

## **Annex 3- Draft Surrey Children and Young People's Partnership Plan 2014-17**

### **1. Introduction**

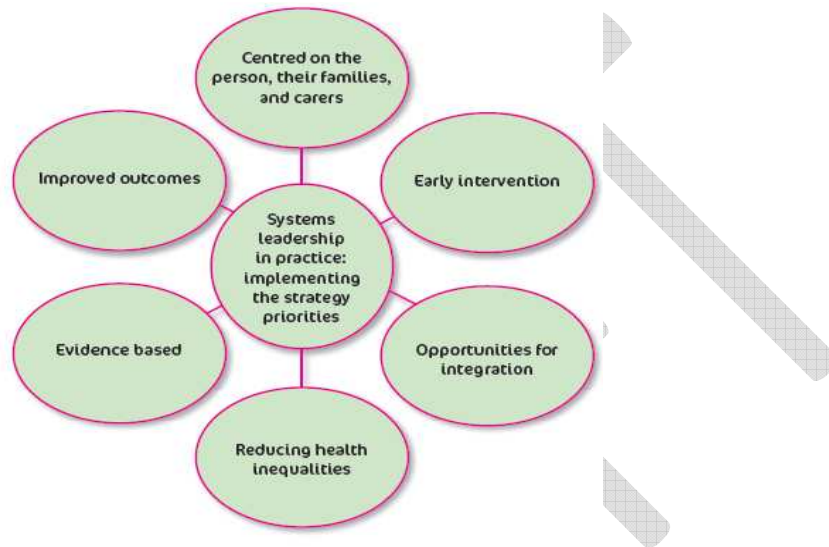
- 1.1 The Surrey Children and Young People's Partnership (formerly known as the Surrey Alliance) brings together those organisations and partnerships involved in providing children's services, to design and deliver integrated services around the needs of all children and young people.
- 1.2 The vision for the Children and Young People's Partnership is to improve outcomes for children and young people through effective multi agency working.
- 1.3 The Children and Young People's Plan (CYPP) sets out the strategic direction and goals for the Partnership, covering all services for children and young people. It sets out the priorities for the Partnership for the next three years and the key pieces of work that will need to be undertaken to deliver them.
- 1.4 It does not include everything we will be doing, but concentrates on the priorities and actions which we believe will make the biggest difference to children and young people.
- 1.5 The Plan is a delivery mechanism of the Health and Wellbeing Board (HWB) and closely linked with the Surrey Safeguarding Children Board (SSCB), an independent statutory board which co-ordinates safeguarding activities in Surrey.

### **2. Context**

- 2.1 The Children and Young People's Plan will be implemented during a period of major change for us all. Implementation of the CYPP will need to be taken forward within a context of increasing demand for services, reduced funding, changing commissioning responsibilities and the introduction of new local structures.
- 2.2 In devising this plan we have had to take account of radical changes being implemented in children's services at a national level, many of which are happening very quickly. This plan also reflects our joint priorities which are based on real evidence of need gathered through the Joint Strategic Needs Assessment (JSNA).
- 2.3 Furthermore, through the creation of the Health and Wellbeing Board, this is the first time clinicians and councils have come together to address local health needs. There is a big opportunity to rethink and redefine preventative health interventions to radically improve the health outcomes of our local population.
- 2.4 Now more than ever it is vital that we maximise our use of public resources for the benefit of children and young people. This means we will need to find new and innovative ways of partnership working to deliver services differently, more efficiently and more responsively.

### 3. Our principles

- 3.1 The Children and Young People's Partnership is committed to service transformation, new ways of working, and improving operational effectiveness.
- 3.2 The Partnership will ensure that the principles developed by the HWB also underpin the work of the Children and Young People's Partnership. These are set out below:
- 3.3 In addition, an enabler to achieving the Partnership's vision is an open and honest conversation; communication and sharing data.



### 4. Partnership working in Surrey

- 4.1 Partnership arrangements are well established in Surrey and there are many excellent examples of joint working.
- 4.2 As the partnership architecture diagram shows in Annex 1, there is significant partnership activity already taking place across the children's system. There are currently six partnership groups delivering statutory responsibilities for children and young people in Surrey. They are:
- Surrey Health and Wellbeing Board – through the Children's Health and Wellbeing Group
  - The Children and Young People's Partnership – the Strategic Group and Operational Board (this replaces the historical Surrey Alliance)
  - Surrey Safeguarding Children Board (SSCB)
  - The Corporate Parenting Board
  - Youth Justice Partnership Board
  - The Schools Forum
- 4.3 The purpose of partnership is to co-ordinate joint working across the entire children's system. At a systems level this means influencing commissioners, strategic and resource alignment, workforce development, cultural change and service integration.

