

SURREY COUNTY COUNCIL**CABINET****DATE: 25 JUNE 2019****REPORT OF: MRS MARY LEWIS, CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE & FAMILIES****LEAD OFFICER: DAVID HILL, EXECUTIVE DIRECTOR CHILDREN, FAMILIES, LIFE-LONG LEARNING & CULTURE****COMMUNITY VISION PEOPLE****OUTCOME:****SUBJECT: COMMISSIONING EARLY HELP AND EMOTIONAL WELLBEING PROVISION FOR CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES****SUMMARY OF ISSUE:**

Surrey County Council is transforming its Early Help offer for children, young people and families to ensure that support is available for all age groups within local communities. Early help will form a key element of the Council's new Effective Family Resilience Model to provide a consistent and joined up approach to supporting children and families, addressing concerns raised about the Council's early help offer by Ofsted and the Children's Commissioner.

The commissioned services described within this paper will form part of this new early help offer. They will work with children, young people and families who require some additional support regarding a range of issues including health, identity, emotional wellbeing, family and social relationships, learning, behaviour, housing, and employment. They will help to ensure that families have access to Early Help at the right time, in the right place and the right cost, that enables them to build resilience through safe, nurturing relationships that enhance emotional health and wellbeing, and enable children and young people to thrive, reducing the need for access to statutory services.

The offer will be delivered locally, in an integrated way, through purposeful, consistent relationships between children, young people and families and their allocated worker. The re-commissioning of the Early Help provision will ensure current gaps in provision are filled, especially for children aged 5-11, and that there is an improved spread of support across the county and equitable access. It will make an important contribution to the transformed approach to promoting family resilience in Surrey and complement the services delivered by Surrey County Council focussing on children, young people and families who require targeted and specialist support.

RECOMMENDATIONS:

It is recommended that:

1. Cabinet approves the use of a Dynamic Purchasing System to commission Early Help and emotional wellbeing provision for children, young people and families from January 2020.
2. The providers as listed in the Part 2 Annex of this report are awarded a place on the new DPS as they have passed the Invitation to Tender (ITT) evaluation process, whilst recognising that other organisations will be able to apply throughout the duration of the DPS.
3. The Cabinet is also asked to delegate the approval of individual contract awards to the Executive Director of Children, Families, Life Long Learning and Culture.

REASON FOR RECOMMENDATIONS:

A Dynamic Purchasing System (DPS) under the Light Touch Regime has been selected as the most appropriate route to market because:

- It enables robust control of the quality of Early Help provision for children, young people and families;
- It provides flexibility to meet the needs of the whole family regardless of the age of the children. This approach also helps to attract a wider range of suppliers and allows providers to enter / exit from the list without having to re-open frameworks, which can be legally challenging and bureaucratic;
- It is responsive. It will enable us to ensure that the service providers who can meet the emergent needs of children, young people, and families are able to join the list throughout the length of the commission.

DETAILS:

1. Early Help provision seeks to provide children, young people and families with the right support and at the right time, as soon as an issue emerges:

“Providing Early Help is more effective in promoting the welfare of children than reacting later. Early help means providing support as soon as a problem emerges, at any point in a child’s life, from the foundation years through to the teenage years. Early Help can also prevent further problems arising; for example, if it is provided as part of a support plan where a child has returned home to their family from care, or in families where there are emerging parental mental health issues or drug and alcohol misuse.”

Working Together to Safeguard Children, 2018: 12

2. In December 2018 Cabinet received a report on the Children’s Improvement plan following the 2018 Ofsted inspection of children’s services and the report by the non-executive Commissioner, September 2018. In his September 2018 report, the Commissioner, Trevor Doughty, said of Early Help in Surrey:

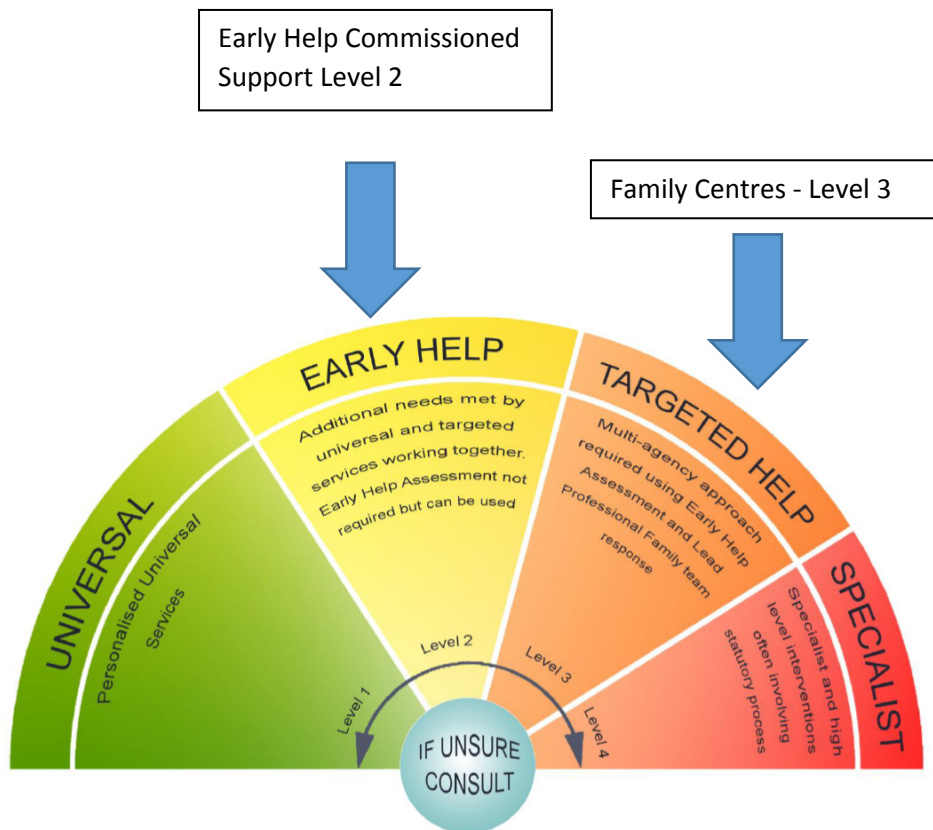
“There has until recently been no clear strategic vision for Early Help. The services are fragmented and operate in silos across the two-tier Council model. Partners

are confused about the Early Help offer and Early Help does not have the necessary high profile across the system. Staff and partners reported a lack of communication and inconsistencies. There is a significant Early Help budget to support many staff, buildings and managers but there are too many panels, boards and meetings without an overarching strategy and direction. There is little evidence of impact.”

