

SURREY COUNTY COUNCIL**CABINET****DATE: 30 MAY 2017****REPORT OF: MRS CLARE CURRAN, CABINET MEMBER FOR CHILDREN****LEAD OFFICER: GARATH SYMONDS, ASSISTANT DIRECTOR COMMISSIONING AND PREVENTION****SUBJECT: PROPOSED DE-COMMISSIONING OF EXTERNALLY COMMISSIONED YOUNG PEOPLE'S EARLY HELP SERVICES****SUMMARY OF ISSUE:**

Surrey County Council and its partners are delivering an Early Help Transformation Programme, to radically reshape the early help offer for children, young people and families. We will develop and implement a cohesive, collaborative approach with partners to provide a continuum of help and support to respond to the different levels of need and risk for children and families, whilst securing the best possible value for money for residents. We will do this to achieve better outcomes for children, young people and families, and this is also a key part of the County Council's Children's Services improvement journey, following the Ofsted inspection in 2015.

As well as transforming the offer, the Council also needs to achieve savings in early help of £2.9 million in 2017-18, rising to a cumulative total of £7.5 million in 2018/19. The proposals in this paper are the first stage in addressing the savings and seek to realise £0.25 million during 2017/18, rising to a cumulative total of £0.45 million in 2018/19. A subsequent report on Early Help will set out the approach for the remaining savings.

On 28 February 2017, Cabinet approved an eight-week public consultation, from 9 March to 3 May 2017, about proposals to change some of the Council's externally commissioned young people's early help services to deliver these first stage savings. The services in scope for this consultation were: Neighbourhood Local Prevention; 1-to-1 Local Prevention; and Year 11/12 Transition. This report sets out a final recommendation in relation to these proposals for a Cabinet decision, informed by the findings of the consultation period.

RECOMMENDATION:

It is recommended that the Cabinet agrees to de-commission Neighbourhood Local Prevention Grants so funding ceases on 31 August 2017.

REASON FOR RECOMMENDATION:

This is recommended so that the Council delivers the change to grants necessary for the required savings in the Medium Term Financial plan for 2017/18 and 2018/19, whilst protecting investment in the most strategically critical services, and preparing for the wider transformation of early help.

DETAILS:

BACKGROUND

1. On 23 September 2014, Surrey County Council's Cabinet approved a new commissioning model for Services for Young People to deliver the goal of employability, as set out in the Surrey Young People's Outcomes Framework. This included approval to procure up to £8.1 million of externally commissioned early help services spread across the five-year period from 2015 to 2020, in the form of commissions for 1-to-1 Local Prevention, Neighbourhood Local Prevention and Year 11/12 Transition.
2. Since implementation in September 2015, these services have worked in a targeted and preventative way to realise improved outcomes for many vulnerable young people in Surrey. In particular they have helped Surrey to continue to have some of the lowest rates of youth offending and young people who are not in education, employment or training (NEET) in the country.
3. However, the Council now needs to transform its early help offer for children, young people and families, so that services are even more integrated, targeted and efficient, with the aim of an even greater impact on outcomes for the whole family.
4. An initial stage in this integration and transformation process has involved reviewing and publically consulting on proposals to change externally commissioned early help services for young people, in preparation for a wider re-design and commissioning of a more sustainable future offer. As a result of this review, required savings of £0.25 million during 2017/18 and at least a further £0.2 million in 2018/19 need to be realised from the Council's external spend of £1.54 million per annum on early help commissions for young people.

GRANTS AND CONTRACTS THAT WERE COVERED BY THIS CONSULTATION

5. The purpose of this section is to provide a short overview of the three current external commissions that were in scope for this consultation: Neighbourhood Local Prevention; 1-to-1 Local Prevention; and Year 11/12 Transition.

Commission	Annual budget	Current end date
Neighbourhood Local Prevention	£448,000	31 August 2018
1-to-1 Local Prevention	£700,000	31 August 2018
Year 11/12 Transition	£395,000	28 February 2019
Total external spend	£1,543,000	

6. The following list provides a summary of the key features of **Neighbourhood Local Prevention**:
 - i. Projects are funded through grants to local voluntary, community and faith sector organisations, with funding allocated to boroughs and districts in proportion to the identified level of need.
 - ii. Grants are awarded locally through Surrey's Local Committees and funded projects target delivery in priority communities identified through Youth Task Groups.