### 5. Insight

5.1 Evidence from the JSNA<sup>1</sup> has been used, and will continue to support the partnership, in identifying priorities and identifying gaps in knowledge. The current JSNA summary shows needs around:

- **Complex needs:** family approach, integrated pathway and transition planning
- **Domestic abuse:** in particular addressing the causes in an integrated way
- **Mental health and emotional wellbeing including parental mental health:** addressing whole family needs early enough and integrated pathways
- **Substance misuse including parental substance misuse:** addressing whole family needs and the cost of consequences (e.g. children on multi-agency child protection plans)
- **Appropriate use of emergency services and admission avoidance:** supporting children and young people and families out of hours, including ensuring they will not attend A&E where they can be treated successfully elsewhere either by primary care, community health services or self care.
- **Early help:** services that identify and address the needs of Surrey's children and families early, reducing the need for more intensive, acute or specialist support.

## 6. Priorities for action

6.1 Surrey's Health and Wellbeing Strategy commits to five priorities:

- Improving children's health and wellbeing
- Developing a preventative approach
- Promoting emotional wellbeing and mental health
- Improving older adults' health and wellbeing
- Safeguarding the population

6.2 In developing priorities to improve children and young people's health and wellbeing, the Board identified a number of key themes. These are based on evidence from the JSNA, and priorities identified through the Children and Young People's Partnership and Children's Health and Wellbeing Group.

6.3 The four key areas that have been identified as priorities for 2014/15, are:

- **Early help**, which includes healthy behaviours
- **Complex needs** including paediatric therapies
- **Emotional wellbeing and mental health**
- **Safeguarding**, which includes domestic abuse and improving health outcomes for looked after children

6.4 An underpinning activity that supports these priorities is developing a **shared understanding of need**.

6.5 In order to promote co-ordination across the partnership architecture these priorities have also been adopted for the CYPP. This ensures a strategic fit across the children's

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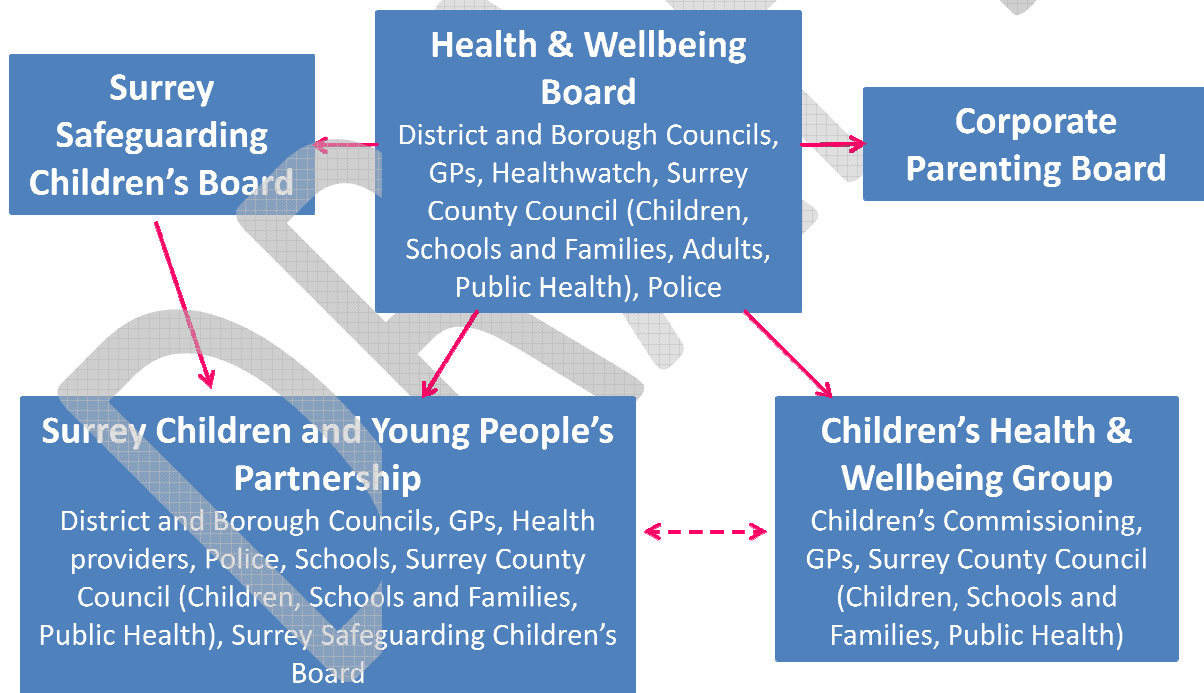
<sup>1</sup> JSNA Summary produced by SCC Strategy and Policy Development Team, (Children, Schools and Families Directorate)

