

Surrey County Council – Children’s Services

Children with Disabilities Commissioning Strategy

2014 – 2015

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1. Introduction

This commissioning strategy outlines Surrey Children's Services high level approach for developing outcomes based commissioning for children with disabilities in Surrey. The strategy is informed by the [Joint Strategic Needs Assessment for Children with Disabilities](#) and a the Children with Disabilities market position statement. This strategy covers commissioning for Children' Social Care and well-being but makes reference to key areas of work being led through Adults services, Health, Education and Young People's services where these impact on children with disabilities.

We have recognised that by joint commissioning we can avoid duplication, save on cost of procurement and ensure our funding goes further whilst maintaining quality. Together Surrey Clinical Commissioning Groups (CCGs) and Surrey County Council have responsibility for specifying, securing and monitoring services that work together to make joint decisions about the needs of our population, and how these should be met. We aim to publish a joint strategy by April 2015.

2. Commissioning Intentions and outcomes

The emerging legislative framework in particular **the Children and Families Act 2014** provides an opportunity to develop a more joined up, child centred approach to commissioning. Personal budgets and education, health and care plans will provide an opportunity to develop a greater understanding of need and drive the commissioning of services.

Our commissioning intentions include:

- Setting **clear strategic outcomes** for our partners to meet in relation to disabled children, young people and their families, monitoring progress towards achieving them and holding each other to account
- Promoting **early help** and **preparation for adulthood** through support for smooth transitions between children and adult services for disabled children and young people. Identifying individuals earlier, jointly understanding and assessing needs, and facilitating service developments that support personalisation
- Working with key partners to **strengthen integration** between health, social care and education services, and with services provided by wider partners
- Supporting children within **in county provision** where this is best for the child
- Supporting the **family as a whole**
- **Putting disabled children and young people, parents and carers at the heart of what we do through co-design, engagement and review activities**
- Providing **cohesive governance** and leadership across the disabled children and young people's agenda by linking effectively with key partners

Commissioning outcomes

In commissioning for children with disabilities we are working to achieve the following outcomes:

For Children

- The physical and emotional health needs of children with disabilities are met
- Children and young people feel safe, secure and are protected from harm, abuse and bullying.
- Children and young people are happy and have experience of a range of fun, enjoyable and age appropriate activities.
- Children and young people are supported to reach their full potential.

For Families:

- Families develop and build resilience.
- Families receive high quality services, which deliver good value for money
- Families have the choice of a good range of services that meet their individual need

We are working towards these outcomes through a range of related projects and actions outlined in section 9.

3. National Context

Commissioning for children with disabilities can be complex with some families requiring services across health, social care and education. Nationally the government want families to have all the information they need to access services for disabled children appropriately and equitably as well as being central in service planning and development. Local provision should ensure that it reflects choice, information and empower families to make decisions. All good transitions are dependent on good assessment and self directed planning, regardless of the transition. For young people the earlier the planning the better. It is important as soon as it is known that a child has a learning disability that planning for the future starts, this includes good information about the future opportunities

The Children and Families Act 2014 outlines a range of key provisions for supporting children with Special Educational Needs and Disabilities. These include:

- a legal requirement on local areas to provide a [Local Offer](#) of education, health and social care services for all local disabled children who are eligible.
- an integrated assessment and a **single Education, Health and Care Plan (EHCP)** to replace the present Statement of Educational Need and, for young people aged over 16, the learning difficulty assessment (an extension of the current duties to give

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an entitlement to an EHCP to young people up to 25 who are in Further Education and training).

- Families with an EHCP who are eligible for Children’s Social care support, will have the right to a **personal budget**.
- a legal requirement on **health services to jointly commission with local authorities**.
- **parents and carers assessments** - will require local authorities to explicitly have regard to the well-being of parent carers in undertaking an assessment of their needs

Other relevant legislation includes –

- **Carers and Disabled Children Act 2000 ('the 2000 Act')** - places local authorities under a duty to carry out an assessment of a carer’s needs in certain circumstances
- **The National Service Framework for Children, Young People and Maternity Services 2004** – Includes a focus on Disabled C&YP and those with Complex Health Needs
- **Direct Payments** for people who have been assessed as needing help from social services, and who would like to arrange and pay for their own care and support services
- **Continuing Health Care Framework (2010)** - The joint package of care could also involve the CCG and the LA both contributing to the cost of the care package, or the CCG commissioning part of the package
- **Every Disabled Child Matters** - Surrey has signed the LA Disabled Children's Charter
- **Short Breaks Duty and Regulations 2011** – duty to provide **day-time care** in the homes of disabled children or elsewhere including:
 - **overnight care** in the homes of disabled children or elsewhere
 - educational or leisure activities for disabled children **outside their homes**
 - services available to assist carers in the **evenings, at weekends** and during the **school holiday**
- **Care Bill 2013** - Gives new provisions to ensure that young adults are not left without care and support during their transition to the adult care and support system

