

Children, Education and Families Business Strategy

2014/15 – 2017/18

Draft subject to agreement by council in February 2014

Introduction

This is a new four-year business strategy for 2014/15 to 2017/18. It builds on the previous strategy agreed in 2011 which included savings of £119m for the council which have been achieved by reconfiguring services to establish a smarter, leaner and more cost effective operating environment, whilst at the same time reshaping services to fit the changed local and national policy environment.

However the hard work does not stop here as cuts in government grant and restrictions on council tax increases put further pressure on the council's budget. In addition there are new service pressures that have been identified which need to be managed. The latest financial outlook means that our Medium Term Financial Plan (MTFP) 2014/15 – 2017/18 that sits alongside this strategy proposes a further £64m savings in addition to the £31m already planned.

This new strategy reflects the updated position and incorporates the pressures and savings in the existing MTFP together with the new budget proposals that will be agreed by council in February 2014. The detail of these pressures and savings is set out in the resources to deliver our priorities section

This business strategy both drives and is driven by our strategic approach as set out in the councils Corporate Plan and determines our performance management framework.

Children, Education and Families Directorate Overview

The Children, Education & Families vision is for Oxfordshire to be the best place in England for children and young people to grow up, by working with every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential.

We want Oxfordshire to be a 'thriving Oxfordshire'. This means a place where people can work to achieve a decent life for themselves and their family, a place alive with vibrant, active communities and a place where people can enjoy the rewards of a growing economy and feel safe.

We have an overarching responsibility to work with partners to improve the well-being of children and young people, and to reduce inequalities between them. Our statutory duties fall into four main areas:

1. Safeguarding

We work with partners to make arrangements to ensure that all our functions are discharged with a view to safeguarding and promoting the welfare of children. In particular, we ensure that there are clear and effective arrangements to protect children and young people from harm.

We have also set up the independent Oxfordshire Safeguarding Children Board that coordinates the effectiveness of arrangements to safeguard and promote the welfare of children and young people in the County.

2. Vulnerable children and young people

We work with partners to understand local need and secure provision of services that promote prevention and early intervention and offer early help to children, young people and families so that emerging problems are dealt with before they become more serious.

We also act as effective and caring 'corporate parents' for looked after children, with key roles in improving their educational attainment, providing stable and high quality placements and proper planning for when they leave care. We also ensure that disabled children and those with special educational needs (SEN) can access high quality provision that meets their needs and fund provision for children with statements of SEN.

We ensure arrangements are in place for alternative provision for children outside mainstream education or missing education (for example due to permanent exclusion or illness) to receive suitable full-time education. We also ensure that there is coherent planning between all agencies providing services for children involved in the youth justice system (including those leaving custody), secure the provision of education for young people in custody and ensure that safeguarding responsibilities are effectively carried out.

3. Educational provision

We promote the interests of children, young people, parents and families and work with local communities to stimulate and support a diversity of school, early years and 16 to 19 provision that meets local needs. We promote participation in education or training of young people, including by securing provision for young people aged 16-19 (or 25 for those with learning difficulties or disabilities). This includes ensuring fair access to all schools for every child in accordance with the statutory School Admissions and School Admissions Appeal Codes and ensuring appropriate information is provided to parents, and suitable provision for suitable home to school transport arrangements.

We actively promote a diverse supply of strong schools, including by encouraging good schools to expand and, where there is a need for a new school, seeking proposals for an academy or free school. We also need to promote high quality early years provision, including helping to develop the market, securing free early education for all three- and four-year-olds and for all disadvantaged two-year-olds. This includes providing information, advice and assistance to parents and prospective parents, and ensuring there are sufficient children's centre services to meet local need and sufficient childcare for working parents. We also promote children and young people's participation in public decision-making so they can influence local decisions about services.

4. Educational excellence

We work with headteachers, school governors and academy sponsors and principals to promote educational excellence for all children and young people and make sure they are ambitious in tackling underperformance. We support maintained schools in delivering an appropriate National Curriculum and early years providers in meeting the requirements of the Early Years Foundation Stage (as outlined in the EYFS Statutory Framework). We have established the Oxfordshire Schools Forum to help us work in partnership to achieve this.

