What difference will the children and young people’s strategy make by 2017?

Achieving our vision for children and young people by 2012-17 will mean that:

1. Every Surrey child will be allocated a school place at a good school that supports them to reach their full potential.
2. One county, one approach: services for children and families will become local and better co-ordinated.
3. Children and families will be safer from harm and neglect.
4. There is full participation of young people aged 16 to 19 in education, employment and training.
5. Children in the care of the county council have better life opportunities whilst they are being cared for and after they leave their care services.

The work that we undertake with partners to develop the three plans and the public value programme will help us identify other key differences that the strategy will make by 2017.

Contact details
For more information about the children and young people’s strategy, please contact:

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One county…
One approach

One children and young people’s strategy
2012-2017

Surrey is one of the most prosperous and economically competitive parts of Great Britain to grow up in. There are 272,800 children and young people aged 0 to 19 in the county and we want to ensure that they are all able to take advantage of the benefits of living here. This includes having good health, being safe, well educated and having leisure opportunities at each stage of their childhood and having good employment prospects. Most do, but there are some children and young people who do not.

The Government has confirmed that our Children’s Services are performing well and we are continuing to improve. This means we’re on the right track, but over the next five years we want to work more closely with our partners and with children, young people and their families to deliver high performing services that deliver the best outcomes at all stages of childhood, and support the most vulnerable.

The lifecourse outcome approach for children and young people

Ensuring all children and young people in Surrey achieve their potential means that we need to work with parents and partners to collectively aim for the best outcomes. The focus and emphasis of each outcome will change as children and young people grow up, but underpinning our work will be a constant commitment to strive for the best. This means that we need to work with our partners to help provide the best possible opportunities, experiences and outcomes at all ages. To help us better understand the types of support that children and young people need to do well, and enable us to work better with partners, we have developed ‘lifecourse outcomes for children and young people’, a new way of thinking and talking about childhood development in Surrey. This approach is intended to develop a common narrative for our aspirations for children and young people in Surrey and, over time, will become a corner piece for our commissioning framework.

The lifecourse outcomes approach looks at what we want for all our children and young people at each stage in their childhood: to be happy, healthy, safe and well educated, to have access to high quality leisure, cultural and economic opportunities and to make a positive contribution to society. It recognises that no two children or young people are the same. By considering the individual needs of each child or young person, professionals can develop a more personalised and seamless way of meeting those needs. Although individuals will vary, there is one thing that remains the same for all children and young people - we want to support them to achieve more than they thought possible.
Our challenges

While we are working to support our children and young people to achieve the best, we face a number of challenges. Government policy and legislation around health, education and social care is changing and will fundamentally affect service provision. Our children and young people’s strategy will need to focus on what is most important for children, young people and families, providing value for money services and working in partnership to achieve the best outcomes for all. This may mean targeting our funding towards the services that meet highest priority needs and decommissioning services that do not.

There is an increasing demand for our services overall but there is less money available in the public purse to support services in their current form. The council has already made significant savings of £67 million in 2010/11 and a further £59m in 2011/12. These substantial savings mean that we are in a good position to deal with our increasing financial pressures, but the national economic situation means Surrey County Council needs to make a further £212m savings by 2017. We need to deliver these savings while still continuing to provide services that support our children and young people to achieve their best. So we will make these savings by investing in our priorities for the future to deliver the support people need in the most joined-up and efficient way possible.

The foundations of the strategy

Our children and young people’s strategy has been developed through extensive local, national and international research, engagement with professionals, children and families, and alignment with key strategies affecting children and young people in Surrey. It also ensures that the six key elements of the corporate strategy outlined below, form the foundations for our approach.

Corporate strategy

The purpose of Surrey County Council is to ensure good quality public services for the residents of Surrey so they remain healthy, safe and confident about the future. To achieve this, there are six things we have to focus on and get right. These will enable us to transform the way we work with residents, businesses, partners and staff to tackle the issues facing Surrey and navigate our way through the most difficult environment local government has faced for the last 80 years:

- **Residents**: Individuals, families and communities will have more influence, control and responsibility over what we do.
- **Value**: We will create public value by achieving more with the resources we have to improve outcomes for our residents.
- **Partnerships**: We will work with partners in the interests of Surrey’s residents.
- **Quality**: We will deliver to the highest quality we can and encourage innovation.
- **People**: We will invest in our staff.
- **Stewardship**: We will look after our county and focus on its future.