system so that we can achieve positive outcomes through working together for the best use of resources to meet the needs of children and young people.

## 7. Commissioning for better outcomes

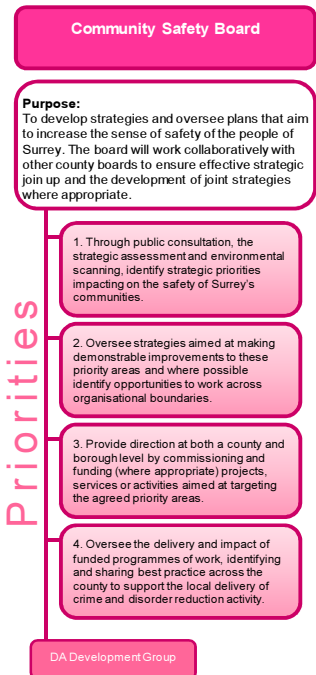
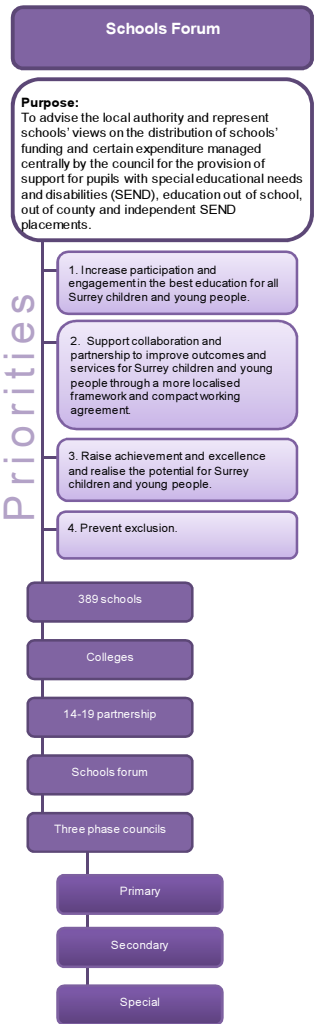
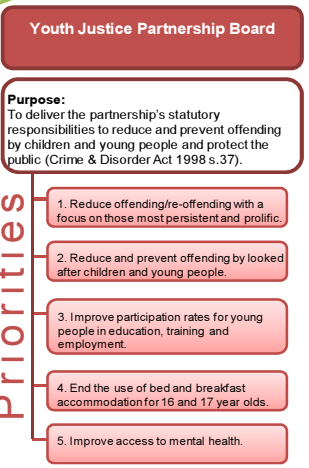
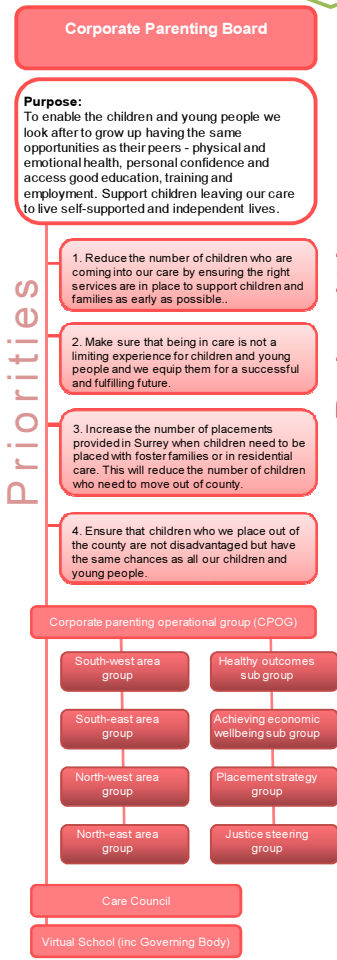
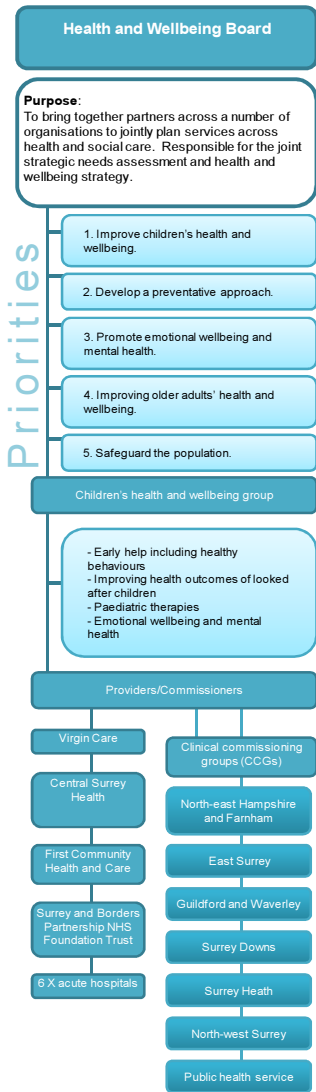
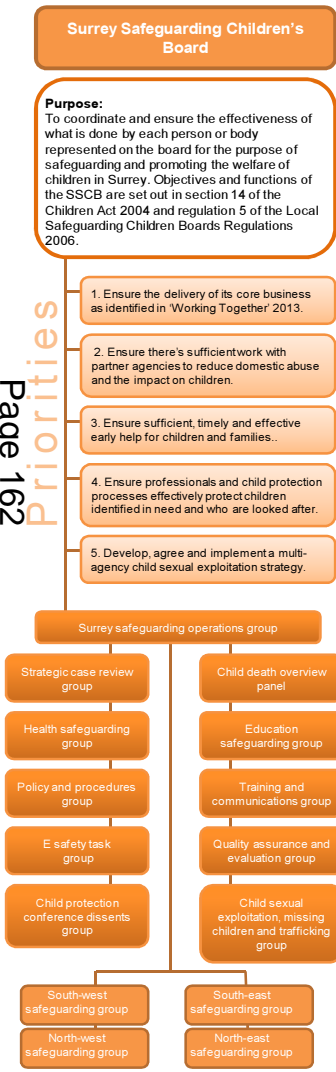
- 7.1 The Joint Health and Wellbeing Strategy provides the overarching framework for all local strategies and strategic commissioning including the CYPP as well as partner plans. The SSCB and Corporate Parenting Board both have significant strategic influence on the Partnership and HWB and close links will be critical to ensure children's priorities are driven forward effectively.
- 7.2 The SSCB has a statutory responsibility to hold all organisations and partnerships to account for the extent to which their services adequately promote and safeguard the welfare of children and young people. The SSCB consults with and makes recommendations to the Surrey Children and Young People's Partnership around systems change required to improve safeguarding.
- 7.3 The Corporate Parenting Board holds organisations to account for the wellbeing of looked after children.