- iii. Organisations delivering these projects are: The Beat Project; The Eikon Charity; Leatherhead Youth Project; The Lifetrain Trust; and YMCA East Surrey.
 - iv. The commission responds to locally identified needs and priorities, working alongside Surrey's Community Youth Work offer to ensure provision is complementary and that the needs of young people in priority communities are well met.
 - v. Typical activities include: flexible youth work in the community; mobile bus projects; and targeted group programmes. Some young people identified as in need of early help will be referred to these activities by schools or via Surrey's Multi-Agency Safeguarding Hub (MASH).
 - vi. The commission engaged over 2,000 young people in this range of group-based activities in priority communities in 2015/16.
7. The following list provides a summary of the key features of the **1-to-1 Local Prevention** commission:
- i. Services are delivered by contracts with local voluntary, community and faith sector providers, with funding allocated to boroughs and districts in proportion to the identified level of need.
 - ii. Providers are commissioned locally through Surrey's Local Committees and Youth Task Groups.
 - iii. Organisations delivering these services are: The Eikon Charity; Learning Space; Leatherhead Youth Project; The Lifetrain Trust; Step by Step; Surrey Care Trust; and YMCA East Surrey.
 - iv. Providers offer 1-to-1 support to particular young people who are referred through Surrey's MASH and identified as in need of early help.
 - v. In July 2016, contracts were varied to increase capacity of the services by 25% to extend the age range, improve consistency of outcomes measurement and strengthen work with families, to prepare for increased demand following the launch of the MASH.
 - vi. Typical approaches to delivery include: mentoring; 1-to-1 youth work; talent coaching; and counselling.
 - vii. The commission has the capacity to provide 1,600 hours of targeted 1-to-1 early help work to young people each month.
8. The following list provides a summary of the key features of the **Year 11/12 Transition** commission:
- i. Services are delivered through outcomes-based, area contracts, awarded to the specialist information, advice and guidance provider U-Explore.
 - ii. Services are offered to targeted young people in Year 11 who have been identified as at greatest risk of becoming NEET, through Surrey's Risk of NEET Indicator (RONI) – a process delivered in partnership with Surrey's secondary schools to ensure the right young people are supported.

- iii. Young people are supported from the spring term of Year 11, over the summer and during the first months of their transition into post-16 education, training or employment.
- iv. The contracts' success is judged by the proportion of young people who are participating in the January of Year 12, and it achieved a success rate of over 90% in 2015/16.
- v. The commission provided a year of targeted 1-to-1 support 451 young people who were identified as at risk of becoming NEET in 2016.

OPTIONS THAT WERE CONSULTED UPON

9. Whilst all the early help services above have performed well and had a positive impact on outcomes for young people, the Council needs to make difficult decisions to secure its financial position and prepare the way for its integrated 0-19 early help offer from 2018. A range of options that realise the required level of saving have been developed and were set out for consultation as follows, including a preferred option (Option 1):
 - i. **Option 1** – Bring to an end funding for Neighbourhood Local Prevention Grants at the end of the second year of the three-year programme on 31 August 2017 (**this was identified as the preferred option**).
 - ii. **Option 2** - Reduce funding to 1-to-1 Local Prevention contracts by 64% across all districts and boroughs (£450,000) for year three of the commission from 1 September 2017.
 - iii. **Option 3** – De-commission the Year 11/12 Transition Commission at the end of December 2017, alongside reducing the level of funding for Neighbourhood Local Prevention grants and 1-to-1 Local Prevention contracts by 23% for the year beginning 1 September 2017. This approach realises the required saving of £250,000 in 2017/18, but in so doing reduces funding for early help services in 2018/19 by over £400,000, double the required level of £200,000.
 - iv. **Option 4** – Apply a 39% funding reduction to both Neighbourhood and 1-to-1 Local Prevention from 1 September 2017 and run both grants and contracts until August 2018.
 - v. **Option 5** – Maintain funding for all grants and contracts at current levels, leading to an overspend of the identified available budget.