Where necessary we take rapid and decisive action in relation to poorly performing schools, including using powers of intervention with regard to maintained schools and considering alternative structural and operational solutions. We also develop robust school improvement strategies, and promote high standards in education by supporting effective school-to-school collaboration. We also provide local leadership for tackling issues needing attention which cut across more than one school, for example poor performance in a particular subject area across a cluster of schools.

Delivering the council's corporate priorities

- **Thriving economy**

The proportion of Oxfordshire GCSE students achieving at least five A*- C grades including English and Maths is at its highest ever level, and there have been significant improvements in reading, writing and mathematics for seven and eleven year olds. This suggests the council's education strategy launched last year is already having a positive impact, although our performance has still not reached the aspirations the council, pupils, parents and schools hold. 'A Strategy for Change – Improving Educational Outcomes in Oxfordshire' sets out a clear vision for Oxfordshire to be a dynamic and forward looking place for education and learning, providing the best quality experiences for children and young people to grow up, learn, develop and achieve.

- **Support for the vulnerable**

Giving children a good start in life will prevent many problems from ever occurring. Where issues do occur we are committed to providing early help in order to avoid problems escalating and family needs becoming more complex. Our early intervention service, currently provided through hubs and children's centres across the county, remains pivotal to our targeted prevention approach. The service brings together previously separate teams to give coordinated support to children and young people who are at risk of not having good outcomes. A wide range of partner organisations refer individuals to the service and support its provision of 'whole family', integrated services. Early intervention is closely linked to supporting better educational outcomes and ensuring a good start in life, particularly through targeted work with young and vulnerable parents.

Children's social care will continue to focus on protecting children at risk of harm or neglect and tackling, as well as preventing, cases of child sexual exploitation. We have made considerable investments in frontline children's social care services to ensure we have sufficient capacity to maintain high standards and ensure children and young people are appropriately safeguarded. A joint resource (the Kingfisher team) has been established specifically to focus on child sexual exploitation as a demonstration of our commitment, and we will continue working with the police and health – as well as other key partners such as Oxfordshire's district councils and its voluntary sector – to extend the reach of this team.

- **Thriving people and communities**

There is a national focus on helping the most disadvantaged and challenged families to turn their lives around. The Thriving Families programme works with these families to reduce worklessness, antisocial behaviour, crime and school exclusions and to increase school attendance. The key focus is on our most resource intensive and vulnerable families with the aim of reducing the numbers needing the type of support offered by social care. This continues to be a vital strand in the on-going work locally to narrow the gap in outcomes that exists across the county.

How we work to deliver these priorities

We are rolling out a programme of 'agile working' in order to support the new ways of working necessary to deliver these priorities. Agile working means: giving staff the right equipment and working environment to suit their role and service; working in a more flexible way that makes best use of staff time, buildings, and resources; and taking advantage of changes in technology and working styles to become more efficient. This will ultimately protect delivery of front line services as far as possible.

For example, staff are able to work flexibly from a number of different offices across the county, to reduce travel time and increase efficiency. A number of health services are delivered from Children's Centres, and staff from the council and partner organisations are co-locating in early intervention hubs. This approach will be further extended as we develop a multi-agency safeguarding hub that will co-locate partners including Adults Services, the Fire Service and Trading Standards, Oxford Health and Thames Valley Police.

Services and Priorities

What has already been achieved?

The Children, Education and Families Directorate is a well-regarded and highly valued service, with overall performance outcomes that are good and consistently good or outstanding Ofsted judgements. Standards of reading, writing and mathematics in primary schools are on the rise, and the proportion of GCSE students achieving at least five A*- C grades including English and Maths is at its highest ever level at 60.3%. There has also been a significant improvement in the number of children taught in schools which are judged to be good or outstanding by Ofsted by the end of the 2012/13 academic year: 6950 more children in primary schools and 2900 more in secondary schools.

Since April 2011 the directorate has made savings of almost £12m from the non-schools budget, whilst meeting increased demand for care over the past 2 years. The number of children children's social care is working with is slightly higher than similar authorities, and activity levels are increasing. Between April and September 2013 there were 8% more initial assessments of children in need; 38% more child protection investigations and 58% more children placed on child protection plans than the previous year. There were 468 children on child protection plans at the end of September 2013- a rise of 29% in 18 months.