### Governance for the delivery of partnership priorities



- 7.4 The Children and Young People's Partnership provides strategic direction and leadership of the **systems change** needed to deliver better outcomes across the children's system. The Partnership will take forward priorities for systems change to deliver the themes for children's health and wellbeing set by the Health and Wellbeing Board. E.g. strategic and resource alignment, workforce development, cultural change and service integration. The Partnership comprises the **Strategic Group** and **Operational Board**.

- 7.5 The **Strategic Group** is responsible for developing and monitoring the Children and Young People's Plan, and is chaired by the Chief Executive of the County Council. This includes working in partnership with the SSCB to embed safeguarding improvements across the whole children's system.
- 7.6 The Strategic Group is supported by an **Operational Board** which drives key pieces of work and provides progress updates to the Strategic Board, and is chaired by the Director of Children's Services.
- 7.7 The **Children's Health and Wellbeing Group** will focus and advise on the health, wellbeing and social care **commissioning changes** that could support the aims and outcomes – e.g. through joint commissioning and aligning commissioning intentions.
- 7.8 The **Children and Young People's Partnership** and the **Children's Health and Wellbeing Group** together will ensure that there a clear strategic fit between the Health and Wellbeing priorities and joint commissioning arrangements.
- 7.9 A single action plan for delivering the respective priorities for the Children and Young People's Partnership and Children's Health and Wellbeing Group can be found in annex 2.



