

SCRUTINY FOR POLICIES, CHILDREN AND FAMILIES COMMITTEE

Friday 24 January 2020

10.00 am Library Meeting Room, Taunton
Library



To: The members of the Scrutiny for Policies, Children and Families
Committee

Cllr L Redman (Chair), Cllr R Williams (Vice-Chair), Cllr M Dimery, Cllr N Hewitt-Cooper, Cllr
James Hunt, Cllr J Lock, Cllr W Wallace, Cllr J Williams.

Mr P Elliot, Ms Helen Fenn, Mrs Ruth Hobbs and Mrs Eilleen Tipper.

All Somerset County Council Members are invited to attend.

Issued By Scott Wooldridge, Strategic Manager - Governance and Democratic Services - 16
January 2020

For further information about the meeting, please contact Neil Milne on 01823 359045 or
ndmilne@somerset.gov.uk

Guidance about procedures at the meeting follows the printed agenda and is available at
(LINK)

This meeting will be open to the public and press, subject to the passing of any resolution
under Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to
Information) (England) Regulations 2012.

This agenda and the attached reports and background papers are available on request prior to
the meeting in large print, Braille, audio tape & disc and can be translated into different
languages. They can also be accessed via the council's website on
www.somerset.gov.uk/agendasandpapers

**Are you considering how your conversation today and the actions
you propose to take contribute towards making Somerset Carbon
Neutral by 2030?**



RNID typetalk

AGENDA

Item Scrutiny for Policies, Children and Families Committee - 10.00 am Friday 24 January 2020

**** Public Guidance notes contained in agenda annexe ****

1 **Apologies for Absence**

to receive Members' apologies

2 **Declarations of Interest**

Details of all Members' interests in District, Town and Parish Councils will be displayed in the meeting room. The Statutory Register of Member's Interests can be inspected via the Community Governance team.

3 **Minutes from the previous meeting held on** (Pages 5 - 10)

The Committee is asked to confirm the minutes are accurate.

4 **Public Question Time**

The Chairman will allow members of the public to ask a question or make a statement about any matter on the agenda for this meeting. **These questions may be taken during the meeting, when the relevant agenda item is considered, at the Chairman's discretion.**

5 **Scrutiny Work Programme** (Pages 11 - 28)

To discuss any items for the forthcoming work programme. To assist the discussion, the following documents are attached:

- a) – The Cabinet's latest published forward plan;
- b) – Current Work Programme for the Committee;
- c) – Outcome Tracker.

6 **Medium Term Financial Plan for Children's Services** (Pages 29 - 58)

To consider these reports.

7 **Family Safeguarding** (Pages 59 - 74)

To receive a presentation.

8 **Any other urgent items of business**

The Chairman may raise any items of urgent business.

Guidance notes for the meeting

1. Inspection of Papers

Any person wishing to inspect Minutes, reports, or the background papers for any item on the Agenda should contact the Committee Administrator for the meeting on 01823 359045 or email: democraticservices@somerset.gov.uk
They can also be accessed via the council's website on www.somerset.gov.uk/agendasandpapers

2. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: <http://www.somerset.gov.uk/organisation/key-documents/the-councils-constitution/>

3. Minutes of the Meeting

Details of the issues discussed and recommendations made at the meeting will be set out in the Minutes, which the Committee will be asked to approve as a correct record at its next meeting.

4. Public Question Time

If you wish to speak, please tell the Committee's Administrator by 5.00pm on Monday 20 January 2020.

At the Chair of the Committee's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee's remit. The length of public question time will be no more than 30 minutes in total.

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been signed. However, questions or statements about any matter on the Agenda for this meeting may be taken at the time when each matter is considered.

You must direct your questions and comments through the Chair. You may not take a direct part in the debate. The Chair will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chair may adjourn the meeting to allow views to be expressed more freely. If an item on the Agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will be restricted, normally to two minutes only.

5. **Exclusion of Press & Public**

If when considering an item on the Agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

6. **Committee Rooms & Council Chamber and hearing aid users**

To assist hearing aid users the meeting rooms have infra-red audio transmission systems. To use this facility you need a hearing aid set to the T position.

7. **Recording of meetings**

The Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone wishing to film part or all of the proceedings.

No filming or recording may take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chair can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public aren't filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

The Council will be undertaking audio recording of some of its meetings in County Hall as part of its investigation into a business case for the recording and potential webcasting of meetings in the future.

A copy of the Council's Recording of Meetings Protocol should be on display at the meeting for inspection, alternatively contact the Committee Administrator for the meeting in advance.

SCRUTINY FOR POLICIES, CHILDREN AND FAMILIES COMMITTEE

Minutes of a Meeting of the Scrutiny for Policies, Children and Families Committee held in the Library Meeting Room, Taunton Library, on Friday 13 December 2019 at 10.00 am

Present: Cllr L Redman (Chair), Cllr R Williams (Vice-Chair), Cllr N Hewitt-Cooper, Cllr James Hunt, Cllr W Wallace, Cllr J Williams, Cllr A Dance (Substitute) and Cllr L Leyshon (Substitute) and Mrs Ruth Hobbs, Mrs Eileen Tipper.

Other Members present:

Apologies for absence: Cllr M Dimery, Cllr J Lock, Mr Elliot and Ms Helen Fenn.

23 **Declarations of Interest** - Agenda Item 2

24 **Minutes from the previous meeting** - Agenda Item 3

The Committee agreed that the minutes of the meeting held on 15 November were acceptable and signed by the Chairman.

25 **Public Question Time** - Agenda Item 4

The Chair of the Committee invited Mrs Adlam, Chair and Trustee of the Friends of Somerset Young Carers, to speak.

She noted that the Friends Charity have several concerns regarding the on-going provision of support for Young carers going forwards and have the following comments regarding the briefing paper submitted to this committee by Louise Fowler.

1. Budget differences- on the first page 1.3 b- the sum of £53k is stated as the Grant to young carers groups in Somerset but page 3 item 3.7 the actual figure given is £49564 a significant amount less. After successfully winning the Tender YMCA were then told they had to meet travel costs which I understand is putting their budgets under significant pressure. Further to this the Friends charity have received Grant Applications from Mendip YMCA for the Mendip Seniors & Junior Groups as well as South Somerset Seniors / Junior Groups - in this Application YMCA are asking our little charity to fund session costs for food, art materials etc- the Trustees and Committee have rejected this Grant Application as they feel this is core provision and the costs should be covered by YMCA from their original Tender Application to SCC

2. Numbers attending and referrals - the number of YCs attending Groups is much lower than under the old SCC project- we had been told that Referrals were going to be Open- i.e. anyone could refer, even self-refer; but then I understand that referrals are going through Team 8 which is delaying referral.

3. Another issue is that YMCA are only funded to run the Groups whilst some parents and Children are expecting help/ support outside of the Groups - YMCA do not have the remit to provide this support whilst Team 8 are involved with the higher need families and children- so there are many children/ families who are not receiving support as they are not high enough need, so things escalate until crisis point is reached- early interventions work but under the

current provision these opportunities are missed- leading to escalation and crisis which cost everyone more in the long term.

4. Schools- 144 children identified but then what happens- referral to YMCA for groups or Team 8 if needed? or if the children want or need neither provision but would benefit from low level support where is the provision?

5. Bath Phil- under additional opportunities- this is presented in this report as a definite event/ piece of support that is going to happen- it is not. Jason Thornton has contacted the FoSYCP charity regarding additional funding for staff and travel costs - (a sum of approx. £12 K) to enable this event to take place as there will need to be 6 days of workshops/ development of the music etc which will be presented at the Glastonbury Festival or similar launch event. FoSYCP do not have the resources to fund this on their own and as I understand it neither do YMCA have any spare cash to fund this either.

It seems that the Council have the illusion that there are reserves in other organisations that are available to fund the basic provision for young carers in Somerset- there is not – so does this mean that at the end of the current academic year the young carers who save the Council so much money through carrying out their caring duties are left high and dry again?

The constant uncertainty is affecting our fund-raising activities as Donors are put off, thinking provision is under constant threat-all the organisations currently supporting young carers need an undertaking from the Council of a plan for the future.

My question to this committee is what does the Council really want at the end of this academic year? Or is the Council just going to step aside and try to blame YMCA / others for the failure to provide support for young carers in the County?

The Chair of the Committee thanked Mrs Adlam for taking the time to attend the meeting and make her points and asked the lead Officer for Young Carers to address the points made when presenting the report for agenda item 6.

26 **Scrutiny Work Programme - Agenda Item 5**

The Chair of the Committee invited Members to consider the Cabinet's Forward Plan of proposed key decisions in forthcoming months and suggest any items for the Committee to consider. The plan was noted.

The Chair directed attention to the Committee's own work programme and invited suggestions for possible future agenda items. It was requested that an update report be provided on Elective Home Education.

It was noted that the Outcome Tracker had been refreshed and updated and this was accepted.

27 **Young Carers Update report - Agenda Item 6**

The Committee considered this report that provided an update on the support arrangements for Young Carers since the Cabinet agreed a different approach last May. The new vision was explained to provide better identification of and better support and engagement for young carers across Somerset.

It was noted that the new approach had comprised 3 components, with each being funded, initially, by the Council and an update was provided:

- a) Complex needs: £120,000 allocated to assess and support young carers with more complex needs – facilitated via Team 8 and the Early Help Assessment tool;
- b) Grant Funding for Young Carers Groups: £53,000 annual grant fund for the facilitation of young carers support groups throughout Somerset. Managed initially by Children's Commissioning and Team 8, and involving young carers in decision making to award grants;
- c) Community Alliance: £75,000 to develop a 'community alliance' which would build local capacity to support young carers, especially those who may otherwise be hidden. A meeting was planned, to include working with external organisations/enterprises to maximise social value, with a view to securing additional funding from other sources.

It was noted that the investment of £120k had enabled all staff in Team 8 to have the skills and knowledge to work with young carers with complex needs. Team 8 would be restructuring into the Family Intervention Team (FIS) next January, and this would extend the team's reach and capacity, enabling young carers to receive a service at evenings and weekends.

There was a brief discussion about the Community Alliance, and it was reported that its purpose would be to increase identification and support to ensure more young carers had a range of support to choose from, with organisations outside the Council. A meeting had been arranged the end of January with a range of interested stakeholders to discuss how best to take this work forward. It was envisaged that a grant funding process would begin in the Spring to identify a range of voluntary sector organisations who would be able to offer relevant and different ways of identifying and supporting young carers. The grant process would require successful organisations to work together, so that best practice would be shared.

In response to a question it was stated that Young Carer attendance at the youth clubs from last September to October 2019 had remained stable compared to participation in the groups before the Cabinet decision. Overall this meant that attendance at the youth clubs represented 37% of the young carers with an allocated Team 8 worker.

It was noted that a recent school survey had included a section asking schools to report numbers of young carers and 50% of schools had responded. Those schools had reported 144 young carers in total who had not previously been known to the Council. This data would be analysed so that schools were supported by relevant services, to ensure young carers were getting the right help.

The Chair reflected on the discussion and he noted that the Committee would be interested to see how the Community Alliance plans progressed and how schools could be better enabled so that young carers could be supported. Appropriately. He suggested and it was agreed for a further update to be provided next July, to report on the first 12 months of the new arrangements.

28 **2019/2020 Revenue Budget Monitoring Report - Month 6 (Quarter 2) - Agenda Item 7**

The Committee considered this report that set out the Quarter 2 (month 6) forecast outturn position for 2019/20 for the net Revenue Budget of £327.967m. It also highlighted variances to service budgets, as well as emerging issues, risks, areas of concern and proposed actions to resolve them.