REASON FOR PREFERRED OPTION

10. It should be noted that the Equality Impact Assessment completed, which was informed by consultation feedback, has highlighted adverse impacts on young people in Surrey in the short-term. In the medium-term the Council will aim to mitigate these impacts through the programme to transform and integrate its early help services. These impacts are summarised later in the report.
11. Option 1 was identified as the preferred option as the course of action that has the least degree of detrimental impact on both outcomes for the most vulnerable young people and the Council's approach to transforming early help in Surrey. It

also fits best with the timeline for the wider review and realises the required level of savings. This judgement was based on the following key considerations:

- i. Although Neighbourhood Local Prevention is targeted to Surrey communities with the greatest need, analysis shows that a lower proportion of young people from key vulnerable groups access these services (including those who: are currently or have been open to Children's Services; have SEND; have been involved in offending in the last 24 months; or are at risk of becoming NEET) when compared to other commissions, where young people are specifically identified as in need and referred to services. As an example, 55% of young people who received support through 1-to-1 Local Prevention were or had been previously involved with Children's Services, compared to 15% for Neighbourhood Local Prevention. By making savings against the grants programme (Option 1), other services that provide more targeted support to the most vulnerable young people are protected.
- ii. Both the 1-to-1 Local Prevention and Year 11/12 Transition models directly support the priority need for referral routes for young people who are referred into Surrey's Multi-Agency Safeguarding Hub (MASH) as at risk and in need of early help. This is a key part of SCC's journey of improvement in Children's Services, following the challenging Ofsted judgement in 2015. As a direct response to this, additional capacity for 1-to-1 early help was secured through contract variations in July 2016. Removing or reducing this capacity (Options 2, 3 and 4) would have a significant detrimental effect on the Council's ability to realise the required improvements.
- iii. The evidence of achievement of lasting impact on outcomes for young people accessing services is stronger in the case of 1-to-1 Local Prevention than Neighbourhood Local Prevention, based on assessments of quality of practice and performance monitoring undertaken during 2016, hence Option 1 is preferred to Options 2, 3 and 4.
- iv. The Year 11/12 Transition Commission demonstrates most clearly a direct impact on the Council's strategic priority of "creating opportunities for young people" of the three commissions. It delivered the positive outcome of a successful transition to participation in post-16 education, training and employment for over 90% of young people supported, all of whom were previously identified as at risk of becoming NEET. De-commissioning this service (Option 3) would mean this is not achieved.
- v. Year 11/12 Transition works with young people from January to December, so it is not possible to end contracts prior to January 2018, without a disproportionate impact on young people currently accessing services. This means Option 3, which sets out de-commissioning of this service, will not realise adequate budget savings in 2017/18 without also reducing funding for 1-to-1 and/or Neighbourhood Local Prevention by 39% from 1 September 2017. This runs the risk of making all three commissions unviable for current providers.
- vi. The resources for Neighbourhood and 1-to-1 Local Prevention are already allocated to boroughs and districts through a needs-led resource allocation system. The level of savings required by Option 4 will mean close to a 39% reduction in funding across boroughs and districts. This

level of reduction may well mean both 1-to-1 and Neighbourhood Local Prevention become unviable for providers and will not offer sufficient capacity to meet Surrey's key early help challenges.

- vii. Option 5 is not a viable option as it does not fit with the service intention of the Early Help review, which aims to transform and integrate existing disparate services in order to provide a holistic service for families that will deliver better outcomes and be more efficient. It would also not fit the requirement for a balanced budget to be set.
- viii. Taking account of the balance of considerations related to these options, Option 1 was presented as the preferred option.

KEY FINDINGS FROM THE CONSULTATION

12. Throughout the period of public consultation, 56 responses to the online survey as well as six specific emails from partners and members of the public were received. We also held four drop-in sessions, one in each area of the County, to give the public an opportunity to feedback to Council officers directly. We met with all current providers of the affected services. A wide range of views were expressed through this process, with some supporting the preferred option and others strongly opposing this and proposing alternatives.
13. Looking overall, many of the responses acknowledged the Council's challenging financial position, whilst also agreeing that all young people's early help commissions were valuable and having an impact and the need to reduce funding at this time was regrettable.
14. The online survey asked members of the public to tell us the extent to which they agreed or disagreed with the different options available to us. This is summarised in the following table. In terms of option 1 (de-commission Neighbourhood Local Prevention - the preferred option) 48% of respondents (27 of 56) either strongly agreed or tended to agree with this option, taking account of the current context. The same proportion of respondents strongly agreed or tended to agree with option 5 (maintain funding at current levels). These compared to only 7% for option 2, 16% for option 3 and 16% for option 4. Please note that respondents were asked the extent to which they agreed with each of the five options in turn, therefore the total percentage shown here does not add up to 100%.