3. The improvement plan has led to new arrangements being put in place to keep children safe with a model of practice we have called “Effective Family Resilience”. The Surrey Effective Support Windscreen is shown below.
4. The subject of this report is the Early Help support to be commissioned from the Voluntary, Community and Faith Sector (VCFS). This needs to be seen in the context of our broader offer of Early and Targeted Help services which include:
 - a. an Early Help hub that will offer information, advice and guidance to residents and those working with children in Surrey. Staff will assist families to seek help using the on-line Family Information Service, and offer advice to those working with families about how best to support them – including connecting them with other sources of support for the family. These services will include those commissioned by the Council;
 - b. Family Centres based in communities with the greatest need offering a range of evidence based interventions for children at level 2 needs (Early Help) and 3 (Targeted Help).
 - c. the Family Support programme supporting families with children aged 5-18
 - d. the Targeted Youth service, accessed through the Early Help hub
 - e. a schools and settings consultation line – a dedicated consultation line for staff in schools and early years settings to access advice from a qualified social worker to support them to help the child or family.
5. Currently, there are a number of arrangements in place with providers from the VCFS which have been established in response to identified needs, some of which were part of a planned response, others have evolved over time.
6. There are currently 11 contracts, one per borough and district, with 7 different providers for Local Prevention one to one support for young people aged 11-18 with a total spend of £700,000 per annum. These providers are collectively delivering approximately 17,000 hours of support and related activity per year to young people and their families. In addition, there are 8 separate grants with various providers for various Early Help services including parenting programmes; and information, advice and guidance for families with a total budget of £177,000 per annum, and a contract for support for families with a child under 5 with a net budget of £323,000 per annum. This provision is accessed by families at all levels of need. Whilst this provision is valued by the children, young people and families who access it, there is an inconsistent and fragmented offer across the county, especially for families with children aged 5-11 which means some children and families have difficulties accessing the support they need. The services have not been planned as part of an overall vision of how we keep children safe, and how these early help services fit with universal and more targeted services. It is also difficult to evaluate the impact these very different services have had.
7. Our current arrangements are due to expire. This has created an opportunity to
 - a. review the services we commission from the VCFS as part of our approach to addressing the concerns about Early Help raised by the Children’s Commissioner, detailed above. We want to commission a consistent response across the county that fits within and contributes to our Effective

Family Resilience model and is aligned with other Early Help services as well as those that meet other levels of need.

- b. streamline the way we commission and be more effective about understanding the impact of the support offered to children and families.
 - c. bring together investment from Surrey Heartlands and our approach to commissioning emotional health and wellbeing support in the future.
8. Feedback from key stakeholders and the needs analysis has identified some key gaps in provision including activities and support for children aged 5-11 and their families, and more generally, a desire for a whole family approach whereby children, young people and parents/ carers are supported both as individuals and as a family, to enable them to develop resilience and achieve positive outcomes. The provision we propose to commission from the VCFS is targeted at children, young people and families who have been identified as needing Early Help in order to promote the wellbeing and resilience of families and to prevent issues from escalating and the need for families to access statutory services. Some families may be referred to the provision as part of a supported step-down from statutory and targeted services.



9. Provision will be developed in response to need, aspirations and interests in partnership with children, young people and families. It will seek to meet the needs of children, young people and families as early as possible and enable them to achieve positive outcomes. Emotional health and wellbeing will be a core focus of the support also offered to children, young people and their families. The Outcomes Framework for this provision is included in Annex 1 of this report.
10. Early Help will support:
- Families who are struggling to meet their children's needs and parent them effectively;
 - Families with children and young people who present behaviour that challenges boundaries;

- Families with children who have a specific diagnosis e.g. ADHD, ASD, or whose children may present with associated behaviours but do not have a formal diagnosis;
 - Parents with problematic substance use;
 - Parents who have poor emotional wellbeing or mental health;
 - Children and young people who experience poor emotional wellbeing;
 - Families who require additional support in order to access universal resources and activities;
 - Families who have low income and/ or are living in poor housing
 - Families where parental conflict and fractured family relationships are impacting poorly on children
 - Children and Young People at risk of exclusion from school and offending.
11. We recommend that Early Help from the VCFS should be commissioned via a Dynamic Purchasing System (DPS). Once providers have been accepted onto the DPS, they will be invited to take part in a mini-competition to secure contracts to deliver provision on a borough/ district basis from January 2020 until 31 March 2022. Funding will be allocated through a Resource Allocation System, in accordance with levels of deprivation. The DPS can and will be reopened in the future to enable new providers to join or to re-apply if previously they have been unsuccessful in their applications.
12. Providers will be asked to collaborate and nominate a lead provider to ensure a coordinated Early Help offer is available in each borough and district for the whole family. Each lead provider, if they do not deliver the whole range of the service offer themselves, will have sub-contractual arrangements in place with other the organisations who have collaborated to make the bid. It is a requirement that all providers (lead and sub-contractors) are awarded a place on the DPS in advance of the mini-competition stage. Having the same threshold of quality and assurance between the lead provider and the subcontracted provider is vital and this has been assured via the evaluation process in all providers having to be successful in gaining a place on the DPS. Lead providers who do not have expertise in meeting the full range of Early Help needs (e.g. for all ages) will need to show how their sub-contracting arrangements will enable them to do so to the quality and standard required. At the end of this period we will have the option to extend those contracts or to run further mini-competitions to secure new provision, in accordance with the needs of children, young people and families.
13. To ensure all children can access Early Help support, the provision will be available for families with children aged 0-5; children aged 5-11 and their families; young people aged 11-19 (25 for those with SEND) and their families (school year 6+ to support the transition to secondary school). This will address fragmentation and gaps in current services.
14. Children, young people and families will access the provision directly or via signposting from the Early Help Hub. Information about the provision will be available to families on the Family Information Service website.
15. Examples of the whole-family Early Help activities we expect to commission include (but will not be confined to):
- Evidence-based approaches that support parents, children and young people to enhance emotional wellbeing, develop healthy relationships free from harm including those that improve the bond between parent / carer and the child

- Transition support – specifically for families with children transitioning from early years to primary school, and from primary school to secondary school.
 - Targeted support for families that have experienced incidents of domestic abuse, parental mental ill-health and or substance misuse
 - Families with children with Special Educational Needs and/ or Disabilities including those with ADHD and/ or ASD
 - Support for young people that enables them to improve their self-esteem and achieve positive outcomes in relation to health, relationships, wellbeing and education and keeps them safe from exploitation.
16. The specification for this commission has been aligned to the specification for Family Centres which will be delivering services for families who require targeted support. This means that as the needs of families intensify or reduce, they can be supported by other services located in their own district/borough and have a seamless offer of support. Our offer will be consistent and joined up not only across age ranges but across levels of need and within localities.
17. In addition to these commissions, the Council reserves the right to carry out further mini-competitions/ quick quotations through this DPS that support children, young people and their families. An example of this would be Emotional Wellbeing & Mental Health provision for 0-19 year olds (to 25 for young people who have special educational needs and/or disabilities). At present the Emotional Wellbeing and Mental Health (EWMH) offer for children is being transformed towards a more preventative one. Many of the providers undertaking this work are the same as those delivering Early Help. The transformation of EWMH support in Surrey will grow the involvement of the VCFS in future delivery and creating the Lot specifically for Emotional Health and Wellbeing will help the Council join different commissions of Early Help together, providing an enhanced offer for families. For VCFS providers, it will mean they see a more streamlined process in the future. More detail on the approach to commissioning Emotional Wellbeing and Mental Health services will be presented to the Children and Education Select Committee on 26 June.