An overview of the overall financial position was provided, and it was noted that although uncertainties remained the Council's underlying position had improved over the last year. It was noted that Children's Services were reporting an adverse variance within their budget of £1.768m which was an adverse movement of £1.149m from month 5. Also, it was reported that external placements projections had increased by £0.933m resulting in a total projected overspend of £2.056m, the increase was due to 11 children changing placement during the last month.

There was a brief discussion about the costs associated with transporting children to school and it was noted these were projected to increase by £0.196m. This was due to a reduction of £0.304m in Home to School transport costs and an increase of £0.500m in SEND transport. In response to a question it was explained the reduction in Home to School costs were a result of specific market disruption activity, including a project called The Big Bus, an inhouse fleet that offered several routes to offset costs of additional children travelling.

Members noted that a Somerset School had become a sponsored academy (joining a multi academy trust following an inadequate Ofsted inspection). At the point of transfer the school had been in deficit and this would remain with the Council, to be funded from the core budget. Unfortunately, this was not an allowable charge to the Dedicated Schools Grant and the school's deficit was currently estimated at £0.450m, Members thought this an unfair process.

The Deputy Leader of Council stated the Council was evidencing a sustained tighter financial grip going forwards through the budget monitoring forecast and its approach to MTFP for 2020-2023. To further support this there would be a continuation of formal monthly monitoring reports to Cabinet and to Place Scrutiny. Alongside this internal tracking and budget monitoring processes continue to be given close attention by the Council's leadership team.

It was noted that the Council's Medium-Term Financial Plan (2019-22), to be considered at the January 2020 meeting, would set out proposals to further develop the Council's financial resilience over the long-term whilst also supporting the delivery of Somerset's key priorities. The report was accepted.

29 **Children's Services Performance Report Quarter 2 - 2019/2020 - Agenda Item 8**

The Committee considered this report for the first time which provided details of the key measures included in the corporate performance report that related to Children's Services. It set out the key activities and measures used to check performance for the year against the identified priorities. It was noted that the

report did not contain details of all the other activities that together contributed to what helped make a difference to children in Somerset.

The report included key performance indicators (KPIs), to show how progress was assessed against targets and project updates. Performance was shown using performance ratings (based on the RAG ratings) and progress was shown in terms of direction of performance (DOP) through the use of arrows.

Details was provided in 6 areas with KPI's with a commentary note to set out the areas of success, areas of concern and a focus on the next quarter.

Embed an Effective Multiagency Early Help Offer in Somerset;
Improved Multi Agency Children's Safeguarding;
Improve the Outcomes for Looked After Children;
Improve Outcomes for Vulnerable Learners;
Ensure Effective Workforce Capacity is in Place Across Children's Services;
Embedding a Learning Culture in Children's Social Care.

There was a brief discussion of the report and Members sought reassurance that there was a trail of what produces what, so that the difference between input and activity could be demonstrated. It was noted that the Committee had previously received updates about progress made in delivering the Children and Young People's Plan (CYPP) and if these reports would complement or replace the CYPP updates. The Director of Children's Services stated the Council was moving to an integrated approach to data management and these reports would provide the Committee with an on-going high-level summary which could allow them to obtain more details if required.

There were questions about tolerance and success with regards to how those levels and measures would be reflected in future reports. The Chair suggested and it was agreed that the Committee give consideration to allocating a Member Champion for each of the 6 key activity areas.

30 **Update on the Children and Young People's Mental Health and Emotional Well-being** - Agenda Item 9

The Chair invited the Children and Young People's (CYP) Improvement Lead from the Somerset Clinical Commissioning Group (CCG) to introduce the report and he began providing an overview of the improvements made in the previous plan in recent years.

The report also provided a commentary on the development of a new Strategy for Children and Young People's Mental Health 2020-2024 which would be drafted and the consulted on in early in the new year.

The Committee heard that a key aim was to address the gaps in preventative and early intervention mental health support for CYP and their families; expand capacity of voluntary community and primary care sector. Over the previous 18 months, there had been significant improvements in the mental health services available for the children and young people of Somerset.

It was noted that these had been facilitated, in part, through increased investment from NHS England as part of the Future in Mind and Five Year

Forward View policy directives (since 2015). A new NHS Long Term Plan had made a commitment to further investment for mental health services to improve access, waiting times, realisation of digital options, changing the culture and personalisation. Also, there would be a sustained focus on reducing incidences of self-injury, improving pathway for eating disorders and the importance of prevention and early intervention.

In response to a question it was acknowledged that previously, there had been significant issues in CAMHS/Paediatric services in terms of waiting lists for Tier 3 community CAMHS, and undue discharge delays for young people with mental health problems on Paediatric Wards. There had also been higher than average self-harm prevalence presenting at Acute Hospitals and historic cases of child suicides, which had prompted comprehensive and deep-dive analysis by the Director of Public Health into Self Harm.

Members noted that a combination of development of the Somerset Wellbeing Framework, strengthening in CAMHS operational processes, the establishment of Single Point of Access, increased investment in CAMHS, schools mental health and resilience work (SHARE) had all helped to improve support for schools, primary care, young people and families in the County. It was also reported that there had been no child suicides over last 24 months.

To aid accessibility known as service pathway improvements, there were plans to implement a comprehensive range of digital infrastructure to aid accessibility, transparency, and timeliness of support through co-production/ co-design and meaningful participation with young people, families and key stakeholders. It would be important to continue this work against a backdrop of increasing requests for support / referrals, combined with the lack of prevention and early intervention services at universal and community level is proving a system challenge for schools, hospitals, GPs, social care, mental health services, young people, families and voluntary/community services.

There was a discussion about the development of the improvement and transformation programmes and the importance of keeping clearly defined and separate the strategies and plans. The report was accepted and it was suggested and agreed that a further update be provided in the Spring.

31 Any other urgent items of business - Agenda Item 10

The Chair, after ascertaining there were no other items of business, thanked all those present for attending and wished everyone a merry Christmas and a happy New Year and closed the meeting at 12.31pm.

(The meeting ended at 12.31 pm)

CHAIRMAN

Somerset County Council Forward Plan of proposed Key Decisions

The County Council is required to set out details of planned key decisions at least 28 calendar days before they are due to be taken. This forward plan sets out key decisions to be taken at Cabinet meetings as well as individual key decisions to be taken by either the Leader, a Cabinet Member or an Officer. The very latest details can always be found on our website at:

<http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=134&RD=0&FD=1&bcr=1>

Regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 defines a key decision as an executive decision which is likely:

(a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates; or

(b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

The Council has decided that the relevant threshold at or above which the decision is significant will be £500,000 for capital / revenue expenditure or savings. Money delegated to schools as part of the Scheme of Financial Management of Schools exercise is exempt from these thresholds once it is delegated to the school.

Cabinet meetings are held in public at County Hall unless Cabinet resolve for all or part of the meeting to be held in private in order to consider exempt information/confidential business. The Forward Plan will show where this is intended. Agendas and reports for Cabinet meetings are also published on the Council's website at least five clear working days before the meeting date.

Individual key decisions that are shown in the plan as being proposed to be taken "not before" a date will be taken within a month of that date, with the requirement that a report setting out the proposed decision will be published on the Council's website at least five working days before the date of decision. Any representations received will be considered by the decision maker at the decision meeting.

In addition to key decisions, the forward plan shown below lists other business that is scheduled to be considered at a Cabinet meeting during the period of the Plan, which will also include reports for information. The monthly printed plan is updated on an ad hoc basis during each month. *Where possible the County Council will attempt to keep to the dates shown in the Plan. It is quite likely, however, that some items will need to be rescheduled and new items added as new circumstances come to light.* Please ensure therefore that you refer to the most up to date plan.

For general enquiries about the Forward Plan:

- You can view it on the County Council web site at <http://democracy.somerset.gov.uk/mgListPlans.aspx?RPId=134&RD=0&FD=1&bcr=1>
- You can arrange to inspect it at County Hall (in Taunton).
- Alternatively, copies can be obtained from Scott Wooldridge or Michael Bryant in the Democratic Services Team by telephoning (01823) 357628 or 359500.

To view the Forward Plan on the website you will need a copy of Adobe Acrobat Reader available free from www.adobe.com
Please note that it could take up to 2 minutes to download this PDF document depending on your Internet connection speed.

To make representations about proposed decisions:

Please contact the officer identified against the relevant decision in the Forward Plan to find out more information or about how your representations can be made and considered by the decision maker.

The Agenda and Papers for Cabinet meetings can be found on the County Council's website at:
<http://democracy.somerset.gov.uk/ieListMeetings.aspx?CId=134&Year=0>

Weekly version of plan published on 1 January 2020

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP/19/10/04 First published: 7 October 2019	13 Jan 2020 Public Health Director	Issue: Changes to sexual health targeted prevention services Decision: Award of contract, additional targeted prevention services and arrangements for c-card condom distribution	Changes to sexual health targeted prevention services		Michelle Hawkes, Public Health Specialist Tel: 01823 357236
FP19/10/09 First published: 14 October 2019	13 Jan 2020 Public Health Director	Issue: Approval to award the contract for the Provision of a Public Health Nursing Case Management & Information Management System Decision: Approval to award the contract	Public Health Nursing Decision Report		Alison Bell, Consultant in Public Health, Public Health
FP/19/07/06 First published: 6 December 2019	Not before 27th Jan 2020 Cabinet Member for Education and Council Transformation	Issue: Creations of new academies Decision: : The Secretary of State for Education has directed via an Academy Order, the conversion to Academy Status for the following schools			Elizabeth Smith, Service Manager – Schools Commissioning Tel: 01823 356260
FP/19/12/03 First published: 19 December 2019	Not before 27th Jan 2020 Director of Commissioning and Lead Commissioner for Economic Community Infrastructure	Issue: Acceptance of European Social Funding, under Priority Axis 2 - Skills for Growth (2.1) Decision: To accept the grant (if awarded)			Melanie Roberts, Service Manager - Economic Policy Tel: 01823359209

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p>FP19/08/01 First published: 12 August 2019</p>	<p>Not before 27th Jan 2020 Cabinet Member for Resources and Economic Development</p>	<p>Issue: Connecting Devon and Somerset (CDS) Superfast Extension Programme (SEP) Phase 2: decision to introduce additional funding into the Lot 4 contract. Decision: To approve the introduction of additional funding into the Lot 4 Contract.</p>			<p>Katriona Lovelock, Economic Development Officer Tel: 01823 359873</p>
<p>FP/19/09/08 First published: 10 September 2019</p>	<p>Not before 27th Jan 2020 Cabinet Member for Highways and Transport</p>	<p>Issue: Decision to accept the Heart of the South West Local Enterprise Partnership Local Growth Fund Award towards the Creech Castle junction improvements (Toneway Corridor phase 1) Decision: That the Director of Commissioning and Lead Commissioner for Economic and Community Infrastructure and Interim Director of Finance & Performance agree to accept the Local Growth Fund Award by signing an agreement with the Heart of the South West Local Enterprise Partnership.</p>			<p>Sunita Mills, Service Commissioning Manager Tel: 01823 359763</p>

