

COMMISSIONING
PLAN FOR
CHILDREN,
SCHOOLS AND
FAMILIES

2017-22

1. Vision and purpose

Our vision is for all children and young people in Surrey to be happy, healthy, safe and confident in their future.

In Surrey we face three significant challenges to achieving this vision.

Firstly, whilst the majority of children and young people in Surrey achieve outcomes above the national average, there are vulnerable groups who need extra help and support in order to close the gap in outcomes they experience compared to the Surrey average. In Surrey these groups require a particular focus to avoid their needs being masked by wider high levels of affluence and positive outcomes.

Secondly, demand and complexity of need continues to increase significantly. This is driven both by the ongoing effects of demographic increase, which creates demand for all services and an increasing complexity driving demand particularly in social care and SEND. Whilst birth rates have levelled off in recent years, the effects of substantial growth are still being experienced as children grow older, such as a forecast growth of 10,000 (14%) 10 to 14 year olds by 2022, compared to the estimated 2017 number. Additionally, the number of contacts to Children's Social Care has risen from 60,915 in 2011/12 to 77,811 in 2016/17 and the numbers of children and young people with needs requiring a statutory plan for SEND has risen by 30% since 2009. Demand is forecast to rise further, with numbers of children in need forecast to rise by 20% over the next three years.

Thirdly, Surrey County Council continues to face unprecedented financial challenges. The Council has achieved savings of £450m over the last six years and are planning to save a further £244m over the next three years. The Children's directorate expects to save £54m to 2020 (including savings from the DSG).

These challenges require a strategic response from Children, Schools & Families and partners. Our partnership approach is set out in the Surrey Children & Young People's Partnership Joint Commissioning Strategy 2017-22. This commissioning strategy sets out the response from Surrey County Council Children, Schools & Families, and also including links to Public Health and Adults' Services.

At the core of this response is a focus on Early Help, to address the needs of children and young people earlier in their lives so we can improve outcomes and reduce demand and associated costs of the service.

The CSF Commissioning Plan also links through to key programmes of development in the Council in the following areas.

- Early Help
- Education in Partnership
- Information Management
- Safeguarding
- SEND

The CSF Commissioning Plan is supported by thematic commissioning plans for each area below.

- Early Help
- Early Years
- Education and Skills
- Health
- SEND
- Social Care and Well-Being

The CSF Commissioning Plan also links through to cross-Directorate work on Safer Surrey, our key focus on strengths based approaches, and the CSF Improvement Plan, which sets out the key actions required to address areas highlighted by Ofsted.

2. Outcomes

2.1 Outcomes for all children and young people

To achieve our vision, we have three overarching outcomes for all children in Surrey.

Children and young people have good health and wellbeing

Children and young people are safe from harm and danger

Children and young people achieve their potential

2.2 A commissioning approach

This plan follows a commissioning approach. The plan outlines need, level of demand and expenditure (a full version of this can be found in the supporting evidence file, with further supporting information in the Joint Strategic Needs Assessment (JSNA) and Medium Term Financial Plan (MTFP)). This leads to the high level outcomes we want to achieve for all children, young people and families in Surrey and the nine strategic actions to achieve these. This is followed by setting out how these strategic actions will be achieved, with links through to key supporting plans and programmes.

2.3 CSF Commissioning Strategic Actions

These outcomes will be achieved through a relentless focus on nine priorities, set out below as strategic commissioning actions.

1. Prevent problems escalating by ensuring children, young people and families needing extra help receive timely support
2. Provide a positive experience of SEND services and support for children, young people and families
3. Provide the right early support to promote good emotional wellbeing and mental health
4. Prevent and reduce the impact of abuse (including domestic abuse) and neglect
5. Provide placements or accommodation for looked after children, care leavers, unaccompanied asylum seeking children that are appropriate, local and value for money
6. Prevent and reduce the impact of child sexual exploitation (CSE) and children who go missing from home and care
7. Increase the educational achievement, progress and engagement of vulnerable children and young people throughout their life course (looked after children, children in need, free school meals, SEND, 'vulnerable groups')
8. Provide educational opportunities for children and young people with SEND in local schools or colleges that offer the best value for money
9. Increase participation in education, training and employment post 16 for children and young people in our 'vulnerable groups'

3. What are the needs of children, young people and families in Surrey?

3.1 Introduction

This section highlights the key themes that have led to the identification of the CSF commissioning strategic actions above.

Further detail is set out in Annexe 1 and the supporting [Joint Strategic Needs Assessments](#), as agreed at the Health and Well-Being Board. In particular, the relevant sections of the JSNA are set out below.