Option	% strongly agree or tend to agree	% strongly disagree or tend to disagree	% neither agree nor disagree
Option 1	48.2%	50.0%	1.8%
Option 2	7.1%	89.3%	3.6%
Option 3	16.1%	75.0%	8.9%
Option 4	16.1%	73.2%	10.7%
Option 5	48.2%	37.5%	14.3%

15. Whilst all current services are obviously valued, the balance of public feedback supports the view that, should the savings need to be made from externally commissioned young people's early help, de-commissioning Neighbourhood Local Prevention is the least detrimental from the options available. It should be noted that Option 5 has received the same level of agreement as Option 1, whilst a lower proportion of respondents disagreed with the option. Option 5 however will not enable the Council to deliver a balanced budget, which it is

legally required to do, without the required savings being made against other Council services. Through the Medium Term Financial Plan process, the level of savings required from each service area have already been set and agreed, therefore option 5 is not a realistic option at this stage.

16. A summary of further findings from the consultation have been attached to the end of the report in Annex 1.

SHOULD THE PREFERRED OPTION BE CHANGED?

17. Neighbourhood Local Prevention Grants are clearly valued by many people in Surrey and a range of responses have highlighted how Surrey should consider maintaining current levels of funding for all young people's early help services (as set out in option 5). In spite of this, however, the balance of feedback received has not demonstrated that the alternative options available to realise the proposed level of savings should be pursued in preference, with much of the rationale for the original identification of the preferred option still standing. In summary, this assessment was based on option 1:
 - i. having the least detrimental impact on outcomes for the most vulnerable young people in Surrey from the options available, with less strong evidence of engagement with young people from vulnerable groups and lasting impact on outcomes for young people, whilst still realising the level of saving agreed in the Council's Medium Term Financial Plan; and
 - ii. having the least detrimental impact on the Council's approach to transforming early help, including the need for referral routes for young people coming to the attention of Surrey's Multi-agency Safeguarding Hub (MASH) and the Council's improvement journey following the challenging Ofsted judgement of our Children's Services in 2015.
18. An Equality Impact Assessment, attached as Annex 2, has been undertaken in relation to the proposal, which has also set out mitigation, as far as possible, to the negative impacts identified. Whilst the reduction in funding will have a negative impact on young people, we will work to mitigate these through the overall transformation of early help during 2017 and 2018.
19. There is also a risk that organisations from the Voluntary, Community and Faith Sector who currently provide Neighbourhood Local Prevention services will face financial challenges as a result of the withdrawal of funding. This could also result in the loss of wider community benefit and added social value they deliver.
20. Taking account of the balance of these considerations, informed by consultation feedback, Option 1 should remain the preferred option.

CONSULTATION:

21. This report has been informed by an eight-week period of public consultation that ran from 8 March to 3 May 2017.
22. During the consultation, the following approaches were undertaken to engage with key groups affected by the proposals:
 - i. Online survey issued through Surrey Says;
 - ii. Focus groups help with young people currently attending provision;
 - iii. Four drop-in public consultation sessions held across the county
 - iv. Meetings with all current providers to discuss the proposals and explore the options presented;
 - v. Engagement with staff in the Early Help Service; and
 - vi. Engagement with Youth Task Group Chairmen.
23. In preparing for the public consultation, a briefing was provided to Local Committee Chairmen's Meeting on 31 January 2017, given their key current role in local prevention services. Whilst they understood the need for savings in 2017/18 they did highlight concerns about the potential impact of changes on the voluntary sector in Surrey. These have been reflected in this report.
24. Surrey's Youth Collective were also engaged on 1 February 2017. They provided feedback on the consultation approach and offered to help young people to take part in the consultation process. They raised concerns about the impact that the changes might have on young people.

RISK MANAGEMENT AND IMPLICATIONS:

The key risks associated with this proposal are:

- i. Neighbourhood Local Prevention Services are preventative in nature, engaging young people early to stop negative experiences in their lives. There is therefore a risk that a ceasing of Neighbourhood Local Prevention services may lead to an increase in demand in the future for higher-cost late intervention services provided by the Council and its partners, for example Child and Adolescent Mental Health Services (CAMHS) and Children's Services.
- Risk management – The Council will work with providers to ensure that wherever possible young people are supported to access alternative provision, as part of a structured approach to exit planning from the current grants.
- ii. There is a risk that organisations from the Voluntary, Community and Faith Sector who currently provide Neighbourhood Local Prevention services will face financial challenges as a result of the withdrawal of funding. This which could also result in the loss of wider community benefit and added social value they deliver.