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FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP/19/07/13 First published: 30 July 2019	Not before 27th Jan 2020 Cabinet Member for Strategy, Customers and Communities	Issue: Revision of Corporate Complaints Policy Decision: A periodical update to the Council's complaints policy. Key changes are a switch in title from a 'procedure' to a 'policy', a change in the stage 1 resolution target time from 10 working days to 20 working days and the addition of a quality control process at stage 1.			Rebecca Martin, Service manager- Customer Experience & Information Governance
FP19/11/04 First published: 14 November 2019	Not before 27th Jan 2020 Cabinet Member for Highways and Transport	Issue: Decision to commence consultation on Local Cycling and Walking Infrastructure Plans. Decision: To agree the consultation plan and commence the consultation activities			
FP/19/12/04 First published: 23 December 2019	Not before 27th Jan 2020 ECI Operations Director	Issue: Extension of Traffic Signals and Ancillary Equipment - Maintenance Contract Decision: A decision to extent the existing Traffic Signals and Ancillary Equipment – Maintenance Contract			Bev Norman, Service Manager - Traffic Management, Traffic & Transport Development Tel: 01823358089
FP/19/12/04 First published: 20 December 2019	Not before 27th Jan 2020 Cabinet Member for Education and Council Transformation, Cabinet Member for Children and Families	Issue: Approval of the final formula allocations at individual school level for 2020/21 Decision: Devolve approval of the final formula allocations at individual school level			Sian Kenny

Weekly version of plan published on 1 January 2020

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p>FP19/06/02 First published: 14 June 2019</p>	<p>Not before 27th Jan 2020 Director of Children's Services, ECI Commissioning Director</p>	<p>Issue: Approval to accept European Social Funding, under Priority Axis 1 - Inclusive Labour Markets (1.2) Decision: to confirm appointment of European Social Funding</p>			<p>Melanie Roberts, Service Manager - Economic Policy Tel: 01823359209</p>
<p>FP19/07/14 First published: 31 July 2019</p>	<p>Not before 27th Jan 2020 Cabinet Member for Resources</p>	<p>Issue: Sale of Morgan House site, Bridgwater, including former library office. Decision: Authority to proceed to sale of the surplus SCC Property, namely the Morgan House Site, Bridgwater, including Bridgwater library offices</p>			<p>Charlie Field, Estates Manager, Corporate Property Tel: 01823355325</p>
<p>FP19/07/07 First published: 23 July 2019</p>	<p>Not before 27th Jan 2020 Cabinet Member for Resources</p>	<p>Issue: Sale of The Court and Popham House property, Wellington Decision: Authority to proceed to sale of the surplus SCC Property, previously known as the Popham Court Care Home, comprising of The Court and Popham House in Wellington.</p>			<p>Charlie Field, Estates Manager, Corporate Property Tel: 01823355325</p>

Weekly version of plan published on 1 January 2020

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP19/09/05 First published: 3 September 2019	Not before 27th Jan 2020 Cabinet Member for Economic Development, Planning and Community Infrastructure	Issue: SCC Endorsement of the Heart of the South West Local Industrial Strategy Decision: SCC endorsement of the Heart of the South West (HotSW) Local Industrial Strategy (LIS). The HotSW LIS has been developed by the Local Enterprise Partnership in coordination with local partners and stakeholders, including SCC, and in partnership with Government.			James Gilgrist
FP/19/10/05 First published: 7 October 2019	22 Jan 2020 Cabinet	Issue: Annual Report of the Director of Public Health Decision: To agree the report			Pip Tucker, Public Health Specialist Tel: 01823 359449
FP/19/10/07 First published: 7 October 2019	22 Jan 2020 Cabinet	Issue: Somerset Waste Partnership Draft Business Plan 2020 - 2025, Draft 2020/21 Budget and Changes to the Inter-Authority Agreement Decision: To consider this report			Mickey Green, Managing Director - Somerset Waste Partnership Tel: 01823 625707
FP/19/10/10 First published: 15 October 2019	22 Jan 2020 Cabinet	Issue: Admission Arrangements for Voluntary Controlled and Community Schools for 2021/22 Decision: That the Cabinet agrees the determination of the Admission Arrangements for all Voluntary Controlled and Community Schools for 2021/22 as set out in this report.			Jane Seaman, Access and Admissions Manager Tel: 01823 355615

Weekly version of plan published on 1 January 2020

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP/19/10/20 First published: 24 October 2019	22 Jan 2020 Cabinet	Issue: Revenue Budget Monitoring - Month 8 Decision: To consider this report			Sheila Collins
FP/19/04/13 First published: 29 April 2019	Not before 27th Jan 2020 Cabinet Member for Economic Development, Planning and Community Infrastructure	Issue: Decision to appoint a contractor from a framework for the delivery of the Bruton Enterprise Centre Decision: To agree to appoint a supplier for the delivery of the Bruton Enterprise Centre			Katriona Lovelock, Economic Development Officer Tel: 01823 359873
FP/19/03/03 First published: 26 March 2019	6 Feb 2020 Interim Finance Director, Director for Economic and Community Infrastructure Commissioning	Issue: Somerset Energy Innovation Centre (Phase 3) - acceptance of Growth Deal 3 Funding Decision: Approves acceptance of Heart of the South West Growth Deal 3 funding £2,542,755 for the development of phase 3 of the Somerset Energy Innovation Centre and approve the decision to proceed with the construction of SEIC 3			Samantha Seddon, Service Manager-Economy

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FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p>FP19/11/02 First published: 11 November 2019</p>	<p>Not before 6th Feb 2020 Director for Economic and Community Infrastructure Commissioning</p>	<p>Issue: To approve the extension of the existing HPC Supply Chain & Nuclear South West Inward Investment Expertise Cross LEP Contract for which SCC is the accountable body Decision: Decision report seeks:</p> <ol style="list-style-type: none"> 1. Approval to notify the Supplier of the intention to extend the Contract, and; 2. Subject to formal confirmation of the funding package approval to extend the Contract 			<p>Samantha Seddon, Service Manager-Economy</p>
<p>FP/19/10/02 First published: 4 October 2019</p>	<p>10 Feb 2020 Cabinet</p>	<p>Issue: Decision to conclude the award of a contract for the provision of highway improvements at Toneway Creech Castle junction. Decision: The decision is to enter into a contract with the preferred contractor for the construction of the highways scheme to improve the Toneway Creech Castle junction.</p>			<p>Sunita Mills, Service Commissioning Manager Tel: 01823 359763</p>
<p>FP/19/10/15 First published: 23 October 2019</p>	<p>10 Feb 2020 Cabinet</p>	<p>Issue: Treasury Management Strategy 2020/21 Decision: To consider the proposed strategy and recommend it to Full Council in February for approval</p>			

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FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
fp/19/10/16 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Q3 2019/20 Performance Report Decision: To receive the Q3 report on performance, details of management actions and consider any further actions required			Simon Clifford, Customers & Communities Director Tel: 01823359166
FP/19/09/11 First published: 17 September 2019	10 Feb 2020 Cabinet	Issue: SCC Endorsement of the Heart of the South West Local Industrial Strategy Decision: Agreement to endorse the Heart of the South West (HotSW) Local Industrial Strategy (LIS) which			Paul Hickson, Strategic Manager - Economy and Planning Tel: 07977 400838
fp/19/10/17 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Q3 2019/20 Revenue Budget update Decision: To receive the Q3 revenue budget position and consider any recommendations			
fp/19/10/18 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Q3 2019/20 capital investment programme update Decision: To receive the Q3 budget position and consider any recommendations			

Weekly version of plan published on 1 January 2020

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP/19/10/14 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Medium Term Financial Plan 2020/21 - 2022/23 Revenue Budget Decision: To consider the proposed MTFP 2020/21+, council tax precepts and revenue budget proposals			
FP/19/10/16 First published: 23 October 2019	10 Feb 2020 Cabinet	Issue: Capital Investment Programme 2020/21-2022/23 Decision: To consider the proposed capital programme and recommend it to Full Council for approval			
FP/19/10/01 First published: 4 October 2019	12 Feb 2020 Cabinet Member for Education and Council Transformation	Issue: Creation of New Academies in Somerset Decision: The Secretary of State for Education has directed via an Academy Order, the conversion to Academy Status for the following four schools.			Helen Waring, Commissioning Officer - Schools
FP/19/11/06 First published: 25 November 2019	Not before 20th Feb 2020 Director for Economic and Community Infrastructure Commissioning	Issue: Contract for the provision of Fuel Cards and Associated Services to SCC Decision: Award of contract to successful supplier following a further competition under the Crown Commercial Services Framework			John Perrett, Service Manager, Transporting Somerset ECI Tel: 01823 356968

Weekly version of plan published on 1 January 2020

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
FP19/11/04 First published: 18 November 2019	Not before 2nd Mar 2020 Director for Economic and Community Infrastructure Commissioning	Issue: Award of contract for management operator services for Somerset Energy Innovation Centre Buildings 2 and 3 Decision: Approval to award a contract for the provision of management operator services for Somerset Energy Innovation Centre Buildings 2 and 3			Samantha Seddon, Service Manager-Economy
FP/20/01/01 First published:	Not before 16th Mar 2020 Cabinet Member for Children and Families	Issue: Early Years Single Funding Formula Decision: to consider this report			Alison Jeffery
FP19/11/03 First published: 14 November 2019	Not before 22nd Jun 2020 Director for Economic and Community Infrastructure Commissioning	Issue: Award of contract for management operator services for iAero Centre, Yeovil Decision: Approval to award a contract for the provision of management operator services for iAero Centre, Yeovil			Samantha Seddon, Service Manager-Economy

Weekly version of plan published on 1 January 2020

FP Refs	Decision Date/Maker	Details of the proposed decision	Documents and background papers to be available to decision maker	Does the decision contain any exempt information requiring it to be considered in private?	Contact Officer for any representations to be made ahead of the proposed decision
<p>FP/19/12/02 First published: 19 December 2019</p>	<p>Not before 1st Dec 2020 Cabinet</p>	<p>Issue: Decision to conclude the establishment of a Dynamic Purchasing System (DPS) for Passenger Transport contracts Decision: Agreement to conclude the establishment of the Passenger Transport DPS framework. All contracts for Home to School Transport, Public Transport and Health & Social Care transport are let through this framework.</p>			<p>Natasha Bates</p>

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Scrutiny for Policies Children and Families Committee Work Programme

Committee meetings		Lead Member & Officer
24 January 2020		
Family Safeguarding		Claire Winter/Rowina Clint-Shanley
MTFP/Budget setting report		Sheila Collins
4 March		
Task & Finish Group – School Exclusions		Sam Baker
Adoption Medicals		Pending CCG attendance
Safe routes to school		Mike O’Dowd-Jones/Phil Curd
1 April		
Possible joint meeting with Adults & Health		Note: During PCC election period
6 May		
Regional Adoption Agency 6-month review		Claire Winter
Early Help Strategic Commissioning Board Update – (possible visit)		Louise Palmer
Elective Home Education Update		Dave Farrow
3 June		
Youth Offending Service update		Lise Bird
9 July		
9 September		
7 October		

(What impact does that have on Children in Somerset?)

Scrutiny for Policies Children and Families Committee Work Programme

12 November		
2 December		
27 January 2021		
3 March 2021		

Note: Members of the Scrutiny Committee and all other Members of Somerset County Council are invited to contribute items for inclusion in the work programme. Please contact Democratic Services (01823) 359500 & democraticservices@somerset.gov.uk who will assist you in submitting your item.

Possible future items:

A Joint meeting with Adults & Health Scrutiny Committee: CAHMS service;
 Immunisations;
 Oral health;
 Transitions Plans for LD service users (18-25) going in to Adult Services;
 The impact on Children and Families of the next stage of migration/roll out of Universal Credit.

(What impact does that have on Children in Somerset?)