Our Strategy and Approach

The key elements of the strategy are:

- 1) Keeping children safe from harm and especially those at risk of exploitation
- 2) Establishing the right balance of universal and targeted services to be able to manage demand for services
- 3) Embedding the most effective way to provide early help to children, young people and families
- 4) Supporting schools, academies, early years settings and other agencies to continue to raise achievement

- 5) Ensuring good access to the right support at the right time
- 6) Encouraging a positive experience of the transition from childhood to adulthood.
- 7) Developing a balance of services provided by public, private and voluntary sector organisations

1) Keeping children safe from harm and especially those at risk of exploitation

Protecting the most vulnerable children and young people is an overriding priority for the council and its partners. We perform well in terms of timeliness of initial assessments, core assessments, holding of child protection case conferences with solid multi-agency safeguarding and child protection practice. However, children being looked after by the council are currently being placed too far away from home, in many cases out of the County. We will deliver our new placement strategy that has been developed to ensure these children can live closer to home, to make it easier to keep contact with relatives and for them to move back home as soon as it is appropriate to do so.

Child sexual exploitation is a significant issue in Oxfordshire and elsewhere. We are working hard to keep our children and young people safe from abuse. We will continue to build on existing work with partners, including development of a new multi-agency safeguarding hub (MASH) and extending the reach of the Kingfisher team – a multi-agency team providing an initial point of contact for advice and information to families, children and other professionals where there are concerns about child sexual exploitation.

2) Establishing the right balance of universal and targeted services to be able to manage demand for services

Where possible, the provision of universal services free at the point of delivery has been retained. Increasingly however it is recognised that the work of our services needs to be targeted to those in greatest need. Children who have a statement of special educational needs are well supported but outcomes need to improve for those children identified as in need. For young people with disabilities, we will streamline assessments, provide personal budgets, make information and advice more readily available and have a more joined up approach between education, health and social services.

The Thriving Families programme works intensively with families over a sustained period of time to bring lifestyle changes in the family. The number of families who receive intensive support will increase and a whole family approach developed through the Thriving Families programme will be extended as part of the wider review of children's services.

3) Embedding the most effective way to provide early help to children, young people and families

All services need to support children and families early enough to ensure the right support at the right time, without delay, to prevent any escalation of needs. The Early Intervention Service is targeted at vulnerable children and those with complex

needs. A mix of children's centres and other provision is accessible to families and is delivered from a variety of venues including schools. As we focus more on our statutory responsibilities, an increasingly important part of our strategy is to increase the role of other organisations in delivering early help, across the public sector but also by developing voluntary sector engagement.

4) Supporting schools, academies, early years settings and other agencies to continue to raise achievement

We will revise the way support is provided to schools and settings to reflect changes in responsibilities for schools and the county council and to improve outcomes for children and young people. About half of secondary schools are now academies and more academies are expected in the medium term, but the council retains overall responsibility for educational performance and quality.

Our focus will be on improving the number of good and outstanding schools and settings, as this is an important factor influencing the overall educational attainment of children. We will also continue to focus on the quality of teaching and learning, giving greater attention to vulnerable learners, improving reading and improving performance at GCSE level.

5) Ensuring good access to the right support at the right time

Families need easier access to support and to get the help they need when they need it. They need a consistent and co-ordinated response no matter which door they knock on. We will increase personalisation, streamline assessments, have a more joined up approach between education, health and social services, provide personal budgets (if requested) and make information and advice more readily available.

6) Encouraging a positive experience of the transition from childhood to adulthood.

We will work across the council to ensure smooth transitions from Children's to Adult Services. We will ensure that eligible young adults receive personalised support which improves their outcomes, and the capacity of those with more complex needs to be cared for within their local communities. Children's and Adult Services will continue to work together to ensure that disabled young people with mental health needs and challenging behaviour are cared for locally wherever possible, and that robust monitoring arrangements are in place to safeguard and protect young adults who are placed in specialist out of area placements outside Oxfordshire.

7) Developing a balance of services provided by public, private and voluntary sector organisations

The majority of services for children are provided by public sector agencies – the county council and the NHS. Approximately a tenth of spend is through contracts with non-statutory organisations providing a range of services from individual placements through to respite care and Children’s Centres.

To enable families to have greater choice we will work to develop a vibrant and high quality market for services for children and families. Good quality will be maximised through commissioning expertise and effective contract management. Improved choice is likely to extend to the development of personal budgets in the future.