4. Commissioning – Our approach

Commissioning is the process for deciding how to use the total resource available in order to improve outcomes for children, young people and their families in the most efficient, effective, equitable and sustainable way. (Commissioning Support Programme, 2009). Our approach is the Understand, Plan, Do, Review (UPDR) model of commissioning.

Commissioning cycle	Actions
Understand	<ul style="list-style-type: none"> • Outcome focused planning • Analysis of need through service reviews, service mapping, resource and gap analysis
Plan	<ul style="list-style-type: none"> • Co-production with young people and their families including service redesign to promote outcome focused provision where needed • Joint decision-making based on a good understanding of needs and

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	resources
Do	<ul style="list-style-type: none"> Working with statutory, private and voluntary community and faith sector organisations involved in commissioning and delivery of services in order to improve service user experiences and choices; cost effectiveness and meaningful outcomes. Commissioning that meets individual assessed needs Services are delivered in a non-discriminatory way and that no individual or group is prevented from accessing services by way of age, gender, sexual orientation or race using equality impact assessments. Meeting rigorous safeguarding standards Clinical excellence where health needs are identified Influence and increase local market capacity to deliver responsive and timely evidence based and high quality services delivered by a skilled and committed workforce Competition will be used to set optimal outcomes for children and young people with complex needs and their families
Review	<ul style="list-style-type: none"> Reviewing and challenging whether what is being done is improving outcomes Providers will be managed robustly on achieving specified outcomes

There is a strong golden thread demonstrating how commissioning for this group is prioritised and embedded at all levels:

Level	Strategy	Commissioning priority
Countywide and jointly with health	Surrey County Council Health and Wellbeing Strategy 2013	Priority for <ul style="list-style-type: none"> Improving children's health and wellbeing – children with complex needs
	Joint Children's health and well-being group	<ul style="list-style-type: none"> Commissioning of paediatric therapies Commissioning for looked after children and medicals Commissioning mental health services
Surrey County Council	Council Corporate Strategy - 2012 - 2017	<ul style="list-style-type: none"> Strength and support for vulnerable children Every child has a great start to life Every child or adult in need of support is protected and supported to lead an independent life
SCC Children's Services	Surrey County Council Children and Young People Strategy 2012-2017	<ul style="list-style-type: none"> Prevention - Support children and young people to have positive contributions and achievements by promoting outcomes that will help boost their own and their family's capacity to avoid developing problems Protection – Protect Surrey's children and young people to keep them safe from harm and neglect so that they can grow up in an environment that allows them to achieve their best Participation - Increase the number of children and

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		young people participating in the best opportunities on offer in the county and beyond
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Governance

Commissioning for children with disabilities is governed through a range of forums.

Regional

- The SEND pathfinder is managed through the Local Change board.

County Wide across health and social care

- The Health and well-being board provides the strategic direction for improving health outcomes and this is supported by the Children's Health and well-being group.
- A paediatric therapy forum has recently been established to look at improving the commissioning of therapies.

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- The Council's own public value programme and corporate strategy play a key role in guiding the transformational change required in these services.

Service users

- Family Voice Surrey
- Disability Expert Panel
- Parent Carer Panel for the Joint Strategic Review