ENGAGEMENT:

18. Current and potential providers have helped to shape this approach through market engagement events. Five provider events were held during the design phase of this project in 2017 and early 2018. More recently two workshops were held in February and March 2019 where the specification and approach to procurement were discussed. 31 providers, including 22 who currently hold contracts and grants with Surrey County Council, attended those events.
19. During 2018, commissioners attended stakeholder meetings in each borough and district facilitated by Surrey Family Services in order to understand the needs of families in local communities and gaps in provision.
20. In 2018 the Youth Cabinet participated in discussions about Early Help, the needs of local communities and about the proposed reduction of funding.
21. Between January and October 2018, information was shared with the Community Partnership Officers in each of the 11 boroughs and districts about the plans to re-commission the Early Help offer.
22. From September 2017 to date, the proposals for commissioning Early Help provision going forward have been a key theme of the quarterly performance review meetings held with current Early Help providers. Additional meetings have been held with all providers during this time outside of the formal performance management

arrangements to discuss feedback on key emergent themes and the impact of changes to funding, and the transformation of the wider Family Resilience offer, including Family Centres.

RISK MANAGEMENT AND IMPLICATIONS:

23. The terms and conditions of the contract include relevant termination clauses which will allow the council and the provider to terminate the agreement with six months' notice. In addition, immediate termination is possible if the service provider commits a breach of the terms of contract or the provider at the time of the contract award has committed an offence under the Public Contract Regulations 2015.

Risk Description	Mitigation Activity
The funding available may be insufficient to meet need	<p>Providers will be encouraged to work in innovative ways in order to deliver a service that uses the funding available in a cost efficient way and to maximise social value.</p> <p>Alternative funding sources will be sought to complement the funding currently available. Currently additional funding for Early Help provision has been secured from Surrey Heartlands STP and the CCGs.</p>
Demand may grow for services resulting in increased costs for SCC	<p>The service specification outlines reliable data which captures numbers of people accessing services.</p> <p>Quarterly contract review meetings will be held to monitor the performance of the service and the numbers of people accessing the service in order to predict future demand.</p>
Potential risk that during the life of the contract the Providers will request an inflationary increase against the annual service delivery cost.	The terms and conditions are explicit that SCC will not pay inflation.
Poor quality of service and service does not deliver required outcomes.	<p>Strong contract management and quarterly contract review meetings will mitigate the risk of a poor quality service.</p> <p>Failure to meet the service outcomes and objectives will enable Surrey County Council to restrict payment based on performance and ultimately terminate the contract if performance does not improve.</p>
Disengagement of, children, young people families currently accessing provision due to changes resulting from a new service provider	Surrey County Council will ensure that there is a robust approach during the mobilisation phase to support children, young people and families who continue to need Early Help provision to transfer to new providers. We will closely monitor data from the Providers, feedback from key stakeholders and service users, as part of the contract management process to ensure service users do not disengage from the service

<p>Providers with relevant experience and knowledge may not apply to join the DPS, or they may apply but be unsuccessful.</p>	<p>Current and potential providers will be alerted to the opportunity to apply to be part of the DPS within the boundaries of procurement rules.</p> <p>The DPS approach means that providers can apply to deliver services at any point during the 5 year period so there will be further opportunities to for them to join in the future.</p> <p>The specification provides clear expectations of the provision.</p> <p>A programme of market development and support for organisations will be provided to enable them to further develop the skills, capacity and approaches required to meet the needs of the children, young people and families referred.</p>
<p>There is insufficient provision for children, young people and families, or the provision commissioned does not meet their needs</p>	<p>A robust approach to finance, contract and performance management has been established which will alert the commissioning team to issues relating to the sufficiency and effectiveness of provision.</p> <p>A programme of market development and support for organisations will be provided to enable them to further develop the skills, capacity and approaches required to meet the needs of the children, young people and families referred.</p> <p>Where a new need emerges which cannot be met by current providers, the flexible nature of the DPS means that new providers can apply to deliver services in Surrey. This means that the opportunity can promoted to new providers who may be able to deliver more specialist services.</p>
<p>This is a new approach to commissioning Early Help provision. As such there is a risk that the lead provider model/ partnership arrangements fail.</p>	<p>A robust approach of performance management and strong relationships between commissioners and providers will alert Surrey County Council to any issues relating to the relationships between lead providers and their subcontractors which will enable us to undertake restorative work. If the arrangements do fail, it is possible to run a process to select a new provider through the DPS or approach the next highest scoring lead provider.</p>
<p>One provider may win all lots without sub-contracting with other organisations which would have an impact on the Voluntary, Community and Faith Sector in Surrey. It may also mean that the provider is unable to deliver in a timely or cost effective way because they do not have existing strong links with children, young people, families and communities.</p>	<p>The mini-competition process will require applicants to describe their proposed model and their existing relationships within local communities.</p> <p>Delivering support that supports local communities, which involves delivery linked to local people is also considered within the social value element of the evaluation.</p>

<p>A lead provider may not have expertise in working across all age ranges or types of Early Help. Some expertise may be specific to a sub-contracted provider</p>	<p>Through the mini-competition the Council will test that lead providers have arrangements in place to assure they can provide and assure the quality of the whole offer, whether they provide it themselves or through sub-contractors.</p>
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FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

- 24. Surrey County Council has a lower budget envelope going forward in which to provide these services of £778,000 p.a. However the Council has secured additional funding of £249,000 from Surrey Heartlands Health and Care Partnership to help secure improvements in this area which will be targeted at those most in need.
- 25. Surrey County Council will spend £1.718m on contracts awarded through the mini-competitions that will run from January 2020 to 31 March 2022 (excluding the Surrey Heartlands' contribution). The provision is funded by the Children, Families, Learning and Culture Directorate. The budget will be fixed for the duration of the contract and not subject to inflation. The provision, need and financial context will be reviewed and an appropriate response designed to meet needs from 1 April 2022. The budget and contract are set out below:

	2019/20 £000	2020/21 £000	2021/22 £000	TOTAL £000
Surrey County Council Budget envelope	162	778	778	1,718
Surrey Heartlands Health and Care Partnership		249		249
TOTAL Budget envelope	162	1,027	778	1,967
Contract cost	162	1,027	778	1,967
Saving from current budget	92	423	423	938

- 26. Providers will be expected to deliver based on a lead provider model per district and borough. This will require providers to sub contract and form partnerships if necessary to be able to deliver the entire Early Help requirement. This will be beneficial for SCC as there will be fewer contracts to manage in the future.
- 27. Providers will complete the Orbis Social Value Measurement Charter as part of their bid. Their submission will be scored as part of the evaluation process. Their social value deliverable will be measurable as part of contract management.