Overview of other strategic plans

The Health and Wellbeing Board is a partnership between local government, the NHS and the people of Oxfordshire. It includes local GPs, councillors, Healthwatch Oxfordshire, and senior local government officers. The board has been set up to ensure that we work together to improve everyone’s health and wellbeing, especially those who have health problems or are in difficult circumstances. The board provides strategic leadership for health and wellbeing across the county and is responsible for the development of Oxfordshire’s Joint Health and Wellbeing Strategy.

This Strategy contains priorities of direct relevance to Children, Education and Families, and that are in keeping with the strategic direction set out above, including ensuring all children have a healthy start in life and stay healthy into adulthood; narrowing the gap for our most disadvantaged and vulnerable groups; keeping all children and young people safe; and raising achievement for all children and young people

The Children and Young People’s Plan 2013-2014 has been developed by the Children and Young People’s Partnership Board, on which the council is a key partner. It is a partnership plan that sets out the strategic direction for future services for children, young people and families in Oxfordshire, and how organisations will work together to improve outcomes.

The plan reflects the joint strategic vision from the Health and Wellbeing Strategy and the Oxfordshire Safeguarding Children Board, and contains the same vision and strategic priorities outlined above. The plan also draws on other key strategies from the city and district councils and the county council (including the Education Strategy and Placement Strategy) as well as the Operating Plan from the Oxfordshire Clinical Commissioning Group.

How our services are changing

In future, we will continue to ensure the safety and wellbeing of children and young people, whilst ensuring the services are delivered as efficiently as possible. We will also ensure there is high quality educational provision in the county, and that there is appropriate support available to children, young people and families when they need it.

However, to make the necessary savings we will focus on what we are required to do by legislation, regulation or policy. We will support but no longer be a provider of universal services, focusing on ensuring that services are targeted to those in greatest need.

We are already delivering a number of savings previously agreed, and changed the way that some services are delivered. These include efficiencies in the way early help is delivered through the establishment of early intervention hubs in 2011, reducing management and administration costs in children's centres, reviewing how school improvement and foundation learning is delivered, and working with providers to reduce the cost of home to school transport.

In summary, our further proposals for 2014-15 to 2017-18 are as follows:

Review of Early Childhood Services and Adolescent Services

We will carry out a review of all the services we provide for children and families. The aim of this review will be to find innovative ways to save money whilst at the same time maintaining frontline services, and to bring forward proposals to be implemented in the 2017/18 financial year.

We will be seeking to make better links between early intervention services, children's centres and children's social care to create a more cohesive all-round service that improves outcomes for children and young people. We will also be focusing on improving the experience of children and young people and their families from needing care and support to receiving it, and transitioning between services where necessary.

The review will also focus on ways of working with partner organisations and the community to explore new ways of delivering services, such as increased use of volunteers, or new sources of funding. We are already working with health commissioners and providers to develop more joined up services and improved timely access to those services. This might mean the joining up of teams and budgets in localities, and includes the new autism residential academy as a way of providing the right support locally for those with the most severe and complex needs.

Education Services (including Music, Schools & Learning and Foundation Years)

We will change the way that a number of non-statutory education services are delivered, in response to the changing relationships and responsibilities for schools and the council and the need to find more efficient ways of working. This includes exploring different ways to deliver the Foundation Learning Service, which provides support for the education of 0 to 5-year-olds, and to avoid duplication with other services.

We will establish the County Music Service as an independent traded service, in order to continue providing high quality services to young people in Oxfordshire. Council funding would be gradually withdrawn over a four-year period (up to 2017/18), during which time the service would be restructured. This will allow time for the service to position itself to maximise its potential to obtain income from other sources, including developing commercial partnerships.

Management of issues relating to the attendance of pupils at school is increasingly transferring from local authorities to individual schools across the country, especially as more schools convert to academy status and are therefore independent from local authority control. We will therefore reduce the existing Attendance Service, but continue to fulfil our legal obligations to manage cases where a pupil is regularly not attending school.

We are already implementing a planned reduction in our school improvement services, in line with central government direction to promote the role of school to school support. Increasingly, the good practice promoted within the variety of projects that we currently fund is being embedded in schools, as demonstrated by improved attainment and the number of schools rated good or outstanding by Ofsted. We have worked with schools to set up their own improvement networks and partnerships, and the increasing autonomy of schools will result in schools working with each other, bidding for external funding and sharing pooled funding for future projects. Any additional developments that schools wish to continue will be funded by school partnerships, and where projects have had an impact on improved outcomes we will strive to share this practice and to identify those schools who can champion these approaches.