South-west area management team

South-east area management team

North-east area management team

North-west area management team

**Annex 2 – Surrey Children and Young People’s Partnership Action Plan 2013/14-2017 – This action plan focuses on milestones that can be monitored to achieve the desired aims and outcomes. They are underpinned by each organisation’s and service’s separate performance management systems such as the Public Health Outcomes Framework, NHS Outcomes Framework, etc.**

Early Help including healthy behaviours	
<p><b>Aim:</b> To identify and address the needs of Surrey’s children and families earlier, reducing the need for more intensive, acute or specialist support.</p>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ Families are resilient and feel supported to tackle issues and problems as soon as they arise</li> <li>➤ Families receive a minimum intervention as early as possible to prevent escalation of problems</li> <li>➤ Children and young people make good relationships</li> <li>➤ Children and young people are happy, healthy and well</li> <li>➤ Children and young people maximise life opportunities</li> <li>➤ Professionals are clear about early help options and feel informed and supported to tackle issues in partnership as soon as they arise</li> </ul>

Lead body	Areas of focus	Measures	By when
Children and Young People’s Partnership	<ul style="list-style-type: none"> <li>• Supporting early help workforce reform.</li> <li>• Strategic support to embed key information sharing systems and assessment/case management tools</li> <li>• Strategic support for developing integrated delivery models for early help.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver effective multi-agency early help conference</li> <li>• Deliver effective early help area roadshows</li> <li>• Develop multi-agency training plan</li> </ul>	
	<ul style="list-style-type: none"> <li>• Healthy schools: PSHE review in secondary schools commissioned. Completion date August 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Present scope and findings to CYP Partnership and Area Education Offices</li> </ul>	August 2014
	<ul style="list-style-type: none"> <li>• Supporting the development/implementation of an online safety strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Implement recently developed strategy and action plan, once completed</li> </ul>	
	<ul style="list-style-type: none"> <li>• Developing a clearer picture of the scale and type of substance misuse amongst children and parents</li> </ul>	<ul style="list-style-type: none"> <li>• A report about substance misuse is going to the CYP Partnership Strategic Board on 26<sup>th</sup> February 2014</li> <li>• Develop a comprehensive needs analysis of substance misuse in CYP and parents in Surrey</li> </ul>	
	<ul style="list-style-type: none"> <li>• Influencing and shaping the alcohol strategy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Alcohol strategy:</b> Gather feedback from consultation. Presenting to the CYP Strategic Partnership board on 26<sup>th</sup> February</li> </ul>	
	<ul style="list-style-type: none"> <li>• Healthy weight</li> </ul>	<ul style="list-style-type: none"> <li>• Development of healthy weight pathway</li> </ul>	

		<ul style="list-style-type: none"> <li>Refresh a comprehensive obesity needs assessment</li> <li>Write Healthy Weight Strategy</li> </ul>	
	<ul style="list-style-type: none"> <li>Development of a multi agency county wide safeguarding hub and supporting area based hubs</li> <li>Continued development of professional support networks/ forums</li> <li>Increasing co-location and integration models of delivery</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of effectiveness of area hubs</li> <li>Analysis of where there is alcohol and domestic abuse</li> </ul>	<ul style="list-style-type: none"> <li>Area hubs go live from 17<sup>th</sup> March 2014</li> </ul>
<b>Children's Health and Wellbeing Group</b>	<ul style="list-style-type: none"> <li>Implementing 'Early Help Assessment' through commissioned universal and targeted services</li> <li>Developing the market of local services and jointly commissioning early help and timely intervention services</li> <li>Delivering Supporting Families approach through commissioned services</li> <li>Improving quality and value for money by reducing the need for high cost, low volume spends</li> </ul>	<ul style="list-style-type: none"> <li>Develop a proposal for a pilot for using the EHA with SEN children in a local school.</li> <li>Add existing known early help services into the Family Information Service directory.</li> <li>Develop an understanding of the Early Help Voluntary sector market</li> <li>Develop an Early Help commissioning action plan</li> </ul>	

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**Complex needs including paediatric therapies**