- Community Safety
- Developing Healthy Lifestyles
- Economy, Employment and Deprivation
- Education and Skills
- Emotional Well-being and Mental Health
- Further Education and Skills
- Planning, Housing and Housing Support
- Safeguarding Children
- Screening and Immunisations
- SEND
- Sexual and Reproductive Health
- Substance Misuse
- Unintentional Injuries
- Young Carers and Adult Carers

3.2 Cross cutting needs in Surrey

Demographic growth

Although birth rates have stabilised, there will be an increase of 10,000 children, aged 10-14 years by 2022 from 2017.

Poverty

There are 28,000 (10%) children and young people living in poverty in Surrey. Deprived communities in Surrey experience lower than average outcomes across education, health and social care. 67% of children and young people living in households that are dependent on out of work benefits are under 11 years old. Children eligible for Free School Meals (FSM) start falling behind their peers academically from a young age and do not catch up. Poverty is also linked to social isolation and poor integration, in particular in more affluent areas.

Poor family functioning

An audit of abuse and neglect cases by the Surrey Safeguarding Children's Board highlighted that the main contributory factors were parental mental ill-health, parental substance abuse, domestic abuse, homelessness, poverty, criminality and parental disability. There were 6,227 children in need as at 31 March 2016, of which 58.1% had 'abuse and neglect' as their primary need

at assessment, this compares to a national average of 51% for 'abuse and neglect'. Some families in Surrey experience intergenerational cycles of social inequality and poor education, health and safeguarding outcomes.

An initial analysis of Surrey's looked after children in January 2016 found that 43% had siblings who were also in care. Of this cohort of 147 families, 76% (111) had children who were placed into care at the same time, but 24% (36) had children who were placed into care at different times, suggesting opportunity for preventative approaches to reduce repeat cases.

Specific needs and multiple disadvantages

Specific groups that experience poorer outcomes include: children with Special Educational Needs and Disabilities (SEND); looked after children and care leavers; Children in Need (CiN); children living in poverty; young carers; teenage parents and their children; Gypsy, Roma and Travellers (GRT); children affected by domestic abuse, and; the children of prisoners.

Outcomes for these children tend to be poor when compared to the Surrey average and, in some instances, when compared with the national average. In fact some groups of disadvantaged children in Surrey do less well than children from similar backgrounds in other local authority areas. Where children experience multiple disadvantages, the differences in outcomes for some groups are even greater.

Children on free school meals in Surrey do less well than their peers by the end of reception year; 62% children have a good level of development, lower than the 73% Surrey average.

Despite Surrey spending more on school improvement per capita than the national average (£44 vs £28 nationally), the gap between Children in Need pupils achieving 5 GCSEs at A*-C including Maths and English and their peers in Surrey is 38.5% points.

Missing children and child exploitation

Children Missing Education (CME) and Pupils Missing Out On Education (PMOOE) make up around 1% of the school population of Surrey and on average there is a 60/40 split between boys and girls. Pupils with SEND and Gypsy, Roma and Traveller (GRT) pupils tend to be over represented. In 2016, Surrey has a lower proportion of looked after children with at least one fixed period of exclusion from education than the national average (9.81% vs 10.42%), but higher proportion of looked after children who are persistently absent than the national average (10.6% vs 9.1%). The proportion of children with special educational needs with at least one fixed period of exclusion from education in Surrey is slightly higher than the national average.

Vulnerable care leavers with challenging behaviours, who have moved foster placements several times and have lived in residential children's homes, are more at risk of not being in education, employment or training (NEET).

Surrey has a growing number of Electively Home Educated Children (900 at the end of June, up from 788 in April) known to Surrey. At 0.46% of the school population this is just below the national average of 0.5%. Whilst many of these children's families have actively opted out of the mainstream system, for a variety of reasons (awaiting school placement, ill-health, needs unmet), there are some whose needs and reasons are unknown and may result in poorer achievement.

The inability to form healthy, positive relationships also places a child or young person at risk to exploitation and going missing. In 2015/16, 153 children were missing from care at some point during the year and there were 733 episodes of a looked after child going missing. This is 12% of the Surrey looked after children population which is below other comparable areas such as Kent (15%) but above the south east average (10%) and national average (9%). During 2015-16, 340 children were deemed to be at

risk of CSE in Surrey. Local data indicates that most identified CSE victims in Surrey (78.8%) are white females aged 14-17 years.

Poor physical and mental health

Physical and mental health are often viewed in isolation, however each can directly impact upon one another.