SECTION 151 OFFICER COMMENTARY

28. The Council is facing a very serious financial situation, whereby there are still substantial savings to be delivered to achieve a balanced budget in the current year and a sustainable budget plan for future years. Children, Families, Lifelong Learning and Culture is on a major transformation journey to improve services for children and families. This is a high priority service and is a key part of the improvement programme. The section 151 officer acknowledges that this initiative will allow greater control around overall spend.
29. The creation of a DPS for Early Help services provides a flexible mechanism to manage services within budget, alongside the additional investment from Heartlands Health and Care Partnership. The planned retendered service from January 2020 will provide a 35% saving on the SCC budget envelope over time; a saving of £423,000 is projected in a full year from 2020/21. The part year saving in 2019/20 of £92,000 will contribute to the £1.7m planned contract savings included in the Medium Term Financial Plan and required to deliver a balanced budget in 2019/20.

LEGAL IMPLICATIONS – MONITORING OFFICER

30. The procurement route used for the Services complies with regulation 34 of the Public Contracts Regulations 2015 (PCR). Council officers must continue to comply with the provisions of the PCR during the award of Contracts to remain compliant during the term of the DPS.
31. Council officers must ensure that they continue to comply with other internal Council's procedures and policies set out in this report during the award of the Contracts under the terms of the DPS. .

EQUALITIES AND DIVERSITY

32. The providers will be required to meet the Public Sector Equality Duty as they will be working on the behalf of the local authority.
33. An Equality Impact Assessment has been written and sets out the impacts of the proposed approach to re-commissioning Early Help on children, young people and families who have protected characteristics (Annex 3)
34. A summary of the key impacts are included below:

<p>Information and engagement underpinning equalities analysis</p>	<p>JSNA Chapters, data from provider returns and Tableau, census data, needs assessments, responses to engagement activity with stakeholders, feedback from parents and young people, analysis of feedback gathered through the Children’s Centre public consultation and feedback from key partners and providers.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Children aged 0-5 and young people aged 11+, some of whom will have protected characteristics, will have less access to Early Help provision, possibly resulting in increased, social isolation, anti-social behaviour, poorer mental health and emotional wellbeing. However, children, young people and families will benefit from a more joined-up approach to the delivery of Early Help services that will support all family members, rather than individuals within the family.</p> <p>Disabled children and their parents/ carers will have increased access to Early Help provision, including appropriate parenting support.</p> <p>Families who have children aged 5-11 will benefit from an increased offer.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>This EIA has highlighted the importance of ensuring that new services are mobilised effectively and that children, young people and families who will still require Early Help support once the current commissions end are well supported in their transition to a new provider where necessary.</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>Whilst we will endeavour to use the resources in such a way that they will have the greatest impact, there will be less opportunities for children and young people some of whom will have protected characteristics to access services</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>Undertake a further EIA once detail on youth provision offer is specified to better understand if individuals or groups with protected characteristics might be disproportionately affected. It is important that we are able to understand the accumulative impact of all of the changes to services for children and families in Surrey.</p> <p>Work with providers to record and monitor demographic information about the families who have been referred to, and engage with, their provision. Encourage them to be curious about what this data tells them and ensure practice is adapted if it emerges that people from particular groups feel unable/ choose not to engage</p> <p>Effectively communicate changes in what is offered under the Early Help offer to ensure that those affected by a change in provision are made aware and advised of alternatives where available</p> <p>Ensure that there is an effective hand-over during the mobilisation phase of the process to ensure that children,</p>

young people and families who continue to require early help are supported in their transition to the new provision.

Ensure that the newly commissioned services are delivered within areas of highest need and that providers are aware of the importance of working with families proactively to promote engagement. Equality will be a key theme of the provider event to be held in November 2019 and will be discussed during reflective conversations with providers as part of the performance management process

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

35. All providers will have, and work within, safeguarding policies which are compliant with the requirements of the Surrey Safeguarding Children and Surrey Safeguarding Adults Boards.

PUBLIC HEALTH IMPLICATIONS

36. It is intended that children, young people and families will have positive outcome relating to their physical and emotional wellbeing and mental health which will result in a reduced need to access specialist services.

WHAT HAPPENS NEXT:

37. The mini competitions for contracts to be awarded through the DPS will run from July 2019 to September 2019, with awards made in October 2019.
38. A period of contract mobilisation will follow from October 2019 with contracts going live on 14 January 2020.
39. Performance monitoring and evaluation will commence from January 2020.
40. Information about the new provision will be communicated with stakeholders as part of the mobilisation process to ensure that appropriate referrals are made into the provision and that families are aware of the support available.

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Consulted:

Voluntary, Community and Faith Sector organisations, including current providers of Early Help provision; and SCC colleagues from Children, Families, Life Long Learning and Culture, Procurement, Legal and Finance, and the Sourcing Governance Meeting.

Annexes:

Annex 1: Early Help Outcomes Framework

Annex 2: Equality Impact Assessment

Annex 1: Early Help Outcomes Framework

High Level Early Help Outcome:

Surrey children and young people get the right help at the right time. They are resilient and have safe, nurturing relationships which enable them to thrive and to develop skills, knowledge, self-esteem, and positive emotional wellbeing

The Early Help Outcomes Framework details the difference that this provision should make to the lives of children, young people and families in Surrey who experience vulnerabilities as described in the needs assessment. The framework underpins our approach to commissioning and designing provision and will play a key role in our conversations about performance and quality during the lifetime of the grants/ contracts awarded. We will expect providers to clearly describe how the activities they are going to deliver will realise these outcomes and how they will evidence this through the use of qualitative and quantitative methods.

The framework is arranged in three connected levels: our overall purpose for the commission; the outcomes that we need to achieve to deliver that purpose; and the “I” statements that describe what each outcome means for children and young people and families.