<p><b>Aim:</b> Children and young people with complex needs have a single assessment process and education, health and care plan with personalised support.</p>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ CYP and families have greater control and choice in decisions through co-production</li> <li>➤ Children and young people receive more personalised services</li> <li>➤ Introducing personal budgets for health</li> <li>➤ Integrated assessment – families will not have to repeat their stories more than once</li> <li>➤ Good quality transition and preparation for adulthood</li> <li>➤ Delivery of services CYP and families receive will be more co-ordinated</li> </ul>
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Lead body	Areas of focus	Measures	By when
<b>Children and Young People's Partnership</b>	<ul style="list-style-type: none"> <li>Overseeing progress of SEND14 (pathfinder) to ensure that services are co-ordinated around the needs of CYP and ensure Surrey meets the requirements of the Children and Families Bill 2012.</li> </ul>	<p><b>To be confirmed</b></p> <ul style="list-style-type: none"> <li>Parental and family satisfaction with the new arrangements, including transition from statements to EHCP. This includes: confidence in the system, a good experience, real partnership, person centred and personalised, outcomes focused and holistic.</li> </ul>	Ongoing



		<ul style="list-style-type: none"> <li>• Develop a survey to capture feedback around above areas that can then be turned into a “net satisfaction indicator”</li> <li>• Scope potential for Rapid Improvement Event for changing complex needs system to meet needs of CYP and families</li> <li>• Reframe complex needs report to include a foreword and so it can be used to guide constructive discussions.</li> <li>• Share report</li> </ul>	<p>As soon as possible but in place for September 2014 TBC</p> <p>February – April 2014</p>
	<ul style="list-style-type: none"> <li>• Improving long term planning through developing better predictive data</li> </ul>	<ul style="list-style-type: none"> <li>• Data analysis through Preview</li> </ul>	
<b>Children’s Health and Wellbeing Group</b>	<ul style="list-style-type: none"> <li>• Reviewing commissioning of paediatric therapies</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Therapy Forum established with agreed terms of reference</li> <li>• Joint Needs Analysis completed</li> <li>• Joint therapies commissioning strategy agreed</li> <li>• New 0-25 years therapy service models in place with agreed care packages and pathways</li> <li>• Training and development programme in place to up skill wider workforce</li> <li>• New jointly commissioned 0 -25 years paediatric therapy service in place</li> </ul>	<p>February 2014</p> <p>April 2014 April 2015 April 2015</p> <p>September 2014</p> <p>April 2017</p>

### Emotional wellbeing and mental health

**Aim:** Children and young people are supported as close to home and by people they know as much as possible and there are seamless pathways to effective targeted and specialist services where needed.

**Outcomes:**

- Children and young people are supported by people they know in their local area
- Families feel supported
- Professionals working together for the young person’s identified outcome
- Children, young people and their families know where to seek help
- Parents and carers are supported to have good mental health and emotional wellbeing and resilience

Lead body	Areas of focus	Measures	By when
<b>Children and Young People’s Partnership</b>	<ul style="list-style-type: none"> <li>• Improving transitions between services</li> </ul>		
	<ul style="list-style-type: none"> <li>• Focusing the resource of mental health providers across initiatives whilst supporting those below thresholds</li> </ul>	<ul style="list-style-type: none"> <li>• Develop need analysis</li> </ul>	
	<ul style="list-style-type: none"> <li>• Developing a long term partnership plan to provide a place of safety under section 136 of the mental health act</li> </ul>	<ul style="list-style-type: none"> <li>• SaBP to host a mental health summit with CCG &amp; SCC partners to increase awareness and identify local solutions.</li> </ul>	

<b>Children's Health and Wellbeing Group</b>	<ul style="list-style-type: none"> <li>Promoting effective training and workforce development to support integrated working</li> </ul>	<ul style="list-style-type: none"> <li>To review workshops and training and recommission subject to funding availability.</li> </ul>	
	<ul style="list-style-type: none"> <li>Influencing the national commissioning framework to improve pathways, outcomes and safeguarding in tier 4 services</li> </ul>	<ul style="list-style-type: none"> <li>NHS England to meet with CYA to discuss further issues raised with Secretary of State for Healthcare.</li> <li>Develop local proposals for local solution and lobby Secretary of State</li> </ul>	
	<ul style="list-style-type: none"> <li>Re-procuring tier 2 and tier 3 CAMHS services</li> </ul>		