Our two-year public value programme

This programme, which is designed to help us improve service delivery in three areas, includes:

- **Family support**: We will focus on how we support families with complex needs and significant social disadvantage. This support will be on a spectrum ranging from some contact to a more intensive intervention. The aim will be to provide good outcomes for children by supporting the whole family.
- **Early help**: We will focus on providing services as soon as possible to prevent issues that are emerging for children, young people and families, at any age or stage of development. The aim is to stop those issues escalating, making it easier for children and young people to stay on track and realise their potential for positive outcomes.
- **Disability services**: Surrey County Council, NHS Surrey and Surrey clinical commissioning groups have agreed to develop an integrated approach to services across health, social care and education for children with complex needs. We will co-ordinate services around the needs of the child or young person, ensuring that families access these services through a clear single assessment pathway.

With such a broad scope, it is important to make sure that our strategy really supports all children and young people in an effective but unified way. To do this, our three core delivery plans will each:

- Address the needs of local children and young people as identified through the joint strategic needs assessment.
- Address the issues raised in the public value reviews on children with disabilities, looked after children, services for young people and education.
- Work towards positive outcomes at relevant stages of childhood, as described in the lifecourse outcomes approach.
- Work towards achieving our four key priorities: prevention, protection, participation and potential.
- Continue to build and maintain a good foundation of partnership working, which ensures that resources are used effectively.
- Share expertise across the three plans where this will encourage seamless service delivery for children, young people and their families.
- Draw on learning from our two-year public value programme, as it is implemented.
developing a young people’s employability plan

Employable young people are happy, confident, self-disciplined, organised, reliable, and qualified with the ability to work in teams, communicate effectively and execute tasks. To support our young people to be employable the council has already commissioned a unique new offer, to help increase participation in education training and employment. We will move to proactively align the aspirations of young people with employment and learning opportunities in Surrey. Local employers, practitioners, parents and carers all have a role to play in supporting young people to progress towards becoming employable adults.

The employability plan will support young people in their teenage years and young adulthood to realise positive outcomes relating to their aspirations in education and beyond. It also has a supplementary role to play in supporting young people to be happy and positive in developing skills that will help them to become well-rounded, such as social skills, relationship building and communication skills. Our plan to improve young people’s employability will focus on:

- Preparing young people for participation enabling them to make better use of the opportunities around them. The Youth Support Service will deliver a participation readiness programme for all young people not in education, employment and training (NEET), to deliver skills training that support readiness for work and learning. The programme will focus on communications skills, personal administration, how to access support, team work, literacy and numeracy, study skills and career planning. It will also provide work experience opportunities, college taster courses and financial management.
- Commissioning and developing opportunities for young people to fill gaps in line with our statutory role, working in partnership with education and training partners. Our commissioning role will focus on gaps in provision where young people’s aspirations are not met with available provision, where employers’ needs are not addressed through available provision or to address future changes in need and demand, including demographic changes.
- Aligning young people’s aspirations with local opportunities to go hand-in-hand with raising and widening participation. To do this we will discover what NEET young people want to do and cross-reference this with career guidance to ensure that they have realistic and stretching ambitions. This will then be matched with the learning and employment opportunities available locally, supporting general and further education colleges in recruiting young people onto courses directly and the 14-19 networks in matching young people to vacancies.
- Removing young people’s barriers to participation to help maximise their potential for better outcomes. The Youth Support Service will work through a localised structure to provide intensive support to all 16-19 year olds who are NEET. Young people will be supported through a progression plan, designed to improve their overall wellbeing and support participation.
- Tackling worklessness in families by identifying and targeting those families that include young people who are NEET or identified at risk of becoming NEET where there are also unemployed adults in the household, in partnership with the relevant agencies. This will involve cross-referencing Youth Support Service case file information with unemployment records.

what it means to have the best start to life: our research

By benchmarking outcomes for Surrey children and young people with their peers in affluent countries across the world, we can get a better sense of what is achievable and what we need to do to prepare our young people for the global economy. Our research tells us that whilst many Surrey children and young people enjoy some of the best outcomes in the UK, this success in itself does not give Surrey children and young people the start in life enjoyed by their peers growing up in similarly affluent communities in Europe and North America. In countries where children and young people have the best outcomes, four common features were identified that have the most significant impact:

- family and parenting
- pregnancy and early years support
- education
- material wellbeing.