Children's Social Care

As part of our Placement Strategy, we are committed to ensuring children being looked after by the council live as close to home as possible. This has benefits for the young people and their families in staying in contact, and making it easier for them to return home as soon as it is appropriate. We will therefore be investing in four new Children's homes in Oxfordshire, which will also reduce the cost of placements to the council as out of county placements are higher cost than placements within the county.

We will also improve outcomes for children, young people and their families by streamlining services between Early Intervention and Children's Social Care and by working more closely with partner agencies. The reshaping of Children's Services will help us implement the Placement Strategy, promote the use of family based services and permanency of placements, and to make better use of early help services. We will deliver more joined-up services that improve the experiences of young people who need and receive care, and reduce duplication and the amount of 'hand-overs' between different services and professionals.

Disability and Special Educational Needs

Our strategic priorities will continue to be to keep children with special educational needs and disabilities (SEND) safe, keeping our riskiest and most vulnerable in local placements wherever possible, maximising family resilience and improving children's independence skills and well-being. We will make strategic use of available funding and outcomes based commissioning will be used to focus our resources to families in need of support, especially those in the greatest need

We will continue to reduce our use of expensive out of county placements for children and young people, and challenge charges for post-16 services. We will work with partners and providers of targeted and specialist services to maintain support to children with the highest needs and enable them to live as close to home as possible, by developing cost-effective local solutions such as the new residential autism academy.

There will also be significant legislative changes from September 2014 when the Children and Families Bill is expected to be passed. We will continue to ensure we deliver our statutory responsibilities, such as short breaks and accessible childcare for working parents with disabled children, whilst driving down costs and reducing duplication and management.

Administration

As a result of the proposals outlined above, and other savings already agreed and implemented, there will be a reduction in the support needs of specific services and the directorate as a whole. Administrative support for the directorate will be reviewed and reduced to reflect this, and to improve current practices to remove any unnecessary activity, reconfigure staff structures and increase the use of apprentices where appropriate.

Joint Commissioning

The Joint Commissioning team is a joint service supporting both Adult Services and Children, Education and Families in commissioning, contract management, educational and social care performance reporting and management, strategy and business planning, engagement, advocacy and complaints. As above, a reduction in the support needs of specific services and the

directorate as a whole will mean there will also be a reduction in many of these services, although we will seek to protect statutory functions and those that safeguard vulnerable service users.

Managing our performance

The successful delivery of the council's corporate plan and business strategy will be monitored on a quarterly basis by the Performance Scrutiny Committee and Cabinet. Progress will be published on the council's website.

A series of performance indicators will be used to assess our performance in delivering the priorities set out in this strategy. Performance Indicators are currently being developed by directorates and will be considered by the Performance Scrutiny Committee.

Once agreed directorate performance indicators will form an appendix to this strategy.

Resources to deliver our priorities

Draft Medium Term Financial Plan - Children, Education & Families

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m
Base Net Budget	105.2	102.3	101.3	98.9
Virements Agreed in 2013/14				
Inflation*	0.8			
Previously Agreed Pressures	-0.6			
Previously Agreed Savings	-3.3			
New Savings Proposed	0.2	-1.0	-2.8	-3.4
New Pressures Identified			0.4	0.3
Proposed Budget	102.3	101.3	98.9	95.8