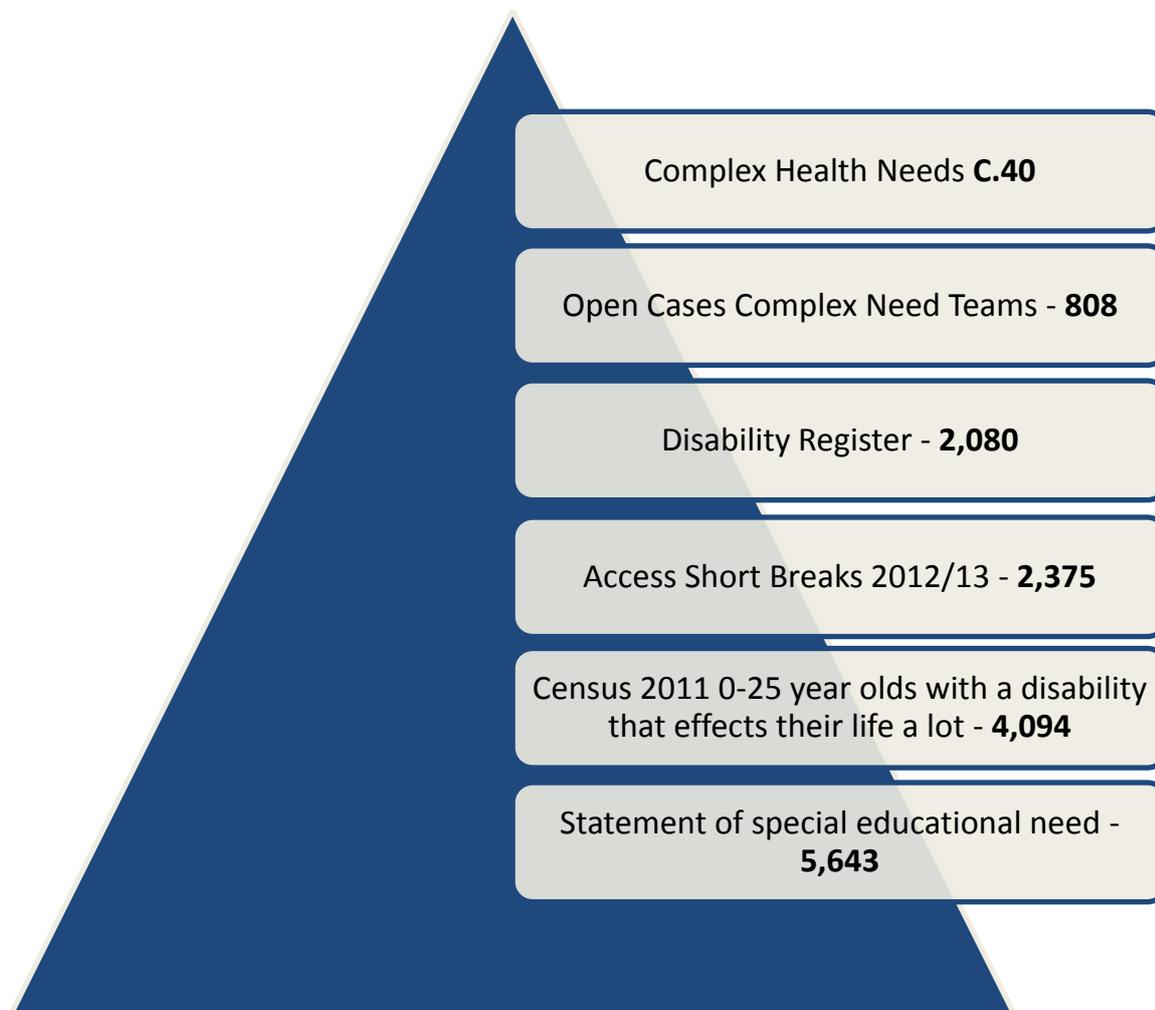
At an operational level there are a range of panels that make decisions around funding and support arrangements for children on an individual basis.

5. Overview of need

Key issues

Pyramid of need

The diagram below is based on a number of different sources across health and social care and provides indicative figures of need.