These four key features, in addition to six further elements (positive relationships with peers, good physical health, mental health, leisure activities, safety and reduced exposure to risks, and positive cultural experiences) that are experienced by children and young people with the best start in life, are integral in defining the lifecourse outcomes approach.

overview of the needs of children and young people in Surrey

We have used existing local research and data, predominately in the joint strategic needs assessment (JSNA), to build a rounded picture of the overall needs of children and young people in Surrey. The overview also identifies groups who are most likely to be in need, which will be used to inform the delivery of this strategy and the targeting of resources. It highlights some key areas where outcomes could be improved for children and young people, including:

- parental and carers support
- maternity health, breastfeeding and support
- childhood immunisation uptake
- children and young people engaging in physical activity
- increasing numbers of children and young people known to social care
- educational attainment gaps
- persistent absenteeism
- the high percentage of young people aged 16 and over engaging in increasing risky drinking
- the small proportion of young people who commit a disproportionate number of offences
- sexually active teenagers.

Consultation findings

We undertook consultation with a range of stakeholders to develop the children and young people’s strategy and our lifecourse outcomes approach. This involved parents, children and young people, elected members, practitioners from Surrey County Council, schools, health, the police, the voluntary sector and other partner organisations.
Developing an education and achievement plan

We will work with local education providers to develop an education and achievement plan that builds on strong partnership working to achieve good educational outcomes at all stages in a child’s life.

Our ‘vision for learning’ contributes to the children and young people’s strategy as we want every child and young person to contribute and achieve more than they thought possible. Building on the joint primary vision, we will work closely with early years settings, maintained schools and academies, pupil referral units and colleges to develop a plan for positive achievement for all our children and young people. We will develop a joint plan focusing on:

- **Participation and engagement** in the best education for all children and young people in Surrey, which includes ensuring that there is fair access to a sufficient number of high quality places provided for children and young people in their locality. To support this, the council will invest in new school places and buildings.
- **Collaboration and partnership** to improve outcomes and services for children and young people, with schools in Surrey at the heart of the agenda in their communities. We will collaborate to achieve this through a more localised framework for partnership working between Surrey County Council, parents, local education providers and other agencies.
- **Raising achievement** so that every school, college and setting has the highest ambition for all their children and young people, and drives its own improvement to enhance the life chances of every child and young person. This includes championing the achievement of vulnerable children and young people.

Our education providers also have a key role to play in supporting our lifecourse outcomes approach relating to safety, health, access to information and services and aspirations. They will be involved in developing the young people’s employability plan and the health, wellbeing and safeguarding plan wherever necessary to ensure that these outcomes are supported in the most joined-up way possible.

Policy landscape

National policy and legislation has changed significantly since the Coalition Government came to power, and we want to make sure that we are best placed to respond to these changes. We regularly review our practices, policies and strategic planning to make sure it is responsive to legislative changes and takes advantage of emerging opportunities. Some of the key issues shaping this strategy include:

- we have become a strategic commissioner
- a move to give more power and choice to parents
- legislation that emphasises a family approach
- policy that supports the integration of health and social care
- education policy that points the way to a greater emphasis on attainment
- devolving decision-making and service delivery through localism
- reform of the welfare system.