Ref	Commissioning Plan Outcome	Ref	Local Offer Outcome	Commissioning Plan Outputs	“I” or “We” statements- these are the things that children, young people and families will see	Performance Measures
1	Children, young people and families will have nurturing relationships, free from harm	1.1	Family life is enhanced and inequalities are reduced for disadvantaged families to prevent the need for statutory services	1.1.1 All parents report feeling able to support their children to get the best outcomes 1.1.2 All children participate in educational activity appropriate to their age and stage of development 1.1.3 Parents and children report improved relationships	Our home life is calm. We understand each other’s needs and what works to help our family. We have a toolbox of skills to help our child[ren] and to improve our situation at home. We feel much more able to face the future challenges I feel very much empowered to improve our life as a family We are having fun as a family.	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting
		1.2	Parents / care-givers develop skills that enable them to cope and build positive relationships with their children that help them to stay together	1.2.1 All parents report feeling able to support their children to get the best outcomes 1.2.2 Parents and children report improved relationships 1.2.3 Parents report and demonstrate that they have greater resilience 1.2.5 Improved parental satisfaction with Early Help services	I feel less anxious about the future and better equipped to deal with difficulties when they happen I know how to talk to my child and manage challenging behaviour. I can cope and help my child when times are hard. I feel equipped with the skills and to help my child move forwards. I realise that there are other families in the same boat and talking about	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting

				<p>experiences in dealing with difficult situations allowed me to learn practical strategies</p> <p>I feel more confident as a parent and more hopeful for the future.</p>	
1.3	Young parents feel supported to give their child the best possible start to life	1.3.1 Young parents feel able to give their child the best start in life	<p>My child is happy and healthy. I know I can do the best for my child[ren]</p> <p>I feel that my relationship with my child has improved and my own confidence in my parenting ability has improved.</p>	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting	
1.4	Families with children with SEND are supported to be resilient	<p>1.4.1 All parents with children with SEND report feeling able to support their children to get the best outcomes</p> <p>1.4.2 Improved parental satisfaction with Early Help services (SEND local offer)</p>	<p>I understand the needs of all of my family and what resources I have to support individual and whole-family</p> <p>I feel much better equipped to deal with my child's behaviour</p> <p>I have opportunities to spend quality time with the different members of my family, including all my children</p> <p>I feel positive about the future and how to support my child[ren] as they go through life.</p> <p>I am not on my own and help is available if we need it.</p>	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting	
1.5	Parents / care-givers strengthen relationship between adults involved in care-giving for children	1.5.1 Parents/ carers report improved relationships	<p>I feel able to talk to my partner about how I am feeling</p> <p>I know what we need to do to improve our relationship to strengthen the care for our child[ren]</p> <p>I understand the impact that my relationship with my partner has on my children.</p>	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting	
1.6	Children and young people form and develop supportive relationships	<p>1.6.1 Children and young people report that they have improved relationships with their parent/s or carers.</p> <p>1.6.2 Young people report that they</p>	<p>My family relationships are stronger</p> <p>I have healthy relationships with my peers</p> <p>I have positive role models in my</p>	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting	

				have improved relationships with their peers	community	
2	Children, young people and families are emotionally resilient, healthy and well and feel connected to their local communities	2.1	Children and young people recognise and manage their feelings and emotions	2.1.1 Children and young people report improved emotional wellbeing 2.1.2 Children and young people have access to the right support that promotes their emotional wellbeing and mental health	I understand my feelings better I recognise when my feelings change I am more able to manage my behaviour when my feelings change	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting
2.2		Children and young people feel supported to participate and are ready for adulthood	2.2.1 Children make a successful transition into primary school and from primary to secondary school 2.2.2 Young people make informed decisions and are involved less in harmful risk taking behaviours (including substance misuse and youth offending) 2.2.3 Young people are participating in education, employment and training	I enjoy learning and am hopeful for the future I know where to go for help when I need it I know I am not on my own and feel supported to transition I feel more prepared to face problems	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting	
2.3		Children, young people and families feel supported locally	2.3.1 Parents think the services available to them enable them to support their families and that they are available when they need them 2.3.2 Families report that they feel more socially connected to friends, families and or their communities 2.3.3 Families are living in acceptable housing 2.3.4 Children and young people are participating in educational activity appropriate to their age and stage of development	I know I am not alone and I feel less isolated I have opportunities to talk with others in similar positions (parents, carers, young people, children) I feel supported to develop positive solutions to the challenges I face	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting	

		2.4	Parents and adult carers are able to look after their own wellbeing	<p>3.4.1 Parents have access to the right support that promotes their emotional wellbeing and mental health</p> <p>3.4.2 Parents and or carers feel more able to manage their finances and are able to access appropriate finance related support when required</p> <p>3.4.3 Reduced parental worklessness</p>	<p>Number of appropriate referrals made to outside agencies</p> <p>Number of children, young people and families who identify that they have made progress during each year of delivery through the use of the 'My Star' Outcomes Star or similar</p>	Provider to define how they will gather evidence on this outcome in tender and agreed formally in pre-mobilisation meeting
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Equality Impact Assessment (EIA)

1. Topic of assessment

EIA title	Surrey County Council Early Help Offer for Children, Young People and Families
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EIA author	Elaina Phillips & Toren Scott
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2. Approval

	Name	Date approved
Approved by	Elaina Quesada	31 st May 2019

3. Quality control

Version number	V7	EIA completed	
Date saved	24/05/2019	EIA published	

4. EIA team

Name	Job title	Organisation	Team role
Nikki Parkhill	Senior Commissioning Manager	Surrey County Council	Advisor

8 5. Explaining the matter being assessed

What policy, function or service is being introduced or reviewed?

Surrey County Council is transforming its early help offer for children, young people and families to ensure that support is available to the whole family at the right time that enables them to achieve positive outcomes, and to make sure that services are good value for money, whilst achieving a financial saving of 35% based on the 2018/19 budget for external spend on early help provision.

The purpose of this provision is to ensure that families have access to early help at the right time and in the right place that enables them to build resilience through safe, nurturing relationships that enhance emotional health and wellbeing, and enables children and young people to thrive. It seeks to provide whole-family support working specifically with those families who have needs at 'Level 2' of the Effective Family Support Windscreen and, as such, makes an important contribution to the transformed approach to promoting effective family resilience in Surrey.

This equality impact assessment is seeking to understand the impact of the proposed changes to the early help offer and of the reduction in funding available for the delivery of service for children, young people and families by external organisations.

What proposals are you assessing?

Currently there are number of grants and contracts in place with voluntary, community and faith sector organisations for the delivery of early help provision for children, young people and their families. Some of these were established following a robust and planned approach based on thorough analysis of need and some have evolved in a dynamic way over time. This has meant that there is an inconsistent offer across the county: some boroughs and districts have provision for children and young people aged 0-19, some have a parenting offer, whilst others have significant gaps in provision. Service reviews, analysis and engagement with stakeholders has identified that there are gaps in provision for 5-11 year olds and for parents in particular. The current grants and contracts are due to expire in January 2020 which has presented an opportunity to review and re-design the offer in accordance with local need and wider transformation of Children's Services.

Our commissioning principles focus on developing a local early help offer that is:

- **Local and integrated** to deliver the right service at the right time in the right place for our families
- **Family focused** working within a whole-family approach
- **Strength based** doing 'with' not 'to' or 'for'

- **Relational** to support the development of purposeful, consistent relationships that build resilience and enable positive change

Based on our analysis of need, our commissioning priorities and what children and families tell us matters most to them, our overarching early help commissioning plan outcomes are:

- Children, young people and families will have nurturing relationships, free from harm
- Children, young people and families are emotionally resilient, healthy and well, and feel connected to their local communities

Early Help provision will be commissioned on a borough/ district basis and funding will be divided across each area linked to levels of deprivation. Providers will be asked to collaborate and nominate a lead provider to ensure a coordinated offer that has emotional health and wellbeing as a golden thread and is delivered across all age groups i.e.