Scrutiny for Policies Children & Families Committee Outcome Tracker

Agenda items	Owner	Agreed Outcome	RAG Status
26 April 2019			
Regional Adoption Agency	Suzanne Lyus	The update was accepted, and the Chair suggested, and it was agreed that an update report be provided in 6 months.	Pending – for May 2020
13 September 2019			
Scrutiny Work Programme	Scrutiny Manager	It was requested that a report with a Children and Families aspect regarding contingencies to manage 'Brexit' be brought to a future meeting.	Pending
	Scrutiny Manager	The Scrutiny Manager updated Members on the 'Safe routes to school' item and the Committee agreed that the Chair, Vice Chair and Scrutiny Manager meet to determine the specific aspects to be considered.	Pending
Early Help Strategic Commissioning Board Update	Scrutiny Manager	The Chair requested that Officers look in to arranging an appropriate visit for the Committee and that an update report be presented in 6 months.	Pending
18 October 2019			
Value for Money: Tracker and Social Care Experts Review 2018 - 2019	Chair & Vice Chair & Scrutiny Manager	The Committee accepted the report and the Vice Chair undertook to work with the Chair and Officers to determine how the Committee could best review progress on the 3 specific VFM actions during the year.	Pending
15 November 2019			
Work Programme	A Perrington	The Committee agreed to form a Task and Finish Group to review – School Exclusions and to produce a report for the March 2020 meeting.	Pending – in progress
13 December 2019			
Young Carers update	Louise Palmer	The Chair reflected on the discussion and he noted that the Committee would be interested to see how the Community Alliance plans progressed and how schools could be better enabled so that young carers could be supported. Appropriately. He suggested and it was agreed for a further update to be provided next July, to report on the first 12 months of the new arrangements.	Pending

Scrutiny for Policies Children & Families Committee Outcome Tracker

Children's Services Performance Report Quarter 2 - 2019/2020	Committee	The Chair suggested and it was agreed that the Committee give consideration to allocating a Member Champion for each of the 6 key activity areas.	Pending
Update on the Children and Young People's Mental Health and Emotional Well-being	John Dunning	There was a discussion about the development of the improvement and transformation programmes and the importance of keeping clearly defined and separate the strategies and plans. The report was accepted, and it was suggested and agreed that a further update be provided in the Spring.	Pending

The new CYPP 2019-2022 had been produced following a multi-agency process, overseen by Somerset Children's Trust. The CYPP had 4 priorities: **Supported Families; Healthy Lives; A Great Education; Positive Outcomes.**

Completed	Action complete and will be removed from tracker for next meeting and retained on Master Tracker document.
Pending	Action on-going or plans in place to address.
Incomplete	No action currently in place with a minimum of 3 months since action agreed.

(Our focus is - What impact does that have on the Children in Somerset?)

Somerset County Council
Children and Families Scrutiny Committee
24 January 2020

Medium Term Financial Plan for Children's Services

Lead Officer: Sheila Collins

Author: Sheila Collins, Interim Director of Finance

Contact Details: 01823 359028

Cabinet Member: Mandy Chilcott, Cabinet Member for Resources

Division and Local Member: All

1. Summary

- 1.1. The report summarises the key messages from the Medium-Term Financial Plan (2020-23) Strategy Report considered and approved by Cabinet on 18 December 2019. It also includes an overall assurance narrative from the Director for Children's Services alongside more details about the key areas of focus for transformation in the next few years, and further explanation of the reasons for movements in levels of spend and funding between years over the MTFP period. All of this is to enable effective Scrutiny of relevant service areas ahead of the more detailed budget report being presented to Cabinet and Full Council in February 2020.
- 1.2. A year ago, the Council recognised the need to address its financial challenges in 2018/19 and the importance of setting a robust budget for 2019/20 as well as laying foundations for the financial plans for 2020/21 and 2021/22. This report now continues that process and re-visits the indicative figures for 2020/21 and 2021/22 and looks ahead to 2022/23 as well.
- 1.3. Significant improvements have been made to the MTFP process since last year to ensure robust budgets are set over the medium term, including but not exclusively:
 - Challenge sessions held (Chaired by the Chief Executive) to ensure evidence backed pressures;
 - Wider stakeholder engagement to improve awareness of financial challenges;
 - Use of scenario planning to ensure a range of options are considered;
 - Multi-year approach to optimise longer term planning, to ensure a focus on all three years, and;
 - Continued tight financial control of in-year budgets.

More details were included in the MTFP Strategy Report presented to Cabinet on 18 December 2019 and more information will be included in the Place Scrutiny Committee report being presented on 5 February 2020. These improvements all mean that, as far as possible, all the known funding and service demand pressures have been reflected in the budget alongside proposals for transforming services and achieving productivity efficiencies. A

balanced budget has been produced for the 2020/21 with a relatively modest short-fall for 2021/22 and 2022/23. The resulting budget proposals for 2020/21 and indicative budgets for the latter two years, for each service for which this Scrutiny Committee is responsible are detailed in the report.

- 1.4. By way of context, it is important to be aware that since the Cabinet Strategy paper was considered by Cabinet, the Provisional Local Government Financial Settlement has been published by the Ministry of Housing, Communities and Local Government (MHCLG), on 20 December 2019. The Final Settlement can be expected in the new year, although significant change is not anticipated. Alongside the core funding announcements issued in the Settlement, the Council has also received confirmation of several Special and Service specific grants from Government departments. The County's District authorities (the Council Tax collecting authorities) have further up-dated their estimates for the numbers of properties liable for Council Tax next year. Additionally, the service has continued to develop detailed proposals for its areas of focus for transformation and details are now included. If relevant, any implications from the most recent budget monitoring information (month 8) have been factored into the future year's budgets. These may be up-dated further if there is significant change over the winter months. It is important to also be aware that some final figures are not yet known, for example business rate levels and final budgets figures may therefore alter by the time of the February 2020 Budget report.
- 1.5. The MTFP Strategy recognised that the Council declared a climate change emergency in February 2019 and is now working with partners to develop a Climate Emergency Strategy. When this strategy is adopted, later in 2020, the Council will need a financial strategy that is flexible enough to reflect agreed priorities. Pending this strategy, no specific activities have been factored into the indicative budget proposals at this stage.
- 1.6. Whilst full and final details for the funding that the Council expects to receive will be included in the Cabinet and full Council reports being prepared for February 2020, all funding known at this stage has been included in this report. However, the main focus of this report is on understanding the services spending requirements and areas of transformation required to be delivered for Services falling within this Committees scope.
- 1.7. It is important for Members to understand the on-going risks within approved budgets, the levels of reserves, balances and contingencies, as well as the mitigations aimed at limiting the impact on core services, especially those prioritised in the County Plan. Relevant links will be drawn out in the detail below.

2. Issues for consideration

- 2.1. In the context of paras 2.2 to 2.4 below, the Committee is requested to give consideration to the proposed budgets for 2020/21 and indicative budgets

for 2021/22 and 2022/23 for Children's Services budgets, and to review the specific proposals for changes from previous years, so that they can comment on them and offer assurance to Cabinet and/or identify any matters for consideration that they would like to highlight to the Cabinet.

- 2.2. Against a gross revenue budget of more than £700m annually, and a net revenue budget needed for 2020/21 of £338m, (as reported in December 2019), the MTFP Strategy paper showed a balanced budget for 2020/21 and a relatively modest shortfall of £9.5m for 2021/22 and 2022/23 in total. Some more information has become available since then, although this doesn't significantly alter the overall position across the MTFP period. Before the full Council meeting in February 2020 further information may become available that alters the position more. Regardless of any more changes, the current overall budget position is dependent upon delivery of each services budget proposals in full, so it is important to be sure that plans are robust and delivered and assumptions sensible. Throughout the budget planning process, all key assumptions have been tested, reviewed and challenged by officers as far as possible.
- 2.3. As at month 8 the budget monitoring report showed £6.2m of the corporate contingency not yet allocated. However, it was before winter and there are some adverse service variations that could alter the position before the end of the year. Depending on the end of year position, it may be possible to improve the Councils financial resilience beyond the level planned in the budget report for full Council in February 2020.
- 2.4. In the meantime, this paper sets out the relevant service pressures and movements included within the balanced budget position as well as details of the relevant service transformation activities.

3. Background

3.1 Indicative Service Revenue Budgets 2020-23

- 3.1.1 **Table 1** below include the total net budget for Children's services for the MTFP period 2020-23 broken down by service area. These budgets reflect the previous indicative budgets agreed by full Council in February 2019 adjusted for expected movements since then. Ahead of consideration of individual movements (in section 3.2 below), the Director of Children's Services assurance is set out below the table.

The total increase in budgets across the MTFP is 14%. This is assessed as necessary despite the re-basing of the children's services budget applied in 2018/19 and reflects the on-going demand for core children's services (in terms of volume and complexity). More details are set out from paras 3.3.3.

Table 1: Three-year budget for Children’s Services compared to the current 2019/20 budget by Service area

Service	2019/20 Budget (£)	2020/21 Proposed Budget (£)	2021/22 Indicative Budget (£)	2022/23 Indicative Budget (£)
Early Help	4,605,900	4,501,400	5,283,700	5,587,400
Fostering & Permanence	11,044,275	11,224,800	11,408,900	11,596,600
External Placements	18,774,600	20,819,000	22,058,100	23,341,700
Fieldwork	8,656,200	8,656,200	8,656,200	8,656,200
Disabilities	3,026,000	3,026,000	3,026,000	3,026,000
Safeguarding	1,190,700	1,190,700	1,190,700	1,190,700
Business Support	3,474,500	3,354,500	3,354,500	3,354,500
CLA	4,326,700	4,354,900	4,385,200	4,416,100
Leaving Care	2,591,400	2,591,400	2,591,400	2,591,400
Central	455,425	1,554,700	1,554,700	1,554,700
Commissioning	6,911,100	7,304,800	6,744,800	5,590,100
Improving Outcomes & Sufficiency	296,800	296,800	296,800	296,800
Central Commissioning Safeguard & Care	511,400	511,400	511,400	511,400
Lead Commissioner	1,770,100	1,770,100	1,770,100	1,770,100
Inclusion	14,970,300	15,959,900	16,892,500	17,338,800
Pension Deficit Adjustment*	(2,380,228)	(2,380,228)	(2,380,228)	(2,380,228)
Pay Changes*	0	1,516,100	2,552,018	3,600,377
Reserves Adjustment*	0	316,700	0	0
Total	80,225,172	86,569,172	89,896,790	92,042,649
<i>Year on year % increase</i>		<i>7.9%</i>	<i>3.8%</i>	<i>2.3%</i>
<i>Cumulative increase</i>		<i>7.9%</i>	<i>11.7%</i>	<i>14%</i>

*Note: Due to timings, these adjustments have not yet been analysed across services

3.2 Director of Children's Services Comments & Overview

Overview

The Children's services budget is based on assumptions in relation to partners - NHS, Police, Schools and other Council services capacity to deliver the strategic priorities set out in the Children and Young People's Plan (CYPP) 2019-22 and continued multi-agency operational improvements overseen by the new Somerset Safeguarding Children Partnership arrangements. Grant Thornton have provided helpful challenge to achieve a more realistic demand forecast resulting in a more secure budget for children's social care.

Children's Social Care

Operationally Children's Social Care management capacity continues to improve with enhanced integrated activity and financial performance management. The main financial challenges relate to pressures arising from Care Placement demand and costs, reflecting regional and national challenges. There is a detailed monthly Metrics report with actions to address demand and cost factors. Staffing factors relating to recruitment and retention are a secondary factor impacting on direct costs through the use of agency and indirectly through consistency of practice.