Key Facts and Figures for children with Complex needs in Surrey

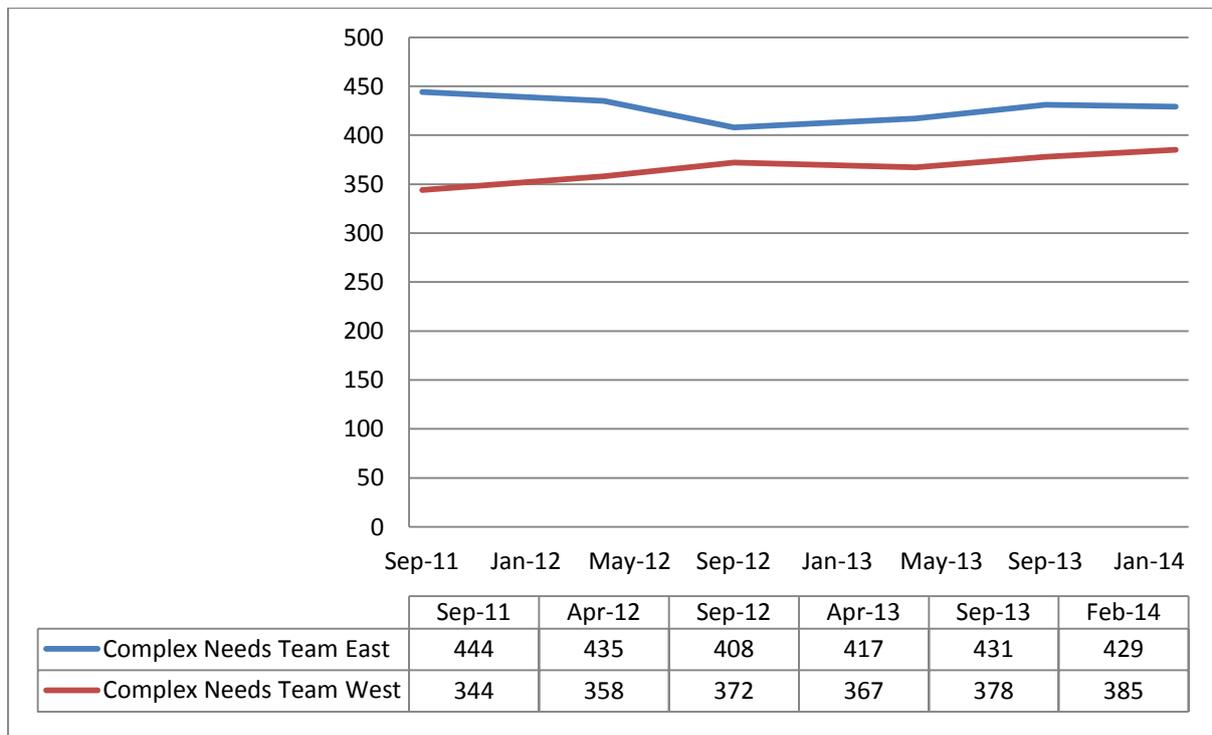
- 1. Demand will increase by at least 9% in the next 10 years placing further pressure on services** – population projections demonstrate that the number of 0-19 will increase by 9% over the next 10 years. Factors such as better medical technology further decreasing infant mortality may cause the incidences of disability to increase further
- 2. Incidents of disability are more prevalent in areas of high deprivation** – though Surrey has lower levels of disability compared to the national average some wards have higher than average levels of disability e.g Maybury and Sheerwater in Woking

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3. **Disabilities often mean multiple needs for children, young people and their family -**
Evidence demonstrates that many Children and young people have more than one disability, services are therefore require to be able cater for a range of needs
4. **Greater prevalence of children and young people with autism and those with Complex health -** due to better diagnosis and improved medical technology
5. **Children and young people often present more challenging needs as they get older -** A larger proportion of Children who access disability services are from older age groups.

Current demand for social care

The graph below shows the number of open cases in the complex needs teams throughout the last 3 years. The team in the west of the county has seen a 12% increase in the number of open cases over the past 3 years, while the east saw a large decline between September 11 – September 12 and has slowly been increasing since then. Overall there are consistently slightly more cases in the east compared to the west. **However overall this highlights that caseloads have been steady**



6. Market Management

To succeed in achieving our commissioning objectives our ability to influence and manage the local market of CWD provider services will be vital. Recent legislation provides a real focus on developing a local offer that provides value for money, choice, flexibility and meets needs.

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There are three dimensions in market management¹

1. Market intelligence – ensuring we are well informed about the market, understand the factors that influence demand and supply with a clear vision of good quality and outcomes that it will achieve.
2. Market structuring – we are explicit about how we intend to design services. This may include identifying and removing barriers or piloting innovation.
3. Market intervention - we need to combine both the intelligence and market structuring and identify activities to stimulate parts of the market where there is the need to do so

Procurement can consist of a range of arrangements, where Health or the Council can commission services alone or within their organisational requirements, or the Council or CCG's can be the lead commissioner for joint services. The market for children with disabilities predominantly consists of providers focused on services around play and leisure, residential and personal support. The majority of the recommended providers are Surrey based voluntary, community and faith sector organisations.

Our approach has been to drive value and quality through a framework and competition where appropriate with services to be delivered on a countywide or area basis. At a strategic level we work across Children's and Adult social care to develop relationships with common providers to ensure value for money and high quality services through our supplier relationship management programme.