- Risk management – The Council has spoken to all providers currently receiving Neighbourhood Prevention grants to understand the likely impact of the proposals. Whilst the loss of funding will have an impact on the offer provided by organisations, none have indicated that this change in isolation will make them unviable. Alongside this, we have been working with the voluntary, community and faith sector to develop the early help market and shape their future role. A focussed early help event for the sector is planned for July 2017.

Financial and Value for Money Implications

25. This paper recommends an approach to realise savings of £250,000 in 2017/18 and at least a further £200,000 in 2018/19 (£450,000 in total).
26. The efficiency savings planned for Early Help transformation are in the 2017-22 Medium Term Financial Plan. Overall, the Early Help Programme is targeted to deliver more integrated services and savings of £2.9 million in 2017-18, rising to a cumulative total of £7.5 million in 2018/19. The 2016-21 MTFP included significant investment (£2.5m) in the transformation of Early Help, so that planned savings could be realised in later years including significant efficiencies through integration. The intention is to ensure that the Children, Schools and Families Directorate (CSF) delivers an Early Help service that demonstrates value for money and improves the outcomes of vulnerable groups.
27. A key strategy for CSF is the review of all its services around early intervention, prevention and early help with the strategic intention to transform, integrate and coordinate the delivery of early help services to the most vulnerable children, young people and their families. Evidence of an integrated early help offer from elsewhere has shown improved outcomes for these vulnerable groups. By coordinating resources and targeting preventative services early in the care pathway for individuals and families, efficiencies are able to be realised and demand for services better managed.

Section 151 Officer Commentary

28. This review of and consultation about some of the externally commissioned services providing early help to young people is a step in the process of the wider early help review and integration. This specific change will realise savings of £450,000 by 2018/19.

Legal Implications – Monitoring Officer

29. Whilst there is no express or implied duty to consult, there is an expectation that a local authority making decisions affecting the public will act fairly. Therefore, if a Local Authority withdraws a benefit previously afforded to the public, it will be under an obligation to consult with the beneficiaries of that service before withdrawing it. That obligation requires there to be a proposal, consultation on the proposal before the decision is reached and that the responses to the consultation are conscientiously considered in the decision making process. Failure to do so will risk the decision being overturned following Judicial Review.
30. The Local Authority is also required to comply with the public sector equality duty as set out in section 149 of the Equality Act 2010.

Equalities and Diversity

31. An Equality Impact Assessment (Annex 2) has been completed in relation to the recommendation to de-commission Neighbourhood Local Prevention, updated with feedback gathered through the public consultation process. We know that over 2,000 young people in some of Surrey's communities with the greatest need are supported through Neighbourhood Local Prevention projects each year and the Equality Impact Assessment has identified that this recommendation will have a short-term adverse impact on some of these young people, as explained below.
32. The two key adverse impacts identified through this Equality Impact Assessment (Annex 2) include:
 - Young people aged 11-18, some of whom have protected characteristics, would have less access to early help provision in particular communities, possibly resulting in increased negative outcomes, social isolation, anti-social behaviour and poorer mental health and emotional wellbeing. Young people who have special educational needs and disabilities, who have poor emotional wellbeing, who are members of the Gypsy Roma Traveller community and young carers may be particularly affected.
 - There will be fewer opportunities in the short-term for young people to participate in positive activities, access help and develop relationships with supportive adults, as well as fewer opportunities to spend time with peers in a safe environment. This is especially true for young people who live in rural communities.
33. The mitigation identified for these negative impacts is set out in Annexe 2 and key points are set out below:
 - i. Young people who are currently accessing Neighbourhood Local Prevention projects who are the most vulnerable, in particular those with protected characteristics, would be signposted to other local services where these are available or, where appropriate, referred directly to 1-to-1 Local Prevention services. This would be a key focus of exit planning with the current providers.
 - ii. In the medium-term, the Council would aim to mitigate these adverse impacts through the wider review, transformation and integration of all early help services, to deliver more holistic support to families. This will be achieved through the Early Help Transformation Programme which will be implemented from 1/1/18. This would include ensuring the young people who are most vulnerable, some of whom have protected characteristics and are prioritised for support through effective early identification, using both the available data and local knowledge. Surrey's Risk of NEET Indicator (RONI) and its application in targeting support, has been an effective tool for the last four years in Surrey to identify young people who are most at risk of not engaging with education, training or employment when they reach 16, is an example of this approach in action. The Early Help Transformation Programme will build on the success by targeting support through a Risk of Vulnerability Indicator (RONI).
 - iii. By protecting funding for 1-to-1 Local Prevention and Year 11/12 Transition, the services that are most directly targeted at the young people

who are most vulnerable, including many of those with protected characteristics, would be maintained with ongoing benefit for these groups.