SEND & Inclusion

In relation to SEND, significant challenges relate to a more than expected increase in Education Health and Care plans which are having a major impact on the High Needs element of the Schools Budget and on the Council's direct costs through increased assessments and higher than expected increase in eligibility for Home to Schools Transport. New staffing structures are supporting better integrated working across Council teams and schools but are not yet embedded and there is recognised need for significant workforce development across all partners. A deficit recovery plan for the Dedicated Schools Grant (DSG) has been Submitted to the Department for Education (DfE), which has supported stronger collaboration with the Schools Forum. There is a national review of the impact of increases in SEND pressures, due to report in April this year. Locally self-assessment across statutory SEND partners has resulted in a shared plan with the Clinical Commissioning Group (CCG) to mitigate the pressures.

3.3 Requirement to Spend Assumptions (Revenue)

- 3.3.1 This section sets out changes to the requirement to spend by the services having considered service demands, inflation, progress in delivery of previously agreed plans and looked forward at future planned transformation and efficiency plans.

3.3.2 The movements represent changes from the existing MTFP (2019-22) agreed in February 2019 and adopt the previously Cabinet agreed key principle of ensuring robust, transparent budgets are set for forward years budgets. This will place the Council in the best position to effectively monitor service spending needs and funding.

3.3.3 **Table 2** below sets out the movements for changes to spending requirements for each of the three years of the MTFP: 2020/21, 2021/22 and 2022/23 (compared to the and the previous MTFP agreed in February 2019) and the paragraphs below then explain the rationale for each movement with relevant supporting activity information.

Table 2: Movements for Children’s Services over the MTFP period by type

Type	2020/21 (£)	2021/22 (£)	2022/23 (£)
Demand *	1,547,800	1,330,900	819,100
Demography	1,857,600	612,100	658,400
Inflation (General)	164,400	167,700	187,700
Inflation (Contractual)	803,200	865,400	865,900
Pay Changes (Including Increments, NI and Pension)	1,516,100	1,035,808	1,048,247
Prior Year Unachievable Savings	1,155,000	0	0
Savings/Transformation/1%	(1,390,300)	(867,700)	(1,433,600)
Reserves / Funding / Other Changes	690,200	183,300	0
Total	6,344,000	3,327,618	2,145,859

**Note: the movement between each year is incremental. For example, in 2020/21 demand is forecast to increase by £1.548m, and then a further £1.331m in the following year, and finally by another £0.819m in 2022/23.*

3.3.4 Demand - £1,547,800 / £1,330,900 / £819,100

Demand anticipated within SEND and Inclusion is due to increased numbers of assessments for Education Health and Care Plans. The cost of additional resources in the Education Psychology service to undertake these assessments is £335,300 and has been calculated based on the number of EHCPs as stated in the Dedicated Schools Grant (DSG) deficit recovery plan.

In addition, £116,300 is required for additional capacity in Commissioning to review contracts and undertake provider reviews. Investment of £240,700 in SENDIAS

and Travel Plans of £185,000 is required to deliver the transformation savings.

Increase in demand for external residential and fostering placements of £631,500 is due to increasing level of complexity of need for Looked After Children and lack of suitably skilled and resilient foster carers in house or in the private sector. This has been calculated based on the difference between the inhouse and external average weekly rate as at September 2019.

Due to the planned movement of children from Independent and Non-Maintained Special Schools to maintain schools an additional £36,700 has been included for SEND Transport.

3.3.5 Demography - £1,857,600 / £612,100 / £658,400

The demographic growth included is due to increases in population forecasts for Children Looked After (CLA), Children in Need (CIN) and Child Protection Plans (CPP).

This has been calculated based on population forecasts for Somerset as per the Office of National Statistics for ages 0 to 17. The rate per 10,000 of 48.1 has been used for CLA, 97.6 for CIN and 30.5 for CPP.

This equates to increases of 1.1% in 2020/21, 0.74% in 2021/22 and 0.75% in 2022/23.

3.3.6 Inflation (General) - £164,400 / £167,700 / £187,700

The inflation calculation is based on a 2% increase across Children's services fees and allowances budgets. The service has begun working on how this should be allocated across the existing fees and allowances scheme.

3.3.7 Inflation (Contractual) - £803,200 / £865,400 / £865,900

Inflation has been calculated based on CPI (Consumer Price Index) at 1.9% across all contracts. These contracts include external placements for looked after children and Home to School and SEND Transport.

The recently announced increase of 6.2% to the National Living Wage (£8.21 to £8.72) may impact over and above the 1.9% above. The position will be reviewed in the final budget report to full Council in February 2020.

Pay Changes - £1,516,100 / £1,035,918 / £1,048,359

3.3.8

Pay changes are based upon the latest staffing establishment, national pay award of 2.75% and the results of the tri-annual pensions revaluation.

3.3.9

Prior Year Unachievable Savings - £1,155,000 / £0 / £0

The prior year saving relates to the Technology and People (TAP) programme and was reversed in last year's MTFP and reported to Scrutiny Committee at that time. The programme closed before the anticipated end date due to the

financial imperative focus which reviewed future MTFP saving targets and reset the 2019/20 budget. This resulted in a decision to reabsorb the future years savings attributed to TAP into the overall organisational target.

3.3.10

Savings/Transformation/1% - (£1,390,300) / (£876,700) / (£1,433,600)

The savings figure is broken down into 4 categories; prior year unachievable (£1.155m as explained above), savings identified during previous MTFP's, Transformation savings and 1% additional efficiencies.

Savings identified and agreed during the 2018/19 MTFP process are £487,100 for External placements, £120,000 for Business Support and £40,000 for the Youth Service. This also includes the reinstated budget for the one-year MTFP saving (Child1920-04) for staff vacancies in Children's Social Care of £775,300.

Planned savings from new transformation initiatives in 2020/21 include Family Safeguarding, SENDIAS (Special Educational Needs and Disabilities Information and Advice Service) and SEND Travel Plans total £363,500. Please refer to **para 3.4** below and **Appendix A, B and C** for further details.

The prior year saving (Finance 1920-03) for locum cover for ASYE (Assessed and Supported Year in Employment) social workers of £1,500,000 was originally only agreed as one off and therefore, the budget due to be reinstated in 2020/21. As part of contributing to the 1% required to support balancing the overall authority budget this has been reassessed by the service and a decision made to make the saving permanent.

3.3.11

Reserves/Funding/Other Changes - £690,200 / £183,300 / £0

The reserve held for the West Somerset Opportunities Area of £316,700 is anticipated to be fully utilised in 2020/21.

The base budget for Home to School Transport was £498,000 below the level required in 2019/20 due to a technical issue with the data management system. This is being corrected in year via use of contingency and permanently amended via the MTFP in 2020/21.

As part of the recruitment offer for social workers an additional £324,000 has been added to the base budget and £500,000 of the recently announced Troubled Families grant has been proposed by the service to support the financial position of the authority in 2020/21.

3.4 Areas of focus for Transformation and productivity efficiency

Children's Services have several significant initiatives planned to be delivered throughout the MTFP period (2020-23) that will alter how those services are delivered and have a significant impact of the future need to spend in those areas. The initiatives and financial implications are summarised in **Table 3** below and then further explanation of each set out

in the following paragraphs. **Appendices A, B and C** include further details about each initiative for consideration.

Table 3: Transformation Initiatives for Children’s Services over the MTFP (2020-23) period

Initiative	Total Investment	Incremental saving / cost avoided £		
	£m	2020/21	2021/22	2022/23
Family Safeguarding*	4.450	(29,800)	(547,700)	(1,112,100)
SENDIAS	0.241	0	(240,000)	(480,000)
Travel Plans	0.185	(330,000)	(240,000)	(210,000)
Totals		(359,800)	(1,027,700)	(1802,100)

* To be funded via Social Care grant ** Includes cost avoidance adjusted for as a reduction in demand in 3.3.5

Family Safeguarding

Children’s Social Care intend to transform the current offer for Somerset’s most vulnerable families. The Family Safeguarding Model will bring adult workers into integrated teams with children’s workers to strengthen the whole family in order to support children to remain with birth families where appropriate.

The saving is based on reducing the number of children coming into care at the external placement weekly rate.

The investment is proposed to be funded through the additional one-off Social Care Grant allocated to the Council for 2020/21, a total of £10.4m. more details are included in the Place Scrutiny Committee report about the overall proposed use of this one-off grant.

SENDIAS

The service plan to deploy Support Workers from Getset level 2 to enhance the service through having community-based staff who are mobile and flexible to the needs of parents, children and young people with SEND. The outcome of this earlier intervention will be that the pressure on the SEND Casework team and the capacity of SENDIAS Area Co-ordinators will be reduced, saving costs in mediation and tribunals and enabling the Casework team to more readily meet statutory timescales.

The saving is based on reducing the number of SEND assessments by 30 a year at £8,000 each.

Travel Plans

The Inclusion service plan to increase the number of active Personal Travel Plans (PTPs) and increase the capacity of Independent Travel Trainers (ITTs) to

work with a greater proportion of children with EHCPs to ensure they are able to travel independently on public transport to Post-16 provision. This will reduce the need for the LA to have to organise contracted vehicles.

The saving is based on an average annual transport cost of £6,000 per child.

3.5 Service Transformation Plans 2020/21

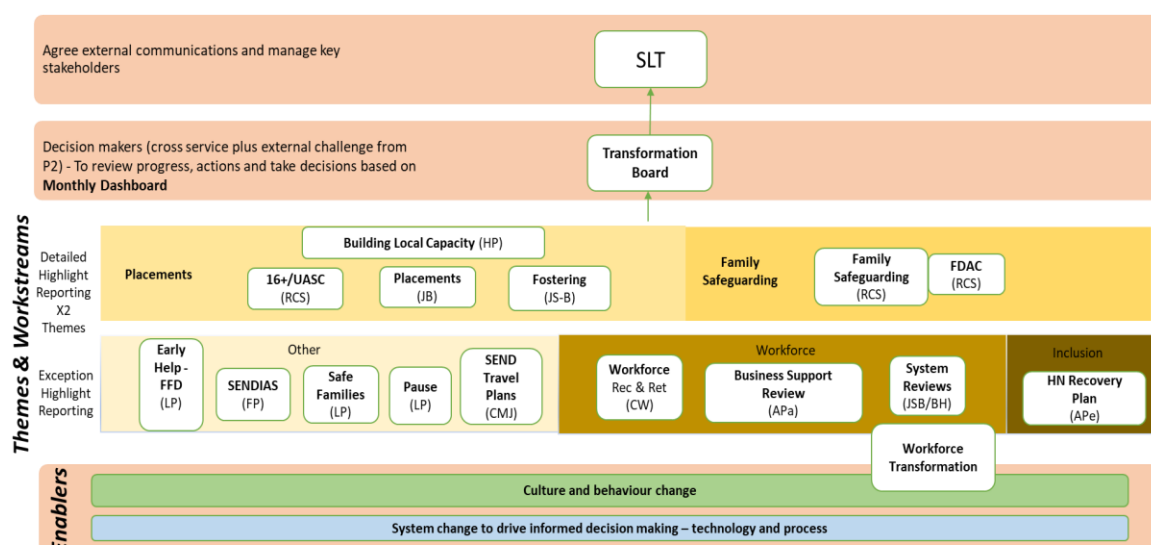
To reflect the Council’s and the partnerships strategic priorities as set in the CYPP and building on previous activity following the Peopletoo Review in 2018, there are a number of new initiatives for 2020/21 aimed at both improving outcomes and reducing costs:

- **supporting families in finding solutions** – these include Pause, Safe Families, Family Safeguarding and Family Drug and Alcohol Courts initiatives. All are aimed at the ‘Supported Families’ priority of the CYPP.
- **supporting co-production with families** - these include SENDIAS and SEND Travel Plans initiatives aimed at the ‘Healthy Lives and Great Education’ priorities of the CYPP.
- **care market** - consideration is being given to a more strategic intervention into the local care market to secure the provision needed for Somerset Children a report is expected in early Spring.