Driving innovation, quality and continuous improvement is integral to our commissioning approach and this is done through a range of methods including:

- provider events
- service reviews
- tendering
- mini – competitions
- parent representatives involved in evaluating bids
- grant aid
- contract monitoring and
- a quality assurance framework

7. Overview of services

	Services	Cross over services
Health	<ul style="list-style-type: none"> • Assessment and treatment of physical and psychiatric conditions speech disorders, language and communication • Long-term support, coordination of services & paediatric advice • Complex Needs Nursing teams • Transport 	<ul style="list-style-type: none"> • Therapies – OT. Speech & language, Nursing • Support in the home
Social	<ul style="list-style-type: none"> • Assessing, safeguarding and 	

¹ Institute of Public Care – Market Analysis Centre (2012)

Care	supporting children with additional needs and their families to live as independently as possible <ul style="list-style-type: none"> • Commissioning and providing short break service for CYP and their families • Provision of direct payments • Commissioning and providing personal care • Provision of advice and guidance • OT providing equipment and adaptations at home 	<ul style="list-style-type: none"> • Carer support • Short breaks • Personal budgets • Assessments • Equipment • Transport • Transition to adult life • Community Paediatricians
Education	Commissioning and provision of <ul style="list-style-type: none"> • SEN (including NMI) schools • Special School (including non-Surrey schools) • SEN transport • Educational Psychology • Portage, Early Bird • Locality teaching • Early Support Service (0-5 years) • Physical and Sensory Service • Autism Outreach • Therapies, including Speech & Language, OT 	

8. Overview of finance

The total budget for 2014/15 is £10.5m this includes Care packages - £2.9m, in house services: Applewood, Ruth House and Dom Care - £1.8m and Contracts - £3.2m

9. Fulfilling our commissioning and improvement objectives – action plan

To deliver on the commissioning outcomes and respond to needs analysis described work will be undertaken across Children's services, Adults, Education, and health and will require the following actions in 2014/15:

	Key Commissioning Outcome and Output	Actions	Leads	Timescale
a	Families have the choice of a good range of services that meet their needs	Update JSNA and further develop Market Position Statement	Social Care, Public health	April 2014
b	Families have the choice of a good range of services that meet their individual need CYP are happy and have experience of a range of fun, enjoyable and age appropriate activities	Complete procurement of short breaks providers (Play and Leisure, Personal Support, Residential)	Social Care	July 2014
c	The physical and emotional health needs of children with disabilities are met	Complete consultation and implementation of joint strategic review of short breaks	Social Care Health	April 2014
d	The physical and emotional health needs of children with disabilities are met <i>Clear and costed support plans across social care and health for children with complex needs</i>	Health and social care funding project	Social Care Health	May 2014
e	Families receive high quality services which deliver good value for money <i>Providing high quality, value for money placements for SEN, LAC and CWD children and young people through regional collaboration</i>	Complete regional residential framework procurement for Children with disabilities who are placed in residential provision	Schools and learning Health Social Care	September 2014
f	Families develop and build resilience CYP are supported to receive their full potential	Continue with SEND 14 implementation	Schools and Learning	September 2014

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	<i>Education health and care plans</i> <i>Personal Budgets</i> <i>Positive transition to adulthood</i>		Health Social Care	
g	Families have the choice of a good range of services that meet their individual need <i>Joint planning and commissioning of services for children with complex needs</i>	Refresh existing commissioning strategy so that it is a joint strategy with CCGs	Social Care Health	April 2015
h	The physical and emotional health needs of children with disabilities are met	Support emerging work around paediatric therapies Improvements to existing service arrangements for SLCN, OT and Physio Developing options for joint commissioning seamless service delivery and experience	Schools and Learning Health Social Care	April 2015
l	CYP are supported to receive their full potential	Learning difficulties review	Schools and Learning	September 2016
j	Children and young people are supported to reach their full potential	Review and update the current Transition Strategy and protocol to ensure it is up-to date on learning disability specific issues.	Adults Social care	
k	Children and young people are supported to reach their full potential	Ensure that the Adult Social Care Transition team are involved at year 9 reviews (conducted at the age of 14) that lead to person centred support plans.	Adults Social care	Ongoing
l	Children and young people are supported to reach their full potential	Improve links and join up commissioning intentions for young people to facilitate the introduction of personalised support packages for 18-24 year olds	Adults Children's Social Care Services for Young People	Ongoing
m	All outcomes above	Improving contract monitoring and driving better value for money from providers	All	Ongoing

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