Variation in outcome can be seen as affected by maternal behaviours. In Surrey around 54% of mothers under 20 years old breastfeed after birth compared with 84% of all mothers; 37% were smoking at delivery compared to 7% across all ages.

Whilst there is a decreasing rate of teenage pregnancy in Surrey, over half of all teenage pregnancies lead to termination, indicating that these were unplanned. This is broadly in line with national comparisons.

A questionnaire of school aged-pupils in Surrey found that 15% worry about bullying and 38% of primary school children were 'sometimes' afraid to go to school because of bullying. In response to the same survey 10% of girls in year 10 said they 'usually or always' cut or hurt themselves because of being worried or stressed about something.

Around 18% of children in Surrey aged 4-5 and 27% of children aged 10-11 are overweight or obese and there is a pattern that mirrors deprivation. This is just behind the national figures of 20% and 33% respectively.

4. How well are services meeting the needs of customers?

What is the quality of services?

The percentage of outstanding education providers, as assessed by Ofsted, is above average compared to national and regional performance across each phase of statutory school age and further education and skills.

However, the quality and suitability of current provision is not meeting the full range of

children and young people's needs. In June 2015, Ofsted judged Surrey County Council's arrangements to safeguard children from harm as 'inadequate'. In December 2016, Ofsted judged there to be significant areas of weakness in the local area's practice for children and young people with SEND. The inspection highlighted that children and families have a poor experience on their SEND journey. This is evidenced by high appeal and tribunal rates (often settled); poor timeliness of completing assessments and access to provision early.

Although recent monitoring visits have been balanced and Ofsted has highlighted improvements in some areas, there is still some way to go in terms of knowing our children and ensuring consistency of practice across the county.

What do children, young people and families say about our services?

Analysis of feedback indicates that many children and families are happy with the quality of the services they use. For example most parents are very satisfied with the quality of formal childcare. Two-thirds of children and young people in care of the council said they were happy in their placement and most young people had received the advice and support needed to move from care onto independent living. The majority of children and families have told us that staff are motivated and perform effectively and that they feel more confident since accessing services in Surrey.

However, we also have areas where we need to significantly improve, especially with SEND. In 2015/16 the per 10,000 of school population of appeals made was 9.1 which is significantly higher than the national average of 4.3. Other feedback says that service provision can be sporadic and not widely accessible although parents feel confident that their children's needs are being met locally.

The Personal Outcomes Evaluation Tool (POET) Survey in February 2016 showed that

only 42% of parents from Surrey said that the support their child receives had made things better or a lot better, compared to 58% nationally.

In 2015/16 46% of Surrey residents were dissatisfied with places for young people to meet. This is the second highest level of dissatisfaction with council services after road maintenance.

We have also heard that young people think that education is too focussed on getting them through their exams rather than teaching life skills.

"Make social workers more available. Stop giving them so many cases so that they have time for their allocated children".

The Big Survey asks Looked After Children about their experience in being in care of the council. Most children (66.7%) see their social worker as much as they'd like to.

"I would like to see him (my social worker) more because he is really fun"

In general, feedback from children, young people and families suggests that services are not always available or accessible but when they do access services that staff are supportive.

5. How well are services meeting demand?

The education, social care, SEND, health and early help markets are characterised by high levels of demand compared to many other local authorities and local supply side challenges, due to the high cost of capital and living. Over several years demand has outstripped local supply in many areas (e.g. for foster families, local children's homes and education for children and young people with SEND) and there has been increasing dependence on out-county provision. This

has impacted on outcomes and driven up unit costs. More needs to be done to develop a more focused approach to Early Help and to develop the local market to meet future demands sustainably. This section sets out local demand and an analysis of the market.