- Families with children aged 0-5
- Children aged 5-11, and their families
- Young people aged 11-19 (25 for those with SEND) and their families (school year 6+ to support the transition to secondary school)

Who is affected by the proposals outlined above?

Children, young people, families, residents, communities, CCGs, VCFS partners, providers and community stakeholders are affected by these proposals.

During 2017-18:

- 1997 families, which includes 2076 children aged 0-11, received support;
- c.12,500 hours of 1 to 1 support was provided to young people aged 11-18.
- Of those aged 0-11, 10% were currently, or had previously been, open to children’s services.
- Of those aged 11+, 55% had been or were currently open to children’s services, 10% were open to the Youth Justice System and 28% had an Education, health and Care Plan or received SEN support.

February 2018- May 2019: 11,698 children and young people were referred for early help,
<https://tableau.surreycc.gov.uk/#/views/EHCompendiumV1101017/EarlyHelp?iid=1>

8 6. Sources of information

Engagement carried out

Engagement has been undertaken with numerous groups of stakeholders over the last two years in preparation for the re-design and commissioning of the offer, including:

- Voluntary, Community and Faith Sector organisations, including current providers of early help provision;
- Early help stakeholder groups in each borough and district which included colleagues from borough and district councils, health and education;

In addition feedback has been gathered from young people during consultations in Guildford and Waverley and the 'Activities in Surrey' Survey and the views of young people and parents have been gathered and reviewed as part of our performance monitoring processes.

Providers have also contributed to the design and development of the specification for the provision and contributed to the thinking about contractual arrangements during a series of engagement workshops.

More broadly, a public consultation was undertaken between October 2018 and January 2019 focused on the transformation of our children's centre model which received over 3000 responses. A key finding from the feedback gained, is that 81% of respondents agreed with the idea of "investing more in services that help families earlier".

Data used

This EIA draws on information and data supplied by Early Help services, Public Health, partners, providers, case studies, engagement and consultation undertaken as part of the transformation as well as the following reports:

- Surrey Early Help Needs Assessment (Final Draft March 2019)
- Early Help Foundation (2016) The Costs of Late Intervention
- Child First Commissioning Intentions for Children in Surrey 2017-2022 (draft 17 October 2017)
- Surrey County Council Early Help Offer for Children, Young People and Families (date of update October 2017)
- [*Cuts that cost: trends in funding for early intervention services*](#), The Children's Society, NCB, Children & Young People Now: July 2015 <https://www.childrensociety.org.uk/what-we-do/resources-and-publications/cuts-that-cost-trends-in-funding-for-early-intervention>
- *We should have been helped from day one: a unique perspective from children, families and practitioners*, Local Authorities Research Consortium, Research in Practice and National Foundation for Education Research, September 2013; www.nfer.ac.uk/publications/LRCF01/LRCF01_home.cfm.

- *Early help: whose responsibility ?*
https://www.gov.uk/government/uploads/.../Early_help_whose_responsibility.doc
- *Swept under the carpet: children affected by parental alcohol misuse*, Alcohol Concern and The Children's Society, 2010;
www.childrenssociety.org.uk/sites/default/files/tcs/swept_under_the_carpet_briefing_paper_oct_2010.pdf.
- Reed, Rhodes, Schofield and Wylie (2009) Gender Variance in the UK; Prevalence, Incidence, Growth and Geographic Distribution. www.gires.org.uk
- The Number of Gender Variant People in the UK – update 2011. GIRES. www.gires.org.uk
- *Characteristics of children in need in England, 2013-14*, Statistical First Release SFR 43/2014, Department for Education, October 2014;
www.gov.uk/government/uploads/system/uploads/attachment_data/file/367877/SFR43_2014_Main_Text.pdf.
- Graham Allen, *Early intervention: smart investment, massive savings – the second independent report to Her Majesty's Government*, Cabinet Office, July 2011;
www.gov.uk/government/publications/early-intervention-smart-investment-massive-savings.
- *Parents with mental health problems*, Mental Health Foundation, 2013;
www.mentalhealth.org.uk/help-information/mental-health-a-z/P/parents/.
- *Being Disabled in Britain 2016- a journey less equal*
• www.equalityhumanrights.com/sites/default/files/being-disabled-in-britain.pdf
- *Are SEND Students Being Let Down?* The Association of Teachers & Lecturers, 2016;
<https://www.atl.org.uk/sites/www.atl.org.uk/files/SEND-resolution-43-report.pdf>
- *Ethnicity*, Surrey, 2011; <https://www.surreyi.gov.uk/2011-census/ethnicity/>
- Department for Communities and Local Government (DCLG), IMD
- Social Mobility Commission (2017) *Social Mobility in Great Britain: 5th State of the Nation Report*
- Council of Europe (2008) *Child and teenage suicide in Europe: A serious public-health issue: Report Document 11547*
<http://assembly.coe.int/main.asp?Link=/documents/workingdocs/doc08/edoc11547.htm>
- Families in Poverty Needs Assessment 2010
- Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey (2013)
- Surrey Joint Strategic Needs Assessment (JSNA) chapters, including: Domestic Abuse (2011); Ethnicity (2011); Family Stability (2011); Mental Health (2011); Religion (2011); Sexual Orientation (2011); Children and young people with Special Educational Needs and Disabilities (SEND) (2017); Parenting (2011); Teenage Pregnancy (2011); Unaccompanied (and former unaccompanied) Asylum Seeking Children (2011); and Young Carers and Young Adult Carers (2014).
- ONS population estimates (2010)

7. Impact of the new/amended policy, service or function

7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic	POTENTIAL POSITIVE IMPACTS	POTENTIAL NEGATIVE IMPACTS	EVIDENCE
<p>Age</p>	<p>Children and young people who access this provision will benefit from a high quality offer that supports them and their families to achieve positive outcomes.</p> <p>Resources will be used to provide services and activities for children and young people aged 0-19 (to 25 for young people who have SEND) and their families. This provision will ensure needs are met before they become more complex and support children, young people and families to achieve positive outcomes.</p> <p>There will be a greater amount of support for children aged 5-11 across the county, filling a current gap in</p>	<p>Changes of provider and location of services may prevent children, young people and families who currently engage from accessing the provision, due to the lack of trust in the new provider or, for example, for those living in more rural areas where there is a lack transport.</p> <p>A reduction in the funding available will lead to an overall reduction in the volume of provision available to children and young people, particularly for families of children aged 0-5, and young people aged 11-18, as the funding will need to be shared across the 5-11 age range as there is currently an unequal distribution of funding.</p>	<p>In 2017-18 1997 families with children were supported by organisations delivering 1 to 1 and group work support for families who have children aged 0-11.</p> <p>In the same year current providers delivered 12,177 hours of face to face contact to young people and parents with an additional c 5333 hours of activity that enabled the face to face to happen.</p> <p>According to the most recent data available (Tableau, 23/5/19) in Surrey, 23% of referrals for early help are for 0-5 year olds; 28% are for 6-11s; 37% are aged 11-15 and the remaining 12% are aged 16+. This implies that there is an immediate need for support for young people aged 11+, as well as for intervention at a younger age to improve outcomes</p> <p>The Early Help Needs Assessment (SCC, 2018), and the borough and district stakeholder meetings, have identified that there is a gap in provision for children aged 5-11 and their families.</p>