Addressing equalities

Our equalities impact assessments of the children and young people’s strategy and lifecourse outcomes approach indicate that they will have a positive impact on all children and young people, supporting them to achieve and to experience the best start in life. Our ‘lifecourse outcomes’ represents a general guide for each stage of childhood development. This affords agencies, parents and anyone involved in the lives of children and young people the opportunity to tailor outcomes and/or services at an individual level to ensure that they are appropriate for those children and young people who may require additional support.
Developing a health, wellbeing and safeguarding plan

The children, young people and families in the greatest social and economic need often experience the poorest health and wellbeing. The health, wellbeing and safeguarding plan will be our main vehicle for positively supporting our children and young people to realise good health and wellbeing outcomes throughout their childhood. We will work together with a wide range of partners such as clinical commissioning groups, police and schools to protect children, promote their physical and emotional health and wellbeing and improve outcomes for families as a whole. We believe an integrated approach to social care and health provision is essential to improving quality and equality of access to services. We will engage with partners to develop priorities through the needs-led joint health and wellbeing strategy, which will inform our plan. Our plan will:

- further develop our multi-agency safeguarding and child protection practice and process following the new national guidance
- inform effective commissioning of health and care services, primarily focusing on safeguarding and preventative services
- improve access to and the quality of health assessments and services for looked after children and care-leavers
- develop a holistic emotional wellbeing and mental health service across all tiers informed by local need, with links to local services
- develop and implement an integrated complex needs service across health, social care and education.

Developing our evidence base: our pilots

We have begun work in two areas that will help to build our evidence around how we manage and implement effective services and systems that support children, young people and families to realise their potential. Through contributing to a national pathfinder and pilot, we will use innovation to inform the way we work.

The family support team

At the end of 2011, the Government announced that it will invest £448 million in turning around the lives of 120,000 troubled families who experience multiple problems and are a high cost to public finances. We will lead this work in Surrey by coordinating local arrangements and ensuring that agencies work together effectively. We began developing a pilot service in Waverley for families with multiple problems in summer 2011, and began working with families in May 2012. The families involved in this programme will have had some involvement in crime and anti-social behaviour; have children not in school and have an adult on out of work benefits. The key purpose of the pilot is to test out multi-agency models of delivery and intervention that will be used to support these families in Surrey.

The special educational needs and disability pathfinder

In 2011, the Government also established a pathfinder programme to test some key reforms in the way we support children and young people aged 0-25 with special educational needs (SEN) and disabilities. Surrey is part of the South East 7 pathfinder (SE7), in conjunction with Hampshire, Kent, Medway, Brighton and Hove, East Sussex and West Sussex. Based on the proposals laid out in the Green Paper – ‘Support and aspiration: a new approach to special educational needs and disability’, we are currently designing a new integrated single assessment called the education, health and care plan to replace the statement of SEN, and the processes that sit behind it. This vision requires education, schools, social care and health services to work in a more integrated and holistic way.

The way we work: a change

One of the most important things that will affect how we work in the future is how we respond today. We do not operate in a vacuum, and our children and young people’s strategy builds on a rich and varied history of partnership working. This means we are in a strong position to use our collective knowledge and expertise. By building on current strategies and service plans we will form one overarching, joined-up approach, with ‘lifecourse outcomes’ at the heart of the development process. We believe this will help us respond to our challenges, whilst also improving outcomes for Surrey’s children and young people.

Over the next five years, we will work with our partners, children, young people and families to redesign services to ensure they will deliver in line with our lifecourse outcomes approach whilst meeting our savings targets. This strategy comes at a time of many changes for our partners too, so acknowledging this and working together with them is the only way that we can seamlessly support the children, young people and families we offer services to. This means that although the county council will take the lead and is accountable overall, we will work with partners to put in place services that operate as one at a countywide, area or district and borough level - whatever works best locally.
Our vision: Every child and young person will be safe, healthy, creative, and have the personal confidence, skills and opportunities to contribute and achieve more than thought possible.

To achieve this, we have four key priorities, which we will deliver with our partners through three plans and a public value programme. The lifecourse outcomes approach says what we want to achieve for Surrey’s children and young people, the strategy outlines how we will achieve it and the three plans provide more detail about our approach.

**Priorities**

Our four priorities reflect the areas we most need to focus on with partners, so that we can use our common resources more effectively to get it right for more children and young people in the future. The public value programme and plans will each contribute to at least one of the following:

- **Prevention:** We will support children and young people to have positive contributions and achievements by promoting outcomes that will help boost their own and their families’ capacity to avoid developing problems.
- **Protection:** We will 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:** We will increase the number of children and young people in Surrey participating in the best opportunities on offer in the county and beyond.
- **Potential:** We will work hard to provide and support excellent opportunities and services for Surrey’s children and young people so they can realise their full potential.