**Safeguarding including improving health outcomes for looked after children (LAC) and domestic abuse**

<p><b>Aim:</b> To embed and inform specific safeguarding improvements including those directed by the Health and Wellbeing Board, Safeguarding Children Board and the Community Safety Board</p>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>Children and young people are safe and feel safe</li> <li>Causes of domestic abuse are mitigated</li> <li>Health outcomes are improved for Looked After Children in Surrey</li> </ul>
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<b>Lead body</b>	<b>Areas of focus</b>	<b>Measures</b>	<b>By when</b>
<b>Children and Young People's Partnership</b>	<p><b>Domestic Abuse</b></p> <ul style="list-style-type: none"> <li>Providing strategic support to the Community Safety Board's Domestic Abuse Strategy</li> <li>Clarifying the commissioning landscape for children and families</li> </ul>	<ul style="list-style-type: none"> <li>Partners to review and contribute to action plan to support DA Strategy</li> <li>Inform commissioned service gap and spend analysis</li> </ul>	
<b>Children's Health and Wellbeing Group</b>	<ul style="list-style-type: none"> <li><b>Improving health outcomes for Looked After Children</b></li> </ul>	<p><b>Health needs assessment:</b></p> <ul style="list-style-type: none"> <li>Findings to be presented to Corporate Parenting Board in February 2014.</li> </ul> <p><b>Health assessments</b></p> <ul style="list-style-type: none"> <li>Ensuring adequate medical advisers capacity to meet demand.</li> <li>Collaborative working between SCC and G&amp;W CCG project manager to ascertain current position and to review current data.</li> <li>Contract variation in place and discussions to take place with Croydon Council re: out of county provision for</li> </ul>	

		<p>unaccompanied asylum seeking children.</p> <ul style="list-style-type: none"> <li>• Following report to Corporate Parenting Board, action plan being developed.</li> <li>• To ensure effective governance and oversight, joint health and social care chairing of the Healthy Outcomes Subgroup, which reports to CPOG and CPB.</li> <li>• <b>Develop performance measures to assess and understand the health and wellbeing outcomes of LAC.</b></li> </ul>	
	<ul style="list-style-type: none"> <li>• <b>School nursing</b></li> </ul>	<ul style="list-style-type: none"> <li>• Partners to consider options for school nursing capacity, including reviewing role of health lead professionals in safeguarding case conferences</li> <li>• Define the role of the school nurse in mainstream schools and how they can support the CAMHS school nurse</li> </ul>	

### Shared understanding of need

<p>Page 107</p> <p><b>Aim:</b> To develop a culture of sharing information on CYP and families so that we can collectively serve their interests in a more joined up way</p>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>➤ Health and wellbeing services for children and families are designed to take account of their needs and experiences</li> <li>➤ CYP and families feel a part of decisions made about their health and wellbeing</li> <li>➤ CYP and families are able to see where and how their input has affected strategic decisions (SurreySays)</li> <li>➤ Agencies have developed an appropriate 'if in doubt, share' culture around data</li> <li>➤ Agencies are collectively well aware of the future demand for services and needs of CYP and families</li> <li>➤ Agencies are collecting and using the voice of CYP and families routinely to inform service decisions</li> <li>➤ There is less duplication of work within and between agencies</li> </ul>
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Lead body	Areas of focus	Measures	By when
Children and Young People's Partnership	<ul style="list-style-type: none"> <li>• Embedding solutions for joining up different management information systems to support operational decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to improve data quality across systems</li> <li>• Draft specifications for data warehouse</li> </ul>	
	<ul style="list-style-type: none"> <li>• Building a common understanding of need, based on robust data/sharing of challenges and to improve specific data sets (complex needs/substance misuse)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop JSNA Chapter: Families in Need</li> <li>• Develop JSNA Chapter: CYP in the Care of the Council</li> <li>• Develop JSNA Chapter: Safeguarding CYP</li> <li>• Develop a multi-agency virtual data group, and get it up and running</li> </ul>	<ul style="list-style-type: none"> <li>• End 2014</li> <li>• End 2014</li> <li>• End 2014</li> <li>• Autumn 2014</li> </ul>

	<ul style="list-style-type: none"> <li>• Developing a mechanism for gathering evidence and sharing research about our children and young people</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out Surrey Says to the rest of SCC and partners</li> <li>• Develop training options for Surrey Says</li> <li>• Improved capture of CYP/parent insight through the use of Surrey Says</li> <li>• More visible co-production with CYP/Parents across agencies, evidenced through Surrey Says input related to service development engagement</li> </ul>	<ul style="list-style-type: none"> <li>• By April 2014</li> <li>• By April 2014</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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