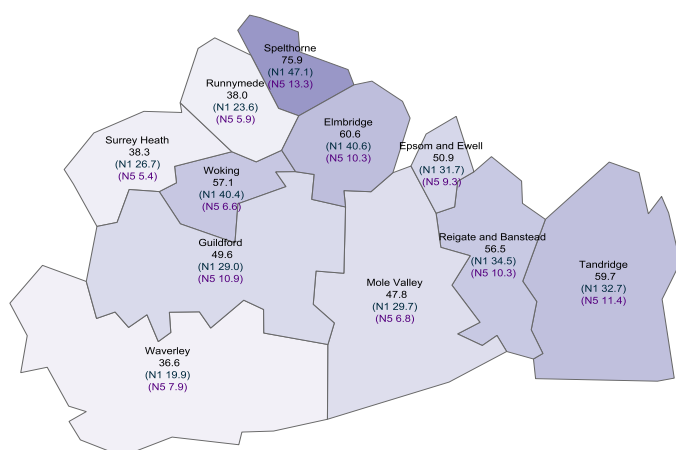
Early help

Demand and projected costs

Current projections suggest that the number of **Children in Need (CiN)** could rise by almost 20% over the next 3 years, based on modelling conducted with Ernst & Young. The average cost of a CiN case in Surrey is £2,900 (2014/15), risen from £2,500 in 2011/12. This has predominantly been caused by the increasing cost of social work due to the increased use of locum staff. Given the current projections for children in need, this will cost Surrey £5.9m by 2020/21, unless measures are taken to address this need through Early Help.

Our **CiN re-referral rate** in Surrey (24.1%) is higher than the national average (22.3%) and has reduced by 9 percentage points, suggesting Surrey has become more effective in supporting families so that problems do not reoccur later. **CiN assessments** take an average of 40 days in Surrey, which is significantly longer than the national average of 28 days. While the national average remained static from 2014/15 to 2015/16, in Surrey the average assessment time slowed down by 12 days. Almost a third of all CiN referrals (including re-referrals) are concentrated in only 10% of the county.

Market analysis and value for money



Early help services cover early years, youth and family services based in the community as well as wider provision through health and education that support Team Around the Family approaches. Indicative benchmarking of unit costs suggests our early help offer is adequately funded, but there are reductions planned to be achieved as Early Help services are better integrated and focused. There are additionally financial challenges in other sectors of provision, such as the Public Health budget in Surrey which is 20% below the target level of funding.

Family support in Surrey costs 15% less than national average (£77 vs. £90). Surrey's youth service operates a different model from many areas, including providing social work for Children in Need within its model; in Surrey the spend per capita is approximately double the average (£87 vs. £45).

What are the gaps?

There are particular gaps in early help for children aged 5-11 (approximately 8,800) in terms of effective parenting support and family support for children with SEND. These gaps are contributing indirectly to the rising demand for more acute social care and SEND provision.

Early Years

Demand and projected costs

In Surrey there is a low take up of Free Early Education for Two-Year-Olds (FEET). About 65% of eligible two year olds use Free Early Education for Two year olds (FEET) each term, which is lower than nationally. Low take-up of pupil premium in Surrey significantly reduces the resources available to improve the achievement of disadvantaged children.

Market analysis and value for money

National benchmarking indicates that in Surrey the spend on Early Years per capita is on a par with the national average. The market comprises a large number of generally small providers, with a greater dependence on the Private, Voluntary and Independent (PVI) Sector in Surrey than is generally the case elsewhere in England.

The new requirement for 30 hours provision from September 2017 is challenging the market, particularly as it will reduce scope to generate income, as well as requiring significant additional capacity.

What are the gaps?

About 65% of eligible two year olds in Surrey utilise Free Early Education for Two year olds (FEET) each term. This is lower than seen nationally. Families who access FEET may otherwise not access early years education. The new requirement for 30 hours provision from September 2017, requires significant growth in the market and is presenting providers with challenges as it reduces income potential. The market is being supported through DfE secured capital and targeted support for Sufficiency and Sustainability.

Education and skills

Demand and projected costs

We have created around 16,000 extra school places since 2011, mainly in primary schools. Although the number of children requiring school places in Reception has now begun to plateau, the sharp increases of the last decade are now impacting on Surrey's secondary schools.

Market analysis and value for money

Education policy has been highly changeable and unpredictable over the last five years and this has left the market in a state of flux. The market for school support and school improvement services is changing, with academies and multi-academy trusts increasingly commissioning services and offering alternatives to schools. The joint venture with Babcock is scheduled to end in March 2019 and this will bring change to the local market. Surrey County Council is currently working in partnership with schools to shape the local authority's future offer and drawing on Free School Capital and other sources where possible to reduce requirements for local capital.

What are the gaps?

11,000 more school places are needed by 2021, in particular in the secondary sector. Surrey County Council will work with schools to develop these school places within the capital funding available. Additionally whilst school places continue to be funded by government through DSG at the same rate, this rate is not being inflated. Schools are therefore having to absorb emerging pressures leaving less resource to support the needs of all pupils, including those who are vulnerable.

The independent sector accounts for approximately 20% of Surrey children's education. Whilst not a direct impact on the council's finance. There are implications for safeguarding practice and how children within these settings access services including school nursing, mental health and broad PSHE curriculum.