Chart 1 below, sets out a schematic of the plans and governance arrangements.

Chart 1: Governance arrangements for Children’s Transformation 2020/21

2020/2021 Transformation Scope (validated by Board)



3.6 Revenue Funding Assumptions

This section considers the core funding assumptions affecting the services covered by the Scrutiny Committee. The wider core council funding assumptions, such as

Council Tax, Business Rates and Revenue support Grant will be included in the Place Scrutiny report.

It is important to be aware that the Government's Financial Settlement is for 2020/21 only, meaning there is currently a high level of uncertainty over funding levels for the latter two years of the MTFP period.

Table 4 below includes a summary of the key service specific grants affecting Children's Services followed by a narrative about each explaining the basis for the assumptions and identifying any risks associated with them.

Table 4: Service Specific Grant Funding

Grant Name	2020/21 (£)	2021/22 (£)	2022/23 (£)
Troubled Families	1,102,000	0	0
Rough Sleeping	47,500	0	0
Staying Put	139,700	139,700	139,700
Youth Justice Board	462,200	462,200	462,200
Asylum Seeker	506,500	506,500	506,500
School Improvement Monitoring and Brokering Grant	593,800	593,800	593,800
Pupil Premium CLA	956,800	956,800	956,800
Total	3,808,500	2,659,000	2,659,000

Assumptions have been made in relation to all grants included in the table above except Troubled Families and Rough Sleepers which are known values. All other grants have been confirmed as continuing into 2020/21 but as yet no allocation has been announced by the relevant government departments. In all instances the allocations above have been based on 2019/20 allocations and adjusted where demography has an impact on the funding likely to be received.

For the purpose of the MTFP all grants have been assumed to continue beyond 2020/21 with the exception of Troubled Families and Rough Sleepers. If any of the grants were to cease it would cause an immediate financial pressure as these grants are embedded within the services due to being in place for a number of years and funding additional statutory burdens placed upon the local authority by central government.

Dedicated Schools Grant (DSG) for 2020/21

The distribution of the DSG is set out in four blocks for each local authority: Schools Block, High Needs Block, Early Years Block, and Central School Services Block.

In October 2019, the DfE published primary and secondary units of funding for the Schools Block, and provisional allocations for the High Needs Block and Central School Services Block.

In December 2019, these provisional allocations were updated with the latest pupil numbers to show how much each local authority will receive in 2020/21 and included initial allocations for the early years block following the early years national funding formula rates for 3 and 4-year olds.

The DSG provisional allocations provide for additional funding per pupil and confirms that local authorities must deliver mandatory minimum per pupil levels to relevant schools in their local area. Somerset Schools Forum has already taken steps to move towards adopting the National Funding Formula and so this does not present any significant issues for Somerset.

The DSG 2020/21 allocation for Somerset, received on 19 December 2019, is £400.2 million. **Table 5** below shows the breakdown:

Table 5: DSG allocation by Block for 2020/21

DSG Block	2020/21 Allocation £m
Schools block	311.7
Central School Services block	7.1
High Needs block	52.6
Early Years block	28.7
Total	400.2

As required by the DfE, Somerset County Council submitted a DSG Deficit Recovery Plan in June 2019. A Schools Forum working group will be considering the impact of the provisional allocation and the 2019/20 forecast outturn position on the Deficit Recovery Plan in February 2020 and reporting to the Schools Forum in March 2020. A further up-date will be included in the full Council report for 19 February 2020.

3.7 Capital Programme 2020-23

The Council is proposing an additional capital programme of £124m across the MTFP period. **Table 6** below shows the element of this that relates to children's services and how this is anticipated to be funded.

Table 6: Proposed Capital Bids for Children's Services 2020-2023

Scheme	Description of scheme	2020/21 £m	2021/22 £m	2022/23> £m	Total £m
Schools - Basic Need	Provision of School Places across Somerset	2.594	0	0	2.594
Schools Condition	Deliver Schools Condition Programme	3.661	3.661	3.661	10.983
Children's Total		6.255	3.661	3.661	13.577

Financed by:	2020/21 £m	2021/22 £m	2022/23> £m	Total £m
Government Grants	3.661	3.661	3.661	10.983
3rd Party Contributions	2.594	0	0	2.594
Total	6.255	3.661	3.661	13.577

Schools Basic Need

The proposed bid for Basic Need is for known contributions due to the Council during 2020/21 (CIL, S106, etc.). Significant capital approval was awarded for Basic Need during 2018/9 and the service are confident they can continue to manage the programme within their current approval levels.

Schools Condition

The proposed bid relates to grant funding from central government. It is based on the level of grant awarded during 2019/20. Confirmation of the value of grant awarded is usually received in March. Therefore, the capital approval may need to be adjusted at the start of next year to reflect the actual grant received. This will be shown in the quarter 1 monitoring report.

Current Capital Programme

The current capital programme contains a range of approvals for Children's Services. These include Children's Social Care and Early Years. Even though all services had the opportunity to bid for new capital approval, most areas within Children's Services are confident they can manage within their current approvals at present.

Table 7 below shows the current capital programme, as forecast at Month 6, with the proposed new bids for 2020 onwards. Members should note this is only an indication of what the programme will look like as the actual value of approvals will depend on the final 2019/20 figures and any possible slippage within the programme.

Table 7: Total Capital Programme 2020-2023

Service Area	2020/21 £m	2021/22 £m	2022/23> £m	Total £m
Schools - Primary and Secondary Sector	46.908	28.848	30.914	106.670
Local Enterprise Partnership	11.247			11.247
Economic Development	9.537	12.187	26.571	48.295
Highways Engineering Projects	18.189	1.558	0.200	19.947
Highways and Traffic Management	33.281	30.396	30.915	94.592
Support Services	4.506	5.183	2.550	12.239
Somerset Waste Partnership	4.638	3.375		8.013
Early Years and Community Services	2.577	3.321	4.849	10.747
Flood and Water				0.000
Schools - SEN and Access	0.634	0.700	1.069	2.403
Other Services	2.026	1.048	1.869	4.943
	133.543	86.616	98.937	319.096

Financed by:	2020/21 £m	2021/22 £m	2022/23> £m	Total £m
Borrowing	57.130	38.094	39.921	135.145
Capital Receipts	2.646	4.058	1.231	7.935
Capital Fund/ Revenue	0.900	0.900	0.950	2.750
Government Grants	67.180	36.208	55.123	158.511
3rd Party Contributions	5.687	7.356	1.712	14.755
Estimated funding	133.543	86.616	98.937	319.096

4. Consultations undertaken

- 4.1. Any proposals requiring consultation will not proceed until relevant consultations have been completed.

5. Implications

- 5.1. There are significant financial implications, and these are identified throughout the report.
- 5.2. The detailed proposals for transformation can be seen in **Appendix A, B and C**, and those detail legal implications associated with each change proposal.

6. Background papers

- 6.1. Revenue Budget 2020/21 and MTFP Strategy Report to Cabinet 18 December 2019

Note: For sight of individual background papers please contact the report author.

Appendix A

Family Safeguarding Transformation Proposal

Service Area:	Children's
Director:	Julian Wooster
Strategic Manager	Rowina Clift-Shanley
SAP Node	EDBA

1. Description of transformation proposal:

The Family Safeguarding Model will bring adult workers into integrated teams with children's workers to strengthen the whole family in order to support children to remain with birth families where appropriate. Implementation of the Family Safeguarding Model in Somerset is a catalyst for health and social care integration in Children's Services.

The Family Safeguarding Model seeks to influence, change and improve children's services effectiveness through applying two core concepts.

- Enabling parents to address their own issues will create the context within which they will be able to parent more effectively – locating wider adult focussed practitioners within social work teams to tackle these issues.
- Social workers work more effectively and are better equipped to practice if they are well supported and have the right tools to do the job – ensuring that clinical supervision and advice is located within teams and deploying approaches to practice such as motivational interviewing.

2a. Benefits (Non-Financial) and Opportunities

The primary benefit of Family Safeguarding is to keep children with birth families wherever safe and appropriate

Benefits (improved outcomes) for families

Sustainable change - Addressing underlying parental issues can make supporting families to make sustainable changes.

Young people wanted Somerset Children's Trust to assist their parents by helping their families to make the right choices to support happy healthy lifestyles. Parents have identified they require support for themselves to look after themselves, so they could look after their children better. This model offers the opportunity to strengthen support to them to ensure that adult focussed support is consistently available and integrated within an already improved social work service.

Direct benefits to children is evidenced in Hertfordshire with significantly improved school attendance (38%), Somerset is also committed to improve family education and employment through engagement of employment specialists within ECI and understanding strengths of partners who have been part of troubled families. This

type of longer-term change will offer greater resilience to families and sustainability through routes out of poverty and improved self-esteem.

Benefits (improved outcomes) for the workforce

The context within which social work is practiced has a significant effect on an organisations ability to recruit, retain and grow new social workers. Although Somerset now has a stable management teams significant challenges in attracting and keeping social workers is evident. This has implications for achieving the next phase of improvement, longer term succession and sustainability planning. Social workers work more effectively and are better equipped to practice if they are well supported and have the right tools to do the job.

Adopting the family safeguarding model would transform the context within which social work is practiced. It would ensure that clinical supervision and advice is located within the teams (psychology) and deploying approaches to practice such as motivational interviewing. The context of succeeding with families because the correct support to address underlying issues can provide a context where success and achievement increases social work confidence and satisfaction. Somerset currently has 18 vacancies within area teams and a further 15 posts covered by locums.

Benefits for SCC

The most important benefit for SCC is the change in conversation with communities and the commitment to working alongside families, tackling issues that are important to them. Over time this erodes residual punitive practice, it reinforces what families have told us – that they are the experts when it comes to their own children. It has the potential to shift the culture from statutory intervention to act as enforcement to statutory intervention to truly empower.

The nature of family safeguarding outcomes in the short term also mean they have potential for impacting on future adult demand. Avoiding the trauma of removing children from birth families, is likely to have an associated reduction in demand placed on adult services (adult mental health, substance misuse and domestic abuse) from parents who have experienced the removal of their child, but also for children who remain with their birth families, their future needs and the avoidance of a major trauma should mean demand is avoided by adult services in the future too.

Family Safeguarding can reduce commissioning silos and build greater resilience in SCC, where some specialist commissioning areas are largely reliant on individuals, as we begin to collaborate more and build a shared evidence base of true demand and impact.

Benefits for the Somerset System

The economic case has evaluated the public value of family safeguarding and has been assessed against a number of national recognised criteria. It is clear that the model accrues cost avoidance and savings beyond the council, impacts are observed across the health, criminal justice and social care economy.

Family Safeguarding is a catalyst for health and social care integration in Children's Services.

2b. Financial Benefits - Will be completed by Finance

Financial benefits identified should be evidence based and financial analysis should be undertaken which establishes how each future benefit is measured and signed off. Please also include any costs and income including Capital Costs, Capital Receipts, Estimate of Redundancy costs, Estimate of Resource costs to deliver.

