development of short breaks in Surrey. |
| | Develop and implement an approach to routinely monitor and assess changes in need for short breaks and capacity of services to meet this need | 30 Apr 18 | On track – Initial discussions held with colleagues in the Council's new Insight and Innovation team, with a view to developing new capacity reporting in early 2018. |
| Concerns about ensuring and maintaining quality of the new proposed services (wherever possible) | Implement a robust and comprehensive approach to contract mobilisation management to ensure that providers implement their services in line with the requirements in service specifications and their bid commitments. | 30 Sep 17 | On track – Robust approach to contract and grant mobilisation in place, with clear project plan, programme of mobilisation meetings arranged and standard agenda covering key areas and priorities employed in these meetings. |
| | Implement a robust and comprehensive approach to contract management, involving standard tools and approaches that are consistently applied, that is proportionate to the value of contracts and grants and includes direct observations of practice | 31 Oct 17 | On track – Clear and robust approach to contract management established, with standard annual contract management plans being rolled out across all providers. These set-out the dates of key monitoring meetings and reporting deadlines in advance, to ensure approach to contract management is clear to providers from day one of the new commission. |
| | SCC to update its short breaks information in relation to the new offer and ensure that this is communicated with families during mobilisation | 30 Sep 17 | In progress – Work is well underway to review and update information that Surrey County Council makes available to families, as part of a short breaks development project, supported by the Council's new Quality and Experience Team. Initial information about changes communicated to families and Surrey's Short Breaks Directory has been updated, as well as providers actively communicating their new offer to families. Revised final deadline of 17 November for completion of this action. Assessment of impact of current position – Low impact , with all providers actively communicating their offer to families, an initial update made to SCC's own information and active work underway to further review and improve this. |
| | Establish and implement, working with providers, clear approaches to monitoring the impact of services on the outcomes that families have told us are most important | 30 Nov 17 | On track – A working group of the Short Breaks Team and representative providers has been meeting regularly to co-design a new approach to outcomes measurement to be rolled out across the new short breaks commission. This was shared with all providers at a new commission launch event on 16 October for final feedback and will be implemented from 1 December 2017 |
| | Ensure there are clear mechanisms in place for families to feedback directly | 30 Nov 17 | On track – The Short Breaks Team is building on its annual survey of parents, with a |

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| | on services as part of the contract management process | | new focus on the outcomes set out in the different short breaks service specifications. This will sit alongside the new Short Breaks Forum, which we are establishing with parent representation and local initiatives from providers to gather feedback from parents about their services. |
| | Ensure that all providers comply with the Surrey Safeguarding Children's Board guidance and procedures in relation to safeguarding, with the appropriate policies, procedures and training in place | 30 Nov 17 | On track – Safeguarding has been a standard item in all mobilisation meetings and safeguarding policies have been reviewed as part of the re-commissioning process. We have asked all providers to ensure their staff are taking part in Surrey Safeguarding Children Board training. One of Surrey County Council's Local Authority Designated Officers (LADOs) has presented to all providers at the launch event on 16 October 2017. |
| Provision for complex health and challenging behaviour is hard to find and some may close | Ensure that new services are mobilised in line with the requirements set out in service specifications to increase access for those with complex health needs or behaviour that challenges. This will need support and challenge from SCC, whilst ensuring practical safeguarding and health and safety considerations are taken into account. | 30 Nov 17 | On track – Training has been a standard item at all mobilisation meetings, with providers ensuring their staff are adequately trained to enable a wide range of children and young people, in particular those with complex health needs and behaviour that challenges, to access provision. A number of providers have agreed to make specific changes to strengthen their training offer in response to feedback from families. |
| | Maintain current spot purchasing arrangements with specialist providers who can meet the needs of children with the most complex health care needs, where this is required | 31 Oct 17 | On track – The Council is continuing to spot purchase placements for particular children with complex health needs, where this provision is required. |
| | Share good practice regarding the management of challenging behaviour and ensure staff attend MAPA training or equivalent | 30 Nov 17 | On track – As above, training has been a key focus in all mobilisation meetings and all contracted providers have committed to support this. |
| | Develop proposals for a joint funded nurse trainer role with Health to provide support and training to build parental confidence in the ability of services to manage complex health needs. Please note that budget would need to be identified for this. | 30 Sep 17 | In progress – Initial discussions underway with Guildford and Waverley CCG to appoint a new nurse trainer post, but final confirmation of CCG agreement is still being sought to enable recruitment to this role. The new revised deadline for this action is 30 November 2017. Assessment of impact of current position – Medium impact - whilst we remain very confident in new providers, the plan for a nurse trainer role was an important step to build confidence of families in the ability of Surrey's short breaks services to meet the more complex health needs of children and young people. It is important that progress is made with this in line with the revised timeline. |
| Families have told us that booking systems can be a barrier to accessing the service that is needed | Ensure that feedback from families in relation to booking systems is shared with providers and considered as part of mobilisation planning. | 31 Oct 17 | On track – Feedback from parents in relation to booking systems has been shared at all mobilisation meetings, with providers keen to work together to see how they can continue to improve. We also highlighted booking systems and the need to work together to make these easier to navigate for families at our provider event on 16 October. |
| | Look to providers to explore simplifying or standardising booking systems across the play and leisure offer | 30 Apr 18 | On track – In addition to progress above, Surrey County Council will be facilitating work between providers to explore what improvements can be made to improve consistency and transparency of booking processes in during 2018. |
| Travel to and from the short break can impact on the child's experience of the short break. Increased travel time affects wellbeing and can be stressful for children | Work with providers to ensure families are able to access services locally and transport arrangements are considered, in response to family feedback. | 31 Oct 17 | On track – Transport and access to services has been a standard item in all mobilisation meetings with providers. Where specific feedback from parents has been received in relation to this issue, this has also been shared with providers. In cases where providers are proposing to deliver short breaks in one area for families in neighbouring boroughs and districts, we have been ensuring they are planning to target and enable families to access these services. |
| | Work with families affected by Beeches closure on a case by case basis to ensure appropriate support with transport is offered where there is an assessed need for this. | 31 Oct 17 | In progress – Work is underway with all families currently using accessing short breaks Beeches to support their transition to other provision, in response to Surrey and Borders Partnership NHS foundation Trust's (SABP) decision not to bid to continue to provide short breaks. Concrete proposals have been agreed for 22 families whilst Surrey County Council is still actively working with the remaining 2 families to agree alternative provision. Social workers are actively supporting these families and an offer of support will be in place for 1 December. Assessment of impact of current position – High impact on families who are still seeking to agree of what support they will receive from 1 December and it is an absolute priority to ensure this is in place. |