Health and wellbeing

Demand and projected costs

With an increasing 0-19 population universal services will see increased demand for routine checks that provide an opportunity for prevention and early intervention. In addition they will be responding to the increase in children with more complex SEND or social care needs as they provide direct services in terms of therapies and specialist nursing as well as direct support to families. This is against a backdrop of reducing public health and static health budgets.

A projected increase in demand for more specialist CAMHS services will put pressure on future budgets. It is estimated that the annual short term health, social care and education costs of child mental health problems per child is £2,220, with the long term societal costs per child a further £3,310.

Wider public health spend on prevention programmes has been reduced by 30% (by 2019/20) this has resulted in changes in delivery model for sexual health, substance misuse, weight management and health visiting and school nursing services. It also means there is no direct funding for breastfeeding support, oral health promotion and physical activity programmes.

Market analysis and value for money

Joint commissioning has progressed well and SCC and the six Clinical Commissioning Groups in Surrey jointly fund and commission Child and Adolescent Mental Health Services (CAMHS) and Children's Community Health Services.

Surrey has a high performing specialist substance misuse service for young people. It has also maintained the commissioning of Family Nurse Partnership. Both of these services support children with more complex needs and need to be seen as part of a package of care that can deliver better outcomes.

There are likely to be more opportunities for aligning and commissioning jointly in the future. To ensure the best outcomes within

the available funding levels we need to continue to develop self-care, digital and shared approaches to early identification and prevention in line with the evidence bases including Making Every Contact Count and Social Prescribing.

What are the gaps?

Whilst our maternity providers and children centres are UNICEF accredited Breastfeeding Friendly, there is limited peer support at significant scale for mothers that would like to breastfeed.

Childhood obesity prevention remains a priority for the Health and Wellbeing Board and requires both specific service delivery but also identification prevention through promotion of core healthy eating and physical activity messages.

Broadly across the childhood immunisation programmes, Surrey is below the necessary target of 95%. In order to reduce the likelihood of outbreaks and to improve uptake immunisation status should be checked at every opportunity.

Oral health promotion is patchy across the County. Children Centres and health visiting services deliver messages to families but as for immunisations we need to ensure that dental registration and key messages are provided at every opportunity.

Whilst the Family Nurse Partnership service works with a high proportion of new young parents in Surrey. There are gaps in provision for those young parents not eligible for the service but who still have significant risk factors for poorer outcomes.

Opportunities exist within the strategic change programmes including Family Hubs and also the Sustainable Transformation Partnership workstream for Maternity and Children to build different approaches to accessing services that support self-care and prevention, whilst enabling services to work with those families and children who require more support in a targeted way.

Social Care

Demand and projected costs

Contacts to Children's Social care are increasing; there were 66,537 contacts made in 2015/16, compared to 60,915 in 2011/12. The proportion of contacts where no further action is required is continuing to fall as cases are increasingly routed through our developing early help offer and getting the early support they need. The proportion of contacts progressing to referral to Children's Social Care (21% in 2015/16) is expected to remain stable, but to rise in volume as the population increases.

In June 2017, Surrey has a higher referral rate per 10,000 of the 0-17 population which is 694.2 compared with the national average of 532.0, statistical neighbour average (431.0) and the South East Region (505.0) in Mar 2016.

The rate of **looked after children** as a proportion of the child population has remained relatively stable over the past 5 years. In Surrey there are around 31-34 looked after children per 10,000 of the child population, this has been and remains much lower than the national (59-60) and South East (47-52) rates, but is more comparable to statistical neighbours

The number of **Unaccompanied Asylum Seeking Children (UASC)** in Surrey has risen sharply over the last 5 years (60 in 2011/12 to 139 in 2016/17) and projections suggest this will continue. The 1% projected rise in non-UASC looked after children will result in a cost pressure for the council of £2.06m.

The number of **care leavers** in Surrey has remained fairly stable since 2013. However this is predicted to increase by 31% over the next three years. This is in accordance with the rising numbers of 16 and 17 year olds in care, which is partly due to the increase in the number of looked after UASC within Surrey. The unit cost for a care leaver in Surrey is £15,940 per year.

Market analysis and value for money

Many markets within social care are under-developed, such as fostering and residential placements and offer insufficient choice for children and young people. The volume of local provision alone does not meet current or forecast demand, generating a dependence on out-county provision. The rising demand and high cost of placements for children looked after is unsustainable. Our average yearly cost for a child looked after in 2014/15 was £63,800, around £10,000 more than the national average. This is in part driven by the high use of costly 'external placements' such as residential places and the use of independent fostering agency placements.

What are the gaps?