**Health, wellbeing and safeguarding plan**

The children, young people and families in the greatest social and economic need often experience the poorest health and wellbeing. The health, wellbeing and safeguarding plan will be our main vehicle for positively supporting our children and young people to realise good health and wellbeing outcomes throughout their childhood. We believe an integrated approach to social care and health provision is essential to improving quality and equality of access to services.

**Education and achievement plan**

The education and achievement plan will be our main vehicle for influencing the lifecourse outcomes for children and young people in the early, primary and teenage years, in relation to educational achievement. We recognise that educational providers, head teachers and governors have a special role in the lives of those they work with. They have the opportunity to influence and support their pupils in being happy and positive, to help them develop social skills, learn respect and responsibility, and develop their aspirations. This plan will build on these roles, through a strong partnership to achieve good education outcomes at all key stages.

**Young people’s employability plan**

The plan seeks to deliver the county council’s strategy of full participation for all young people. This means participation in its broadest sense of being an economically active contributor to the Surrey community. Central to this strategy is our plan to increase young people’s employability, because being in education, training or employment provides the platform for a productive adulthood within a thriving community.

**Two-year public value programme**

This programme is designed to help us improve service delivery in the following three areas:

- **Family support**
- **Disability services**
- **Early help**
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Over the next five years, we will work with our partners, children, young people and families to redesign services to ensure they will deliver in line with our lifecourse outcomes approach whilst meeting our savings targets. This strategy comes at a time of many changes for our partners too, so acknowledging this and working together with them is the only way that we can seamlessly support the children, young people and families we offer services to. This means that although the county council will take the lead and is accountable overall, we will work with partners to put in place services that operate as one at a countywide, area or district and borough level - whatever works best locally.
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- Collaboration and partnership to improve outcomes and services for children and young people, with schools in Surrey at the heart of the agenda in their communities. We will collaborate to achieve this through a more localised framework for partnership working between Surrey County Council, parents, local education providers and other agencies.

- Raising achievement so that every school, college and setting has the highest ambition for all their children and young people, and drives its own improvement to enhance the life chances of every child and young person. This includes championing the achievement of vulnerable children and young people.

Our education providers also have a key role to play in supporting our lifecourse outcomes approach relating to safety, health, access to information and services and aspirations. They will be involved in developing the young people’s employability plan and the health, wellbeing and safeguarding plan wherever necessary to ensure that these outcomes are supported in the most joined-up way possible.

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Our challenges

While we are working to support our children and young people to achieve the best, we face a number of challenges. Government policy and legislation around health, education and social care is changing and will fundamentally affect service provision. Our children and young people’s strategy will need to focus on what is most important for children, young people and families, providing value for money services and working in partnership to achieve the best outcomes for all. This may mean targeting our funding towards the services that meet highest priority needs and decommissioning services that do not.

There is an increasing demand for our services overall but there is less money available in the public purse to support services in their current form. The council has already made significant savings of £67 million in 2010/11 and a further £59m in 2011/12. These substantial savings mean that we are in a good position to deal with our increasing financial pressures, but the national economic situation means Surrey County Council needs to make a further £212m savings by 2017. We need to deliver these savings by investing in our priorities for the future to deliver the support people need in the most joined-up and efficient way possible.

The foundations of the strategy

Our children and young people’s strategy has been developed through extensive local, national and international research, engagement with professionals, children and families, and alignment with key strategies affecting children and young people in Surrey. It also ensures that the six key elements of the corporate strategy outlined below, form the foundations for our approach.

Corporate strategy

The purpose of Surrey County Council is to ensure good quality public services for the residents of Surrey so they remain healthy, safe and confident about the future. To achieve this, there are six things we have to focus on and get right. These will enable us to transform the way we work with residents, businesses, partners and staff to tackle the issues facing Surrey and navigate our way through the most difficult environment local government has faced for the last 80 years:

- **Residents:** Individuals, families and communities will have more influence, control and responsibility over what we do.
- **Value:** We will create public value by achieving more with the resources we have to improve outcomes for our residents.
- **Partnerships:** We will work with partners in the interests of Surrey’s residents.
- **Quality:** We will deliver to the highest quality we can and encourage innovation.
- **People:** We will invest in our staff.
- **Stewardship:** We will look after our county and focus on its future.