*Inflation only allocated to directorates in 2014/15

Detailed Previously Agreed and Proposed Budget Changes

Reference	Type of Budget Change	Detail	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
		Education & Early Intervention - 2013/14 Net Budget £49.944m					
		Additional & Special Educational Needs					
CYFPF1	P	Increased numbers of Learning Difficulties & Disabilities (LDD) children and young people arriving in county especially with Autistic Spectrum Conditions preventing the achievement of recoupment/income targets and adding to local pressures	10				10
		Subtotal Additional & Special Educational Needs	10	0	0	0	10
		Early Intervention					
CEF10c	S	Early Years & Children's Centres - Children's Centre share	-199				-199
14CEF4	S	Children's Centres - Management savings	-800				-800
15CEF1	NS	Rephasing of savings CEF10c and 14CEF4 relating to Children's Centres in current MTFP	499	-499			0
15CEF2	NS	Development of an integrated adolescent service and early childhood service				-3,000	-3,000
		Subtotal Early Intervention	-500	-499	0	-3,000	-3,999
		Education					
CEF15	S	School Improvement - reduce in line with national changes	-352				-352
CEF16	S	Outdoor Education Centres - move to self financing model	-100				-100
13CEF11	S	Underperforming School Leaders - remove one off funding of £0.180m provided in 2012/13 to accelerate the pace of improvement in school leadership.	-120				-120
14CEF5	S	Schools converting to academy status reduce requirement for School Improvement service	-850				-850
CEF10b	S	Early Years & Children's Centres - Early Years share	-230				-230
15CEF3	NS	Make Music Service self financing by increasing income and reducing free tuition.	-40	-70	-70	-182	-362
15CEF4	NS	Identify savings in Foundation Learning service which eliminate the need for non-DSG funding.	-163				-163
15CEF5	NS	Reduce Attendance service from Sept 2014	-100	-100			-200
15CEF6	NS	Further reduce staffing of School Improvement services		-75			-75
		Subtotal Education	-1,955	-245	-70	-182	-2,452

O - Previously Agreed One-Off Investment

P - Previously Agreed Pressure

S - Previously Agreed Saving

NS - New Saving Proposal

NP - New Pressure Identified

Detailed Previously Agreed and Proposed Budget Changes

Reference	Type of Budget Change	Detail	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
		School Organisation and Planning					
CEF10a	S	Early Years & Children's Centres - Sufficiency & Access share	-71				-71
		Subtotal School Organisation and Planning	-71	0	0	0	-71
		Total Education & Early Intervention	-2,516	-744	-70	-3,182	-6,512
		Children's Social Care - 2013/14 Net Budget £48.805m					
		Corporate Parenting					
14CEF6	S	Outcome of Corporate Parenting review which took place during 2012/13	-180				-180
		Subtotal Corporate Parenting	-180	0	0	0	-180
		Social Care					
13CEF10	P	Funding for Troubled Families programme in 2012/13 and 2013/14 falls out in 2014/15. This was funding to support the Government initiative.	-800				-800
CYPFP4	P	Southwark Judgement. In May 2009, the Court of Appeal issued the Southwark Judgement which has significant implications for the way children's services are delivered to homeless 16 and 17 year olds. The Judgement extends Local Authorities' duty of care for this group	200				200
14CEF7b	S	Remove previously agreed funding for Southwark Judgement (which obliges the Council to provide accommodation and support for homeless 16 and 17 year olds) as impact of judgement lower than anticipated	-200				-200
14CEF8	S	Reduce over provision in support levels to All Rights Exhausted clients (for failed asylum seekers).	-150				-150
15CEF7	NS	Savings anticipated by further increasing close co-operation with partner agencies such as the police, the health service, schools and others		-250			-250
15CEF8	NP	Children's Homes - borrowing costs to fund 4 new homes in Oxfordshire			420	238	658
15CEF9	NS	Children's Homes Savings - from building Children's Homes in the county which reduces the number of high cost out of county placements			-420	-238	-658
		Subtotal Social Care	-950	-250	0	0	-1,200
		Total Children's Social Care	-1,130	-250	0	0	-1,380

O - Previously Agreed One-Off Investment

P - Previously Agreed Pressure

S - Previously Agreed Saving

NS - New Saving Proposal

NP - New Pressure Identified

Detailed Previously Agreed and Proposed Budget Changes

Reference	Type of Budget Change	Detail	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
		Children, Education & Families Cross Directorate					
15CEF10	NS	Reduce administration support in line with reductions in directorate services, seek efficiency improvements.			-500		-500
15CEF11	NS	Develop more integrated management across SEN & Disability. Re-commission respite breaks for families, and seek NHS contributions to costs. Challenge costs of 16+ SEN responsibilities transferred into OCC from Education Funding Agency, obtaining savings within DSG funded SEN services that enable a larger DSG contribution to the educational cost of placements.			-1,300		-1,300
15CEF12	NS	Reduce support services from joint commissioning team in line with other service reductions. Reduce non-statutory public engagement activities.			-500		-500
		Total Children, Education & Families Cross Directorate	0	0	-2,300	0	-2,300
		Total Children, Education & Families	-3,646	-994	-2,370	-3,182	-10,192

O - Previously Agreed One-Off Investment
P - Previously Agreed Pressure
S - Previously Agreed Saving
NS - New Saving Proposal
NP - New Pressure Identified