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	<p>provision and ensuring a greater coverage of provision across the 0-19 age range, across each borough and district.</p> <p>Engagement earlier than when need arises becomes preventative, enabling families to make more informed decisions.</p> <p>More targeted services will be better equipped to identify and respond to needs and understand how an individual's or group's protected characteristics may require different approaches.</p> <p>Social benefits to children and young people through better service interaction & engagement fostered by the development of an early help model that supports transitions into primary and secondary school</p>	<p>More targeted provision will reduce the amount of universal activity available and some families who do not fall within the targeted groups may no longer be able to access elements of the service that they currently make use of.</p> <p>Due to the reduction of funding and increased scope of the work to ensure there is a consistency of provision across the county for children and young people aged 0-19, there will be fewer opportunities for young people to access bespoke early help provision. This may lead to them experiencing greater disadvantage and needs escalating.</p> <p>A reduction of funding for VCFS orgs available may have an impact on wider delivery for children, young people and families as some organisations become unsustainable. It is possible that wider community benefits and social capital generated through the current delivery model are lost</p>	<p>10% children in Surrey live in poverty. Children living in poverty experience worse outcomes than their peers living in more affluent households. This is more pronounced in affluent areas such as Surrey (Social Mobility Commission, 2017)</p> <p>There is projected growth in total numbers of 16 to 18 year olds in Surrey of 3,990 between September 2015 and 2025, which represents an increase of just under 10%. The expectation is that the growth in year 12 learners will be 2,631 across the county, with the largest growth being in Reigate and Banstead, Runnymede, Elmbridge and Woking.</p> <p>Evidence shows that reduction in funding may prove costly and mean more children and families need late / crisis interventions through either child protection or social care services. (Equality and Human Rights Commission, Early Help Foundation, The Children's Society)</p>
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<p>Disability</p>	<p>Disabled children/families potentially could receive a more cohesive and responsive service drawing on shared resources.</p> <p>Potential of more bespoke, quicker responding services adapted for key thematic local need.</p> <p>Improving emotional wellbeing will be a key theme across all of the provision commissioned.</p> <p>Parents and carers of children and young people who have special educational needs and disabilities will have greater access to parenting support</p> <p>There will be increased accessibility of early help provision which will be aligned to the short breaks offer</p> <p>Providers will record and monitor demographic information about the families who have been referred to, and engage with, their provision in order to promote access in inclusivity</p>	<p>Loss of funding could reduce provision and bespoke specific tailor made services to identified needs.</p> <p>Depending on responses from providers, there could be changes to provision which may prove difficult for children, young people and families who value routine and consistency due to changes in relationships.</p>	<p>In 2016, Surrey County Council identified that there was:</p> <ul style="list-style-type: none"> • An increasing population and growing need • A need to reduce the gap in key outcomes achieved by children and young people with SEND compared to their peers <p>The categories of SEN children that are most likely to not be in education, training or employment (NEET) are those with Social, Emotional and Mental Health (SEMH) and Moderate Learning Difficulties (MLD). (JSNA: Children and Young People who have SEND, 2017)</p> <p>In 2017-18, 28% of young people who accessed the externally commissioned early help provision had an Education, health and Care Plan or received SEN support.</p> <p>The IMD 2015 showed that the top 10 areas with a mental health need amongst the adult population at a greater level than the England average as</p> <ul style="list-style-type: none"> • Old Dean (Surrey Heath) • Merstham (Reigate and Banstead) • Preston (Reigate and Banstead) • Westway (Tandridge) • Horley Central (Reigate and Banstead) • Beare Green (Mole Valley) • Court (Epsom and Ewell) • Box Hill and Headley (Mole Valley) • Portley (Tandridge) • St Michaels (Surrey Heath)
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			<p>The Early Help Needs Assessment (2018) has identified a gap in support for parents of children who have special educational needs and/ or disabilities and complex needs (incl. ASD and ADHD). A further gap identified is for access to provision that enables needs to be identified and responded to early.</p> <p>Young people have said one of their key concerns is mental health and emotional wellbeing and that they would like to have people to talk who they can have a long-term, trusting, relationship with. They said it can impact on their ability to engage in learning or work. (Young People's Perspectives, 2014; Young people's feedback through the early help consultation, 2017).</p>
Gender reassignment	Providers will record and monitor demographic information about the families who have been referred to, and engage with, their provision in order to promote access in inclusivity	Changes to provision may prove difficult for children, young people and families who value routine and consistency due to changes in relationships.	<p>Evidence shows that reduction in funding may prove costly and mean more children and families need late / crisis interventions through either child protection or social care services.</p> <p>(GIREs)</p>
Pregnancy and maternity	A more joined-up approach to the commissioned early help services with a focus on improving familial relationships and emotional wellbeing will improve outcomes for families, including new parents with young children.	None identified	In 2017/18 1997 families were supported by the commissioned providers delivering early help to families with children aged 0-11.

	<p>Young parents will be able to access the provision</p> <p>Providers will record and monitor demographic information about the families who have been referred to, and engage with, their provision in order to promote access in inclusivity</p>		
Race	<p>Providers will record and monitor demographic information about the families who have been referred to, and engage with, their provision in order to promote access in inclusivity</p>	<p>Changes to provision may prove difficult for children, young people and families who value routine and consistency due to changes in relationships. This may be particularly true for families from GRT communities.</p>	<p>There are approximately 10,000 to 12,000 GRT families in Surrey which include approximately 1400 children, although this is likely to be a conservative estimate (Surrey Brighter Futures Strategy 2014-2017).</p> <p>This population is disproportionately affected by poverty and GRT children have poorer outcomes in relation to educational achievement and increased experiences of discrimination, bullying and school exclusions. There is also a higher incidence of mental health issues and GRT children experience significant barriers to accessing health care. There is a need to secure better and more stable accommodation for this population in order to improve health and educational outcomes for children.</p>
Religion and belief	<p>Providers will record and monitor demographic information about the families who have been referred to, and engage with, their</p>	<p>It is our assumption, in the absence of data, that the religion and beliefs of young people who access early help activities will follow similar trends as the wider population.</p>	<p>According to the 2011 Census, 62.7% of Surrey is Christian, 0.5% Buddhist, 1.3% Hindu, 0.3% Jewish, 2.2% Muslim, 0.3% Sikh and 24.7% no religion. There is a 4% difference between the percentages of people who identify as Christian in rural areas</p>