There are a shortage of families within Surrey's borders to foster or adopt looked after children and UASC which means looked after children are being placed out of county. There is a high level of complexity of presenting needs which often limits alternative options. There is also a lack of suitable placements for care leavers. While almost 20% of our care leavers are living in supported accommodation, many are living in 'spot purchased' rather than 'block purchased' placements which cost more. It can be particularly difficult to place UASC care leavers in 'block purchased' Supported Accommodation placements due to the 'moving on' requirement, whereby placements are prioritised for those who have a local connection for future housing.

SEND

Demand and projected costs

As at July 2017 there were 6,843 children and young people in Surrey schools were subject to high need services via a statutory plan. The number of children and young people with statutory plans has increased by 30.6% since 2009 and this is forecast to increase further.

Surrey has a slightly higher prevalence of children and young people with statutory plans: 3.5% of children and young people in compared to 3.3% nationally.

The number of children with SEND in non-maintained institutions (NMIs) has jumped by more than a third over the last five years – to

around 15% in 2016. This is more than double the national average (6.9%) and considerably above the statistical neighbour average (8.5%). The high use of non-maintained independent schools cost £35m in 2016/17.

SEND needs have been changing over the past six years. The number of children and young people with ASD in Surrey schools has increased by 89% from 1,258 pupils in 2010, to 2,378 pupils in 2016. Numbers of pupils with MLD have fallen from 1,101 in 2009 to 857 in 2016. Further growth in demand for SEND Transport is projected, linked to the projected growth in the population of Surrey with SEND and with EHCPs.

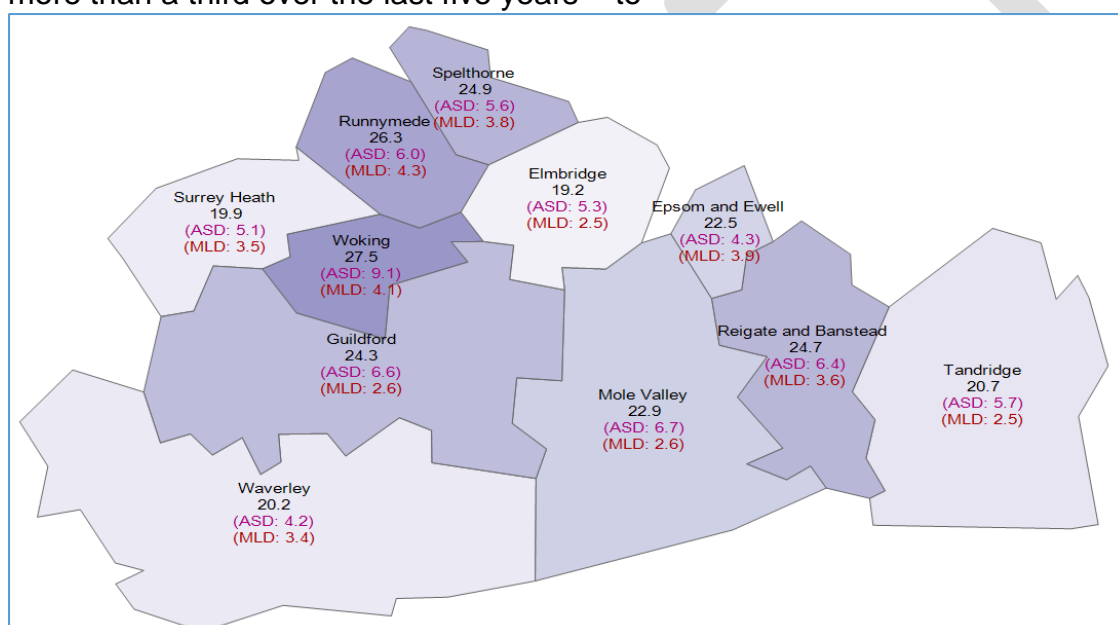


Figure 2: Rates of pupils with a statutory plan per 1,000 population by district and borough, 2016

Market analysis and value for money

The average placement cost in Surrey is £38,000 per year for a day placement and £96,000 per year for a residential placement. Surrey has the highest average annual spend on independent and non-maintained special schools, at least £10,000 more compared to the next highest spender. Surrey spent £24m on SEND transport in 2015/16, almost double the spend in Hampshire (a comparable county area) for almost exactly the same number of children and young people. In 2017/18 the SEND transport budget has risen to £27m.

What are the gaps?

Surrey's audit of SEN needs suggest that children are often placed in out of county provision because of a lack of places in Surrey maintained special schools and units. Some NMI and out of county placements are considerably more expensive than alternative provision, and may not always deliver the best outcomes for the individual. The current approach to transport provision for children and young people is financially unsustainable.