Other Implications:

34. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	Neighbourhood Local Prevention Services play a role in preventing young people becoming Looked After. Reductions to Neighbourhood Local Prevention services may increase the risk of more young people becoming Looked After
Safeguarding responsibilities for vulnerable children and adults	Neighbourhood Local Prevention services play a role in safeguarding vulnerable young people in Surrey as part of the Early Help offer.
Public Health	Neighbourhood Local Prevention services play a role in a range of public health issues for young people, including preventing substance misuse, improving sexual health, and promoting healthy lifestyles, in response to young people's needs and local priorities set by Youth Task Groups. Reduction to these services will reduce preventative work with young people in these areas.
Climate change	No significant implications arising from this report
Carbon emissions	No significant implications arising from this report

WHAT HAPPENS NEXT:

35. Should Cabinet agree the recommendation set out in this report, the following next steps will be undertaken:

Date	Activity
1 June 17	Indicative notifications of end of Neighbourhood Local Prevention Grants on 31 August 2017 sent to current grant recipients
8 June 17	Cabinet call-in period ends and final position confirmed to current grant recipients
During June 17	Meetings held with all current providers to plan for end of grants and exit plans

	completed and agreed.
July and August 17	Exit plans implemented in partnership with providers
31 August 17	Neighbourhood Local Prevention Grants end
May – December 2017	Development of Surrey's wider early help model

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Consulted:

Local Committee Chairmen's Meeting
 Surrey Youth Collective

Background papers:

- Cabinet Report, Creating Opportunities for Young People: Re-commissioning for 2015-2020, 23 September 2014
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Additional key findings from the public consultation and our response

The consultation feedback highlighted a range of potential negative impacts that could arise as a result of reductions in funding for early help services that have been picked up through the Equality Impact Assessment (Annex 2). These included:

- i. Increase in risk taking behaviours by young people, such as anti-social behaviour, crime, substance misuse and not engaging in education or training, as well a reduced emotional wellbeing and mental health;
- ii. A lack of safe spaces and positive activities for young people to participate in within local communities;
- iii. Increased costs to the Council and society as a whole in the longer-term due to more young people requiring more intensive support in the future, as issues that were previously addressed early are allowed to escalate over time;
- iv. Reduced range of access points to more intensive support services in local communities for young people; and
- v. Negative impact on community cohesion in particular areas.

As well as these, many people took the opportunity to highlight potential alternatives that the Council could consider in how to respond now or make better use of resources in the future. These are included, below along with the Council's response in brackets:

- Reducing “backroom” functions and layers of management and increasing organisational efficiency

Response: Surrey County Council has undertaken a restructure of its commissioning and performance teams in Children's Schools and Families during the first part of 2017, including some management, support and back office functions, reducing the number of full-time equivalent staff that will be employed by the Council by 40% and saving £2.1 million from annual budget.

- Lobbying central government to secure more funding for Surrey

Response: Surrey County Council has been actively lobbying central government to increase funding to Surrey in a range of areas.

- Saving money from other Council services that have less of a direct impact on young people and families

Response: Surrey County Council is planning and implementing savings across a range of different services in 2017/18 in response to funding reductions from central government.

- Developing more sustainable models of services, through volunteering and other forms of social capital, and commission contracts for other services in a way that rewards providers for offering opportunities to children, young people and families

Response: Surrey County Council is committed to developing more sustainable models of early help as part of the planned transformation taking place during 2017 and into 2018. Development of more sustainable models will however take time, so will not provide a viable short term solution to realise the level of savings required during 2017 and 2018.

- Providing more parenting support to families of young people aged 11-16

Response: Parenting for young people has been identified as a gap and we are planning to address this through the transformation of the early help offer. This will include a review of the current parenting offer, to make best use of the opportunities that are already available in Surrey, alongside exploring the commissioning of additional services as part of the new model.

- Seek funding from other sources, such as bidding for external grants

Response: We are actively seeking opportunities to bid for additional funding to supplement delivery funded through existing budgets.

- Improve information sharing between agencies and with families to make better use of the services that are out there in communities

Response: Surrey County Council acknowledges the importance of effective information sharing and is working to develop and implement new approaches to draw together and share data to support effective planning, commissioning and delivery of early help in Surrey.