	provision in order to promote access in inclusivity	Particular faith groups may experience a negative impact through the withdrawal/ reduction of services in particular areas.	(66.2%) versus the percentage who identify in urban areas (62.3%).
Sex	Providers will record and monitor demographic information about the families who have been referred to, and engage with, their provision in order to promote access in inclusivity	None identified	Latest data shows that 52% of referrals for early help are for boys and young men (Tableau, 23.5.19)
Sexual orientation	Providers will record and monitor demographic information about the families who have been referred to, and engage with, their provision in order to promote access in inclusivity	Changes to provision may prove difficult for children, young people and families who value routine and consistency due to changes in relationships	<p>JSNA Chapter: Sexual Orientation:</p> <p>Using mid-2009 population estimates, there are an estimated 5,700 young people aged 11-16 that are lesbian, gay, bisexual, transgender or questioning (LGBTQ).</p> <p>Identity-related stigma contributes to an increased risk of bullying and social exclusion – 34% of LGBTQ young people are estimated to have experienced homophobia whilst in school and domestic abuse – a third of LGBTQ young people are estimated to have experienced bullying at home by a parent.</p> <p>It is recognised that these experiences can have a negative impact on mental health and that there is a higher incidence of self-harm and suicidality amongst lesbian, gay, bisexual and transgender young people than the wider youth population (Council of Europe).</p>

			A fear of homophobia and the issues listed above can impact on a young person's ability to participate freely in education, training, employment and other youth activities.
Marriage and civil partnerships	None identified	None identified	
Carers (protected by association)	Adult carers who have children aged 5-11 will have greater opportunities for support.	Children and young people who have caring responsibilities may find it more difficult to access services if there is reduced provision	See 'Disability' section

7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	POTENTIAL POSITIVE IMPACTS	POTENTIAL NEGATIVE IMPACTS	EVIDENCE
Age	None	None	This proposal relates to commissioned services.
Disability	None	None	This proposal relates to commissioned services.
Gender reassignment	None	None	This proposal relates to commissioned services.
Pregnancy and maternity	None	None	This proposal relates to commissioned services.
Race	None	None	This proposal relates to commissioned services.
Religion and belief	None	None	This proposal relates to commissioned services.
Sex	None	None	This proposal relates to commissioned services.
Sexual orientation	None	None	This proposal relates to commissioned services.
Marriage and civil partnerships	None	None	This proposal relates to commissioned services.
Carers (protected by association)	None	None	This proposal relates to commissioned services.

8. Amendments to the proposals

Change	Reason for change

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Children and young people will have less access to early help provision, some of whom will have protected characteristics possibly resulting in increased negative outcomes, social isolation, anti-social behaviour, poorer mental health and emotional wellbeing.	Undertake a further EIA once detail on youth provision offer is specified to better understand if individuals or groups with protected characteristics might be disproportionately affected. It is important that we are able to understand the accumulative impact of all of the changes to services for children and families in Surrey.	August 2019	Nikki Parkhill
Some individuals and groups (e.g. LGBT+ young people, people who have a faith, or not) may experience barriers when accessing new services	Work with providers to record and monitor demographic information about the families who have been referred to, and engage with, their provision Encourage them to be curious about what this data tells them and ensure practice is adapted if it emerges that people from particular groups feel unable/ choose not to engage.	July 2019 onwards	Nikki Parkhill
Changes of provider may prevent children, young people and families who currently engage from accessing the provision, due to the lack of trust in the new provider.	Effectively communicate changes in what is offered under the Early Help offer to ensure that those affected by a change in provision are made aware and advised of alternatives where available Ensure that there is an effective hand-over during the mobilisation phase of the process to ensure that children, young people and families	November 2018-January 2019	Nikki Parkhill

	who continue to require early help are supported in their transition to the new provision.		
New providers may work from different premises/ locations. This may mean that they become inaccessible to children, young people and families, particularly those who do not have access to transport.	Ensure that the newly commissioned services are delivered within areas of highest need and that providers are aware of the importance of working with families proactively to promote engagement. Equality will be a key theme of the provider event to be held in November 2019 and will be discussed during reflective conversations with providers as part of the performance management process.	November 2019 onwards	Nikki Parkhill

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
Whilst we will endeavour to use the resources in such a way that they will have the greatest impact, there will be less opportunities for children and young people some of whom will have protected characteristics to access services.	All

11. Summary of key impacts and actions

Information and engagement underpinning equalities analysis	<p>JSNA Chapters, data from provider returns and Tableau, census data, needs assessments, responses to engagement activity with stakeholders, feedback from parents and young people, analysis of feedback gathered through the Children's Centre public consultation and feedback from key partners and providers.</p>
Key impacts (positive and/or negative) on people with protected characteristics	<p>Children aged 0-5 and young people aged 11+, some of whom will have protected characteristics, will have less access to early help provision, possibly resulting in increased negative outcomes, social isolation, anti-social behaviour, poorer mental health and emotional wellbeing. However, children, young people and families will benefit from a more joined-up approach to the delivery of early help services that will support all family members, rather than individuals within the family.</p> <p>Disabled children and their parents/ carers will have increased access to early help provision, including appropriate parenting support.</p> <p>Families who have children aged 5-11 will benefit from an increased offer.</p>
Changes you have made to the proposal as a result of the EIA	<p>This EIA has highlighted the importance of ensuring that new services are mobilised effectively and that children, young people and families who will still require early help support once the current commissions end are well supported in their transition to a new provider where necessary.</p>
Key mitigating actions planned to address any outstanding negative impacts	<p>Undertake a further EIA once detail on youth provision offer is specified to better understand if individuals or groups with protected characteristics might be disproportionately affected. It is important that we are able to understand the accumulative impact of all of the changes to services for children and families in Surrey.</p> <p>Work with providers to record and monitor demographic information about the families who have been referred to, and engage with, their provision. Encourage them to be curious about what this data tells them and ensure practice is adapted if it emerges that people from particular groups feel unable/ choose not to engage</p> <p>Effectively communicate changes in what is offered under the Early Help offer to ensure that those affected by a change in provision are made aware and advised of alternatives where available</p> <p>Ensure that there is an effective hand-over during the mobilisation phase of the process to ensure that children, young people and families who continue to require early help</p>

Potential negative impacts that cannot be mitigated	<p>are supported in their transition to the new provision.</p> <p>Ensure that the newly commissioned services are delivered within areas of highest need and that providers are aware of the importance of working with families proactively to promote engagement. Equality will be a key theme of the provider event to be held in November 2019 and will be discussed during reflective conversations with providers as part of the performance management process</p>
	<p>Whilst we will endeavour to use the resources in such a way that they will have the greatest impact, there will be less opportunities for children and young people some of whom will have protected characteristics to access services.</p>

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