6. Financial savings

6.1 What are the savings for CSF?

The table below sets out the planned savings for CSF, as at August 2017. These savings from a total budget of £454m are built into the service plans, programme plans and thematic commissioning plans.

Market category	Key savings	17/18 (£m)	18/19 (£m)	19/20 (£m)	Total (£m)
SEND	Home to school transport (SEND)	1.5	1.5	1.5	4.5
	Supplier relationship management	0.3			0.3
	Review of special school funding	2.3	1.3		3.6
	Individual Statemented Pupil Support Budget	1.2			1.2
	Traded model for SEN Support Services	1.1	0.5		1.6
	Post-16 SEND	1.0			1.0
	Review provision of SEND support to Early Years Providers	1.0			1.0
	Further SEND savings on the high needs block	2.6	1.1	3.2	6.9
	Other	3.1			3.1
	Early Help	Service reconfiguration		6.4	0.12
Contract savings		0.3	0.2		0.5
Early Help reduction in LAC demand					0.6
Early Help reduction in CiN demand			0.4	0.2	1.4
Social Care and Wellbeing	Savings on external placements		0.5	0.3	0.8
	Reduced reliance on locums			0.5	0.5
Education and skills	Home to school transport (Mainstream)	0.6			0.6
	Reduction in school support	0.6			0.6
Cross cutting	Productivity Efficiencies	1.7	2.4	3.3	7.4
	Managing Market inflation	3.2	3.2	3.2	9.6
	Support Functions Review	0.4	0.3		0.7
	Income Generation	0.12			0.1
	Commissioning restructure	1.3			1.3

Additionally, given demand pressures, there will be a need to focus on containing spend within current budgets. Again, Early Help is key in addressing these demand pressures and ensuring future provision is sustainable.

7. How will we achieve these outcomes?

Overview

To achieve our vision, outcomes and strategic actions we will transform the way we do things. We will use evidence-based tools and approaches to re-imagine services over the coming years, commissioning for outcomes and collectively build a new offer that supports our vision.

Early Help

We will take a preventative approach, identifying negative events that occur in a child's life that often need an acute and frequently costly intervention. Being explicit about prevention will help us re-purpose our services, recommission our contracts, redeploy our staff and reform our practice with partners to support demand reduction.

We will develop an early help offer that reduces the requirement for statutory social work interventions by providing the right help at the right time. Prevention will also be central to our SEND offer, as we reform the education, health and care pathway for children and for all ages.

Safer Surrey

Reforming our practice and embedding restorative, family centred models in our work with children through the Safer Surrey approach is fundamental. Our practice needs to increasingly be more sensitive to the context of families, compassionate and respectful of children and families' lived experience. Practice underpinned by a firm knowledge of child development, attachment theory and social pedagogy that supports professionals working with families to coproduce child wellbeing.

Systematic change programmes

The outcomes will be delivered through cross-CSF systematic change delivered through key programmes of development and thematic commissioning plans. The key programmes of development are:

- Children's Improvement Programme
- Early Help
- Education in Partnership
- Information Management
- Safeguarding
- SEND

Thematic commissioning plans set out further market analysis and planned commissioning actions in each of the following areas.

- Early Help
- Early Years
- Education and Skills
- Health
- SEND
- Social Care and Well-Being

The Annexe sets out the links between the strategic commissioning actions, development programmes and thematic commissioning plans.

Reviewing our progress

Progress will be reviewed through Programme Boards (for Development Programmes) and Commissioning Overview Group with Service Management Teams (for thematic commissioning plans), with oversight by CSF Leadership Team.