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| <p>Families have told us that information and advice about short breaks needs to improve - it is unclear and does not reflect the full range that is available in Surrey and there is a lack of awareness and help to access overnight short breaks in particular</p> | <p>SCC will work with Family Voice Surrey to refresh the Short Breaks Statement</p> | <p>30 Nov 17</p> | <p>On track – Research has been undertaken into best practice examples of how other local authorities present their Short Breaks Statement. Initial focus groups have been completed with families and we have produced a first draft of the Statement, which will be formally agreed by the end of November 2017.</p> |
| | <p>SCC will update the Short Breaks Directory to reflect provision changes</p> | <p>30 Aug 17</p> | <p>In progress – Providers have all provided updated information for the new Short Breaks Directory. This has now been completed and is awaiting final sign-off before it is launched prior to 30 November. It has not however been possible to stick with the timeframe identified in the Cabinet report.</p> <p>Assessment of impact of current position - Low impact, with all providers actively communicating their offer to families, an initial update made to SCC's own information and active work underway to further review and improve this.</p> |
| | <p>Ensure the Local Offer website and Family Information Service are up to date with the latest information</p> | <p>30 Sept 17</p> | <p>On track – All providers have been asked at mobilisation meetings to ensure that they update Surrey's Local Offer to reflect their new service provision. We have also been working with the Family Information Service to ensure that information about short breaks has a higher profile on the website and is easier to find.</p> |
| | <p>Work with Family Voice Surrey to engage with families to review and improve the information offer in relation to short breaks</p> | <p>30 Nov 17</p> | <p>On track – As above, short breaks have been established as a clear priority with local offer and FIS team. Work is also started to review the branding of short breaks services, with some ideas for feedback being shared with families at our planned parent market place events during October and November. Longer-term plans are also in place to review the information offer with families, in partnership with Family Voice Surrey.</p> |
| | <p>Hold new short breaks offer launch events for providers and families by November 2017</p> | <p>30 Nov 17</p> | <p>On track – A launch event with all providers was held on 16 October 2017 and three drop-in market place events for parents in locations across the county will have been held by the end of November.</p> |
| | <p>Work with Family Voice Surrey to ensure that social care assessment process is transparent and clearly communicated to families</p> | <p>30 April 18</p> | <p>On track – We have researched examples of good practice and work to respond to this has been planned in as part of the Short Breaks development project to develop some new approaches early in 2018. As a first step we are developing a clearer explanation of this to be included in the revised short breaks statement.</p> |
| <p>Changes within other areas of SEND can affect families and not getting the right support at the right time can increase demand for specialist services.</p> | <p>Ensure that short breaks work closely with other parts of the SEND system to support the improvements set out in the SEND Development Plan</p> | <p>Ongoing</p> | <p>On track – Through partnership with Family Voice Surrey and joint working with colleagues across the directorate we are together working to support and promote the role of short breaks in the holistic offer to families of children and young people with SEND.</p> |
| | <p>Ensure there is a strong focus on SEND with the early help transformation programme</p> | <p>30 Sept 17</p> | <p>On track – The lead Surrey County Council commissioner working on short breaks is now taking a lead role in re-commissioning the Council's early help offer, as part of the early help transformation programme, and is working with colleagues to ensure that short breaks are considered as part of plans to develop Local Family Partnerships.</p> |
| | <p>Surrey County Council work with Family Voice Surrey to work with them to ensure there is a clear pathway within Surrey's new early help system for families of children with SEND. This service aims to support families to get the help they need at the right time.</p> | <p>30 April 18</p> | <p>On track – Work is underway to develop this, with proposals planned for early in 2018, linked to the restructure of Family Services and development of Local Family Partnerships.</p> |

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