Our two-year public value programme

This programme, which is designed to help us improve service delivery in three areas, includes:

- **Family support:** We will focus on how we support families with complex needs and significant social disadvantage. This support will be on a spectrum ranging from some contact to a more intensive intervention. The aim will be to provide good outcomes for children by supporting the whole family.
- **Early help:** We will focus on providing services as soon as possible to prevent issues that are emerging for children, young people and families, at any age or stage of development. The aim is to stop those issues escalating, making it easier for children and young people to stay on track and realise their potential for positive outcomes.
- **Disability services:** Surrey County Council, NHS Surrey and Surrey clinical commissioning groups have agreed to develop an integrated approach to services across health, social care and education for children with complex needs. We will co-ordinate services around the needs of the child or young person, ensuring that families access these services through a clear single assessment pathway.

With such a broad scope, it is important to make sure that our strategy really supports all children and young people in an effective but unified way. To do this, our three core delivery plans will each:

- Address the needs of local children and young people as identified through the joint strategic needs assessment.
- Address the issues raised in the public value reviews on children with disabilities, looked after children, services for young people and education.
- Work towards positive outcomes at relevant stages of childhood, as described in the lifecourse outcomes approach.
- Work towards achieving our four key priorities: prevention, protection, participation and potential.
- Continue to build and maintain a good foundation of partnership working, which ensures that resources are used effectively.
- Share expertise across the three plans where this will encourage seamless service delivery for children, young people and their families.
- Draw on learning from our two-year public value programme, as it is implemented.
One county... One approach

One children and young people’s strategy
2012-2017

Surrey is one of the most prosperous and economically competitive parts of Great Britain to grow up in. There are 272,800 children and young people aged 0 to 19 in the county and we want to ensure that they are all able to take advantage of the benefits of living here. This includes having good health, being safe, well educated and having leisure opportunities at each stage of their childhood and having good employment prospects. Most do, but there are some children and young people who do not.

The Government has confirmed that our Children’s Services are performing well and we are continuing to improve. This means we’re on the right track, but over the next five years we want to work more closely with our partners and with children, young people and their families to deliver high performing services that deliver the best outcomes at all stages of childhood, and support the most vulnerable.

The lifecourse outcomes approach for children and young people

Ensuring all children and young people in Surrey achieve their potential means that we need to work with parents and partners to collectively aim for the best outcomes. The focus and emphasis of each outcome will change as children and young people grow up, but underpinning our work will be a constant commitment to strive for the best. This means that we need to work with our partners to help provide the best possible opportunities, experiences and outcomes at all ages. To help us better understand the types of support that children and young people need to do well, and enable us to work better with partners, we have developed ‘lifecourse outcomes for children and young people’, a new way of thinking and talking about childhood development in Surrey. This approach is intended to develop a common narrative for our aspirations for children and young people in Surrey and, over time, will become a corner piece for our commissioning framework.

The lifecourse outcomes approach looks at what we want for all our children and young people at each stage in their childhood: to be happy, healthy, safe and well educated, to have access to high quality leisure, cultural and economic opportunities and to make a positive contribution to society. It recognises that no two children or young people are the same. By considering the individual needs of each child or young person, professionals can develop a more personalised and seamless way of meeting those needs. Although individuals will vary, there is one thing that remains the same for all children and young people - we want to support them to achieve more than they thought possible.

What difference will the children and young people’s strategy make by 2017?

Achieving our vision for children and young people by 2012-17 will mean that:

1. Every Surrey child will be allocated a school place at a good school that supports them to reach their full potential.
2. One county, one approach: services for children and families will become local and better co-ordinated.
3. Children and families will be safer from harm and neglect.
4. There is full participation of young people aged 16 to 19 in education, employment and training.
5. Children in the care of the county council have better life opportunities whilst they are being cared for and after they leave their care services.

The work that we undertake with partners to develop the three plans and the public value programme will help us identify other key differences that the strategy will make by 2017.