SCC outcomes for children and young people in Surrey.	Children and young people have good health and wellbeing Children and young are empowered and supported to have good social, emotional and physical wellbeing	Children and young people are safe from harm and danger Children and young people are empowered to keep safe and professionals work together to identify and address safeguarding concerns at the earliest point possible.	Children and young people achieve their potential Children and young people are empowered and support to reach their potential in everything they do.
CSF Commissioning Strategic Actions	<ul style="list-style-type: none"> ➤ Prevent problems escalating by ensuring children, young people and families needing extra help receive timely support ➤ Provide a positive experience of SEND services and support for children, young people and families ➤ Provide the right early support to promote good emotional wellbeing and mental health 	<ul style="list-style-type: none"> ➤ Prevent and reduce the impact of abuse (including domestic abuse) and neglect ➤ Provide placements or accommodation for looked after children, care leavers, unaccompanied asylum seeking children that are appropriate, local and value for money ➤ Prevent and reduce the impact of child sexual exploitation (CSE) and children who go missing from home and care 	<ul style="list-style-type: none"> ➤ Increase the educational achievement, progress and engagement of vulnerable children and young people throughout their life course (looked after children, children in need, free school meals, SEND, 'vulnerable groups') ➤ Provide educational opportunities for children and young people with SEND in local schools or colleges that offer the best value for money ➤ Increase participation in education, training and employment post 16 for children and young people in our 'vulnerable groups'
PH Commissioning Strategic Actions	<ul style="list-style-type: none"> ➤ Reduce inequalities in lifestyle related long term conditions across the life-course (early years, CYP, adults, older people) ➤ Emotional wellbeing, resilience and mental health is protected and improved for Children and Adults in Surrey 	<ul style="list-style-type: none"> ➤ Risk taking behaviours decrease in Surrey residents across the life-course (early years, CYP, adults, older people) and amongst priority groups. ➤ Children and adults whose circumstances make them vulnerable will be safeguarded and protected from avoidable harm. 	<ul style="list-style-type: none"> ➤ Residents of Surrey have the opportunity to access preventative support and self-care to improve health and wellbeing
ASC Commissioning Strategic Actions	<ul style="list-style-type: none"> ➤ Individuals have the right support that enables them to stay well and receive the right care and treatment they need 	<ul style="list-style-type: none"> ➤ Individuals supported in both Surrey and out of county will experience quality services that are responsive to individuals' needs keeping them safe delivering value for money 	<ul style="list-style-type: none"> ➤ Individuals have a great start to life and are supported to live and age well having opportunities to contribute to their local community

8. Strategic actions and performance measures

The key performance measures are set out below. These have been selected as the Key measures that give an indication of progress - other measures are reviewed as part of wider performance management across CSF.

CSF Strategic action	Key performance measure
1. Prevent problems escalating by ensuring children, young people and families needing extra help receive timely support	Increase in percentage of children whose needs are met through Early Help Interventions
2. Provide a positive experience of SEND services and support for children, young people and families	Increase in satisfaction as measured by national POET survey
3. Provide the right early support to promote good emotional wellbeing and mental health	Reduction in CAMHS waiting times for all children Reduction in CAMHS waiting times for vulnerable groups
4. Prevent and reduce the impact of abuse (including domestic abuse) and neglect	Reduction in repeat Child Protection Plans within 2 years where referral reason is abuse and neglect
5. Provide placements or accommodation for looked after children, care leavers, unaccompanied asylum seeking children that are appropriate, local and value for money	Increase in percentage of placements within 20 miles
6. Prevent and reduce the impact of child sexual exploitation (CSE) and children who go missing from home and care	Increase our awareness of CSE with consequent increase in numbers recorded as at risk Increase in proportion of boys recorded as at risk
7. Increase the educational achievement, progress and engagement of vulnerable	Increase in percentage of vulnerable children achieving 5A* - C (9-6) GCSEs at Key Stage 4

children and young people throughout their life course (looked after children, children in need, free school meals, SEND, 'vulnerable groups')	Increase in percentage of Looked After Children achieving 5A* - C (9-6) GCSEs at Key Stage 4
8. Provide educational opportunities for children and young people with SEND in local schools or colleges that offer the best value for money	Increase in percentage of placements within 15 miles of home address
9. Increase participation in education, training and employment post 16 for children and young people in our 'vulnerable groups'	Increase in percentage of vulnerable young people in participation in education, training or employment Increase in percentage for Looked After Children and Care Leavers

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Annexe 1

		Programmes					Thematic Commissioning Plans					
		Early Help	Education in Partnership	Information Management	Safeguarding	SEND	Early Help	Early Years	Education and Skills	Health	SEND	Social Care and wellbeing
Commissioning strategic actions	1. Prevent problems escalating	x		x			x	x		x		
	2. Provide positive experience of SEND			x		x					x	
	3. Provide early support for good emotional well-being and mental health	x		x			x			x		
	4. Prevent and reduce impact of abuse and neglect			x	x							x
	5. Local placements for Looked After Children, Care Leavers and Unaccompanied Asylum Seekers			x	x							x
	6. Prevent and reduce impact of CSE and children who go missing			x	x							x
	7. Increase educational achievement of vulnerable groups	x	x	x			x	x	x			
	8. Local educational opportunities for children and young people with SEND			x		x					x	
	9. Increase participation in education, training and employment for vulnerable groups.		x	x					x			

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