Financial Year	Financial benefits (to the nearest £100)	Income Generated	Cost Involved	Total	Ongoing or One-off?
2020/21	£29,800	£	-£1,122,200	-£1,092,400	On-going
2021/22	£547,700	£	-£643,100	-£95,400	On-going
2022/23	£1,112,100	£	£159,200	£1,271,300	On-going
Total	£1,689,600	£	-£1,606,100	£83,500	

3. Transformation investment and Support required

Please include information about leverage funding/match funding from external sources as well as any additional resources required e.g. Finance, HR, legal, IT, procurement, project management.

Investment Type	Yes/no	Amount of Investment Needed	Year	Or any Additional support needed at no cost.
Financial	Yes	£4.5m	2020/21/22	
HR				
Legal				
ICT				
Procurement				
Change				
Business Support				
other				

4. Any Risk or Impact on residents, businesses and other organisations & Impact on other services we provide (please include and legal issues identified):

Are there impacts on other services delivered by other services, including impacts on support services and/or the requirement for additional support/spend (such as property/ICT)?

Are there services which partners could provide instead? What would the impact be on residents? Could residents be empowered to do it themselves? How are business and other organisations affected?

What key risks are being considered (i.e. impact on community, knock-on impact on Council teams and other agencies)?

The following key risks have been identified:

- Transformation is intended to provide the springboard to 'Good' Ofsted rated services. With the focus being on transformation it is imperative that the focus on quality of service and maintaining the pillars of practice is not lost.
- Attracting staff across the range of disciplines into these adult family safeguarding roles could impact on existing services resources
- Without unified commissioning intentions within SCC and the wider public services systems we confuse support to families and have potential to create a system where services are in conflict
- The children's case management system needs to be re-procured. The current provider has a module that provides the right platform for family safeguarding integrated teams to work on cases in a collaborative way. Timelines are unlikely to align.

What are the interdependencies and dependencies for this proposal?

Adults Services

Commissioning

Procurement

Improving Lives Programme

HR

IT

Equalities Impact Assessment- Is the equality duty relevant - Yes/No? (N.B If yes, a separate EIA will need to be completed in full and signed off by the Corporate Equality Manager)

Yes

Would there be a need to carry out staff/public or stakeholder consultation - Yes/No? If yes, how is it proposed that this happens?

?

5. Timescale to deliver key milestones:

Milestone	Date
Programme Mobilisation & Set Up	Nov 19 to Jan 20
Integrating Disciplines	Jan 20 to Jun 20
MI Training Delivery (part 1)	Jan 20 to Jun 20
Developing New ways of working	Mar 20 to Jun 20
Go Live	Apr 20 to end Jun 20
Focus on impact/feedback from families	Jul 20 to end Sept 20
Early evaluation	Oct 20 to Dec 20
Go/No Go year 2 investment gateway	Dec 20 to Jan 21
Embedding routines/performance improvement	Jan 21 to Mar 21
MI Training Delivery (part 2)	Jan 21 to end May 21
Adopting New ways of working	Jan 21 to Mar 21
Integrating Disciplines	Jan 21 to Apr 21
Go Live	Apr 21 to Jun 21
Focus on impact/feedback from families	Jul 21 to Sept 21
Formal evaluation, wider system investment case	Jul 21 to Oct 21
Investment Gateway – Base Budget	Oct 21

6. Confidence level:

Please indicate a level of confidence in delivering the proposal. Please also provide a brief explanation for the chosen confidence level.

<i>Confidence Level</i>	<i>Please Tick</i>	<i>Confidence Level</i>	<i>Please Tick</i>
25%- Remote		75% - Probable	
50%- Unlikely		100%- Certain	

Explanation here:

Financial benefits & investment	By whom	Date
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validated (Y/N)	(Sign)	
Sign off from Strategic Manager		
Equalities Sign off		
Finance Sign off		

.....

For internal information only:

Information has been sent to and acknowledged by (Y/N)	By whom	Date
Legal		
Insurance		
HR		

Appendix B

Transformation Proposal

Service Area:	Children's Services
Director:	Julian Wooster
Strategic Manager	Fiona Phur
SAP Node	

1. Description of transformation proposal:

Somerset Special Educational Needs and Disabilities Information Advice and Support (SENDIAS) Team Restructure

On the 1st September 2014 the Children and Families Act came into effect and with it a raft of reforms and new duties on local authorities for how services and support are delivered for disabled children and young people and those with SEND.

The Minimum Standards for Information Advice and Support Services (IASS, sometimes known as SENDIAS/S) were finalised in September 2018. These minimum standards are based on the requirements relating to support that Information, Advice and Support Services must provide, as set out in the Children and Families Act (CFA) 2014, the SEND Code of Practice and on additional legal advice commissioned by the Information, Advice and Support Service Network.

These standards have placed an extra burden on the service, although from their launch, it was evident that Somerset aims to offer a compliant and effective service. In order to achieve this, this requires an investment in capacity in the service, but this will lead to cost avoidance by reducing the number of assessments per annum.

Total cost avoidance = £1,440,000
 Minus total pressure of SENDIAS investment=£723,000
 Total cost avoidance over 3 years= £717,000.

The getset level 2 service will cease from 31 March 2020, therefore the existing Family Support Worker staff are formally at risk of redundancy. In order to achieve this new SENDIAS structure, there is an opportunity to redeploy getset level 2 staff with a transition period between October 2019 – March 2020 where they undertake the required training and begin working with families and schools, under guidance of area co-ordinators.

2a. Benefits (Non-Financial) and Opportunities

In order to embrace the principles of early intervention, fairness and equitable provision across the county, SENDIAS should be better equipped to be able to support all families, including children on SEND support, in schools. This will mean that schools are better informed to support children with SEND under the SEND

Code of Practice, as required by the Children and Families Act 2014. This may decrease the requests for assessment for EHC Plans and result in fewer mediations and tribunals and, therefore, supporting SEND caseloads to be processed within statutory timescales.

The deployment of experienced Support Workers from the getset level 2 service will enhance the service through having community-based staff who are mobile and flexible to the needs to parents, children and young people with SEND needs. Their established networks and skills will mean that parents have more access to advocacy and support and schools have more guidance as to their responsibilities. For more complex cases, support workers will be able to step-up the case to the more experienced SENDIAS Area Co-ordinators, who will manage cases at Level 3 and 4 need. The outcome of this early intervention will be that the pressure on the SEND Case work team and the capacity of SENDIAS Area Co-ordinators will be reduced, this saving costly fees in mediations and tribunals and allowing the case work team to meet statutory timescales.

2b. Financial Benefits - Will be completed by Finance

Financial benefits identified should be evidence based and financial analysis should be undertaken which establishes how each future benefit is measured and signed off. Please also include any costs and income including Capital Costs, Capital Receipts, Estimate of Redundancy costs, Estimate of Resource costs to deliver.

Financial Year	Financial benefits (to the nearest £100)	Income Generated	Cost Involved	Total	Ongoing or One-off?
2020/21	£0	£	-£241,000	-£241,000	On-going
2021/22	£240,000	£	-£0	£240,000	
2022/23	£480,000	£	-£0	£480,000	
Total	£720,000	£	-£241,000	£479,000	

3. Transformation investment and Support required

Please include information about leverage funding/match funding from external sources as well as any additional resources required e.g. Finance, HR, legal, IT, procurement, project management.

Investment Type	Yes/no	Amount of Investment Needed	Year	Or any Additional support needed at no cost.
Financial	Yes	£241,000	2020/21	
HR				
Legal				
ICT				

Procurement				
Change				
Business Support				
other				

4. Any Risk or Impact on residents, businesses and other organisations & Impact on other services we provide (please include and legal issues identified):

The risk of this investment not making the desired outcome will mean that the SEND Casework team and supporting services will continue to receive a disproportionately high level of requests to assess for an Education, Health and Care plan (EHCP) and refusals to assess will lead to a higher number of mediations and tribunals. The average cost of a tribunal is around £8000.00.

The risk of these negative actions increasing means that families of children and young people with SEND will have lowered confidence in the local authority being able to support their children

Equalities Impact Assessment- Is the equality duty relevant - No

5. Timescale to deliver key milestones:

Milestone	Date
Discussion with getset staff	w/c 23.09.2019
Getset staff to complete expressions of interest	w/c 30.09.2019
Informal conversation with SENDIAS, individual getset staff member and getset manager	w/c 07.10.2019
Getset staff to complete SEND e-learning	w/c 14.10.2019
SENDIAS team plan work shadowing opportunities and assign mentors to getset staff	w/c 21.10.2019
Getset staff begin taking lead roles	w/c 06.01.2020
Getset staff redeploy	w/c 30.03.2020
<i>Quarterly milestones reported to the SEND Improvement Board over 3 years to evidence effectiveness of SEN Support work</i>	w/c 1.4.2020

6. Confidence level:

<i>Confidence Level</i>	<i>Please Tick</i>	<i>Confidence Level</i>	<i>Please Tick</i>
25%- Remote		75% - Probable	✓
50%- Unlikely		100%- Certain	

Explanation here:

The confidence that the project will commence from 1.4.2020 is 100% as the process of redeployment has already commenced. The confidence that the project will reduce assessments is rated at 75% ,as there is a risk that the need will increase beyond the investment made.

Financial benefits & investment validated (Y/N)	By whom (Sign)	Date
Sign off from Strategic Manager		
Equalities Sign off		
Finance Sign off		

.....

For internal information only:

Information has been sent to and acknowledge by (Y/N)	By whom	Date
Legal		
Insurance		
HR		

Appendix C

Education Travel Plans Transformation Proposal

Service Area:	Children's
Director:	Julian Wooster
Strategic Manager	Claire Merchant-Jones
SAP Node	EDBI

1. Description of transformation proposal:

Increase the number of Personal Travel Payments (PTPs) and Capacity of Independent Travel Trainers (ITT's)

Increase the number of active PTPs in use in Somerset by identifying all children that are travelling individually and contacting their parents to revisit conversations around acceptance of a PTP.

Increase the capacity of ITT's to work with a greater proportion of children with Education Health Care Plans to ensure they are able to travel independently on public transport to Post-16 provision and reduce the need for the LA to have to organise contracted vehicles.

2a. Benefits (Non-Financial) and Opportunities

PTPs – Increased take up of PTP's will provide more parents with the freedom to make their own arrangements in relation to getting their children to and from school, including the use of after school clubs, car sharing, child minders etc.

PTP's - Reduction in the number of journeys having to be arranged by the LA.

ITTs – Increased capacity within the ITT team will enable them to support more children with Education Health Care Plans (EHCP's) to develop their independence and transition to adulthood.

ITT's – More children with EHCP's will be able to travel independently on Public Transport

2b. Financial Benefits - Will be completed by Finance

Financial benefits identified should be evidence based and financial analysis should be undertaken which establishes how each future benefit is measured and signed off. Please also include any costs and income including Capital Costs, Capital Receipts, Estimate of Redundancy costs, Estimate of Resource costs to deliver.

Financial Year	Financial benefits (to	Income Generated	Cost Involved	Total	Ongoing or One-off?
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	the nearest £100)				
2021/22	£330,000	£0	‑£189,000	£141,000	Ongoing
2022/23	£240,000	£0	‑£0	£240,000	Ongoing
2023/24	£210,000	£0	‑£0	£210,000	Ongoing
Total	£780,000	£0	‑£0	£591,000	

3. Transformation investment and Support required

Please include information about leverage funding/match funding from external sources as well as any additional resources required e.g. Finance, HR, legal, IT, procurement, project management.

Investment Type	Yes/no	Amount of Investment Needed	Year	Or any Additional support needed at no cost.
Financial	No			
HR	No			
Legal	No			
ICT	No			
Procurement	No			
Change	No			
Business Support	No			
Other (Additional resource & additional County Tickets for training purposes)	Yes	£191,000	20/21up to 22/23	

4. Any Risk or Impact on residents, businesses and other organisations & Impact on other services we provide (please include and legal issues identified):

Are there impacts on other services delivered by other services, including impacts on support services and/or the requirement for additional support/spend (such as property/ICT)?

- No

Are there services which partners could provide instead? What would the impact be on residents? Could residents be empowered to do it themselves? How are business and other organisations affected?

- No – there is already an established team delivering the service

What key risks are being considered (i.e. impact on community, knock-on impact on Council teams and other agencies)?

- Parents may be resistant to their children being trained to travel

independently which would result in a continued/increased dependence on the SCC (Transporting Somerset team) for travel arrangements

What are the interdependencies and dependencies for this proposal?

- We will be reliant on schools to support and promote the ITT approach to increase the number of children receiving training to travel independently. Schools will also be instrumental in supporting families/carers to see the benefit of increased independence for their children
- Somerset Parent Carer forum who have offered to support and promote the benefits of ITT to their members

Equalities Impact Assessment- Is the equality duty relevant - Yes/No? (N.B If yes, a separate EIA will need to be completed in full and signed off by the Corporate Equality Manager)

- No – there is no negative impact on Children and their families/carers because this is an extension of an existing service and it will result in an increased service

Would there be a need to carry out staff/public or stakeholder consultation - Yes/No? If yes, how is it proposed that this happens?

- No formal consultation is required. This is an extension of existing operational activities

5. Timescale to deliver key milestones:

Milestone	Date
PTPs - Revisit conversations with parents	Oct 20? Ongoing to 2022
ITTs – Agree budget increase	Oct 19
Recruitment of additional ITTs	Nov 19 to Dec 19
Familiarisation training and casework allocation	Jan 20 to Feb 20
New ITT recruits begin training children	Mar 20

6. Confidence level:

Please indicate a level of confidence in delivering the proposal. Please also provide a brief explanation for the chosen confidence level.

Confidence Level	Please Tick	Confidence Level	Please Tick
25%- Remote		75% - Probable	<input checked="" type="checkbox"/>
50%- Unlikely		100%- Certain	

Explanation here:

Confidence in achieving **cost avoidance** is high

Financial benefits & investment	By whom	Date
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validated (Y/N)	(Sign)	
Sign off from Strategic Manager	Claire Merchant-Jones	23.12.2019
Equalities Sign off	Tom Rutland	20.12.2019
Finance Sign off	Adele Mclean	23.12.2019

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For internal information only:

Information has been sent to and acknowledge by (Y/N)	By whom	Date
Legal	Tom Woodhams	
Insurance	Heather Hall	
HR	Vicky Hayter	



Family Safeguarding:

January 2020

Rowina Clift-Shanley – Strategic Children's Commissioner
Claire Winter – Deputy Director, Children's Services

Improving Lives – SCC Vision

- Our overriding aim, as captured in our County Vision, is to improve lives.
- We need to change if we are to continue achieving our aim within the financial realities of modern local government.
- Through hard work and tough decisions, we have a degree of financial stability for the short-term. We need to build on that and plan ahead, so we can become the confident, ambitious and improving organisation that we wish to be.
- We must focus on a new approach that enables us to improve lives earlier, faster and in a way that's more joined up with our partners.
- We need to create a sustainable organisation, a culture that encourages innovation and values staff.





What does SCC want to do?

- Prevent rather than react.
- Manage demand by working alongside our communities to make best use of all Somerset's available assets, providing the best possible outcomes and enabling our communities to be strong and resilient.
- Plan ahead, so we manage potential demand and have the right services where and when we need them, making the best use of every Somerset pound.

What is Family Safeguarding?

Bringing adult workers into integrated teams with children's workers to strengthen the whole family in order that children can remain with birth families and not come into care.

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- Delivers improved outcomes for families and reduces the Care Population – both in prevention and return home.
- Delivers support to families when they need it, reducing escalation and long-term trauma.
- Presents an opportunity for a culture shift – innovation, empowerment and staff feeling more valued.
- Allows us to evidence impact on wider system. Reduced demand on emergency services (NHS & the Police), prevention savings to Adult Services (Mental Health & Drug services).
- Recognised Practice Model for effective family intervention – assurance that our ambition is well placed.
- Addresses Ofsted's criticisms of 'less than good' multi-agency working between services for vulnerable families - improving lives faster.





Hidden Harm

In 2015 Public Health Somerset published a 'Hidden Harm' needs assessment (<http://www.somersetintelligence.org.uk/hidden-harm.html>), this highlights the issue of mental health, substance misuse and domestic abuse in households with children across Somerset, identifying areas of overlap between the three factors.



'Improving the conditions for vulnerable children across Somerset is best achieved by improving the life chances of the most vulnerable fastest.' (2016/16 Somerset JSNA – Children and Young People)

<http://www.somersetintelligence.org.uk/cyp/>





What is the demand?

January 2015 - 'Hidden Harm' needs assessment, there were 465 children in Somerset with a Child Protection plan in place, 18% had all three hidden harm factors.

August 2019 - of 3735 Children in need of Protection or support in Somerset 14% (528 cases) had all three hidden harm factors.

Social work assessments identified that 70% (2,600) of these children had at least one 'hidden harm' parental factor identified.

- 41% - domestic abuse (1530 children)
- 40% - adult mental health (1500 children)
- 21% - adult drug misuse (784 children)
- 18% - adult alcohol misuse (672 children)

Model for area teams:

As Is

Assessment Team 1

Assessment Team 2

Safeguarding 1

Safeguarding 2

Safeguarding 3

CLA Team 1

CLA Team 2

To Be

Assessment 1 (including Adult Practitioners)

Family Safeguarding 1 (including Adult Practitioners)

Assessment 2 (including Adult Practitioners)

Family Safeguarding 2 (including Adult Practitioners)

Wider Safeguarding

CLA Team Permanence outside of family

CLA Team Re-unification

2 x Psychologists

Half of the County Each

Reflective Supervision

Integrated teams enhanced by Adults Practitioners:

2 x Domestic Abuse Worker Victims
2 x Domestic Abuse Perpetrators
2 x Substance Misuse Worker
2 x Adult Mental Health Worker



Implementation timescales

Year 1 - 20/21 –South Somerset and Bridgwater offices

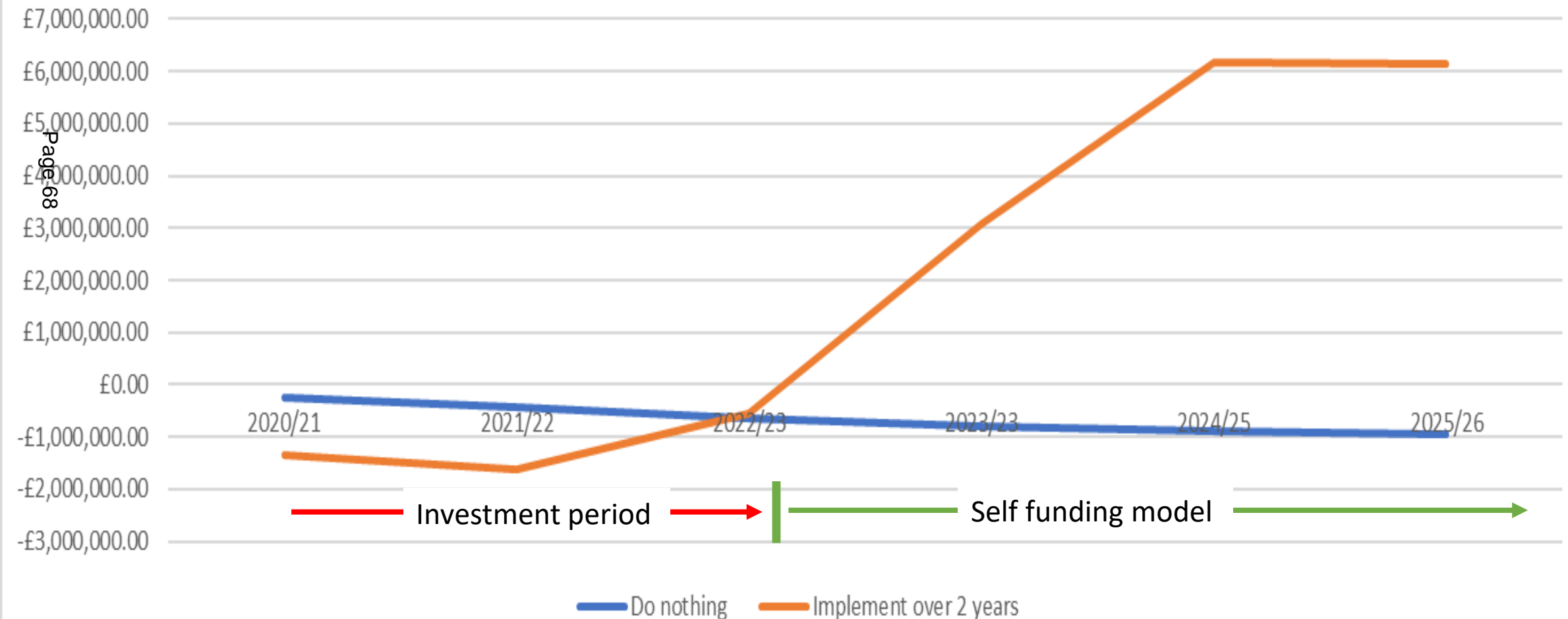
Year 2 – extend implementation county wide to include Mendip and West Somerset and Taunton

A financially sustainable model:

£3.5m investment required over 3 years (from social care grant monies) to deliver savings over future years



Financial impact (Cost benefit analysis)



Service User Outcomes

Children experience less trauma

More children remain with their birth family

Reduction in parents with:

- Alcohol dependency
- Drug dependency
- Unmanaged mental health issues
- Domestically abusive relationships

Fewer children need to be in the care of the Local Authority



Workforce Outcomes

Local skills development in order to resource roles that there are currently a shortage of locally.

More working together across professional disciplines; greater job satisfaction

Reduced vacancies in social work posts (currently 18)

Reduced dependence on locums as Somerset becomes a more attractive LA to work for with its change in culture and practice



SCC Outcomes

Reduction in spend on placements for Children Looked After

Reduced re-referral rates as we get the right work completed first time

Improved relationship with families and communities, increased trust.

No or minimal increase in Child Protection Plans

Resilience in Commissioning across SCC as specialisms are shared, a common understanding is achieved and a reduction in potential for single points of failure.



Somerset System Outcomes

Reduction in Accident and Emergency Attendance for families that are worked with

Reduction in Anti-social behaviour for families that are worked with

Reduced Police Call Outs for Domestic Incidents

Resilience in Commissioning across the system as specialisms are shared.

Improved health outcomes and reduction of escalating demand

As families stabilise there is the potential for families to increase their income





Conditions for Success:

Partnership continue to buy-in to the approach and support alignment

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Unified commitment from SCC's Senior Leadership Team and Cabinet

Stable leadership supporting the model – system, operational, commissioning

Childrens Services at 'Requires Improvement'

Key Risks

- Family Safeguarding needs organisational commitment to the vision and transformation which is matched with investment and commitment of resources.
- Family Safeguarding implementation timescales needs to be considered alongside likely future Ofsted inspection timelines, to avoid a situation whereby services are inspected at a time of significant change
- The Information Governance Board, established under the Health and Wellbeing Board must be able to deliver capability for Transform information sharing as this is paramount to understanding and articulating the whole system impact.

