

Creating Opportunities for Young People

Re-commissioning for 2015 to 2020

Engagement Paper 1st July 2014

For response by 31st July 2014



SURREY

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We want all Surrey young people to be employable

By employability we mean the development of health, wellbeing, skills, abilities, and personal attributes that enhance young people's capability to secure rewarding and satisfying outcomes in their economic, social and community lives.

1. Introduction

On the 22nd April 2014 Cabinet agreed our Young People's Outcomes Framework that describes what we want to achieve with young people in Surrey from 2015 to 2020 (Annex 1, page 12). This paper sets out how we think we will do this.

Young people, staff, partners and providers have all helped us to design our proposed new model. We have also used evidence of what works well and what young people will need in the future. We now need you to look at our proposals and tell us what you think. Your feedback will help us to improve our proposals before we take them to Cabinet for agreement in September.

From 2015 to 2020 we want to commission good quality pathways to employability for all, local early help where and when it's needed and specialist support for the most vulnerable young people in Surrey. We also want to develop the new economy, where young people, families and communities help each other to be resilient.

Our model has been adapted to work better with partners, involve young people in local decision making, reduce demand for statutory services, improve quality and achieve the best possible outcomes for young people with the resources available.

We would like to hear your views about how we should be creating opportunities for young people in 2015 to 2020. In particular:

- a) Do you support our proposals?
- b) Where do you see the greatest opportunities in our model?
- c) Is there anything you would change?
- d) How can you or your organisation help make this model a success?
- e) What else needs to be put in place for you to be able to support the implementation of this model?
- f) Do you have any other feedback you would like us to take into account?

The window for [feedback](#) is open from 1st to 31st July 2014. Section seven explains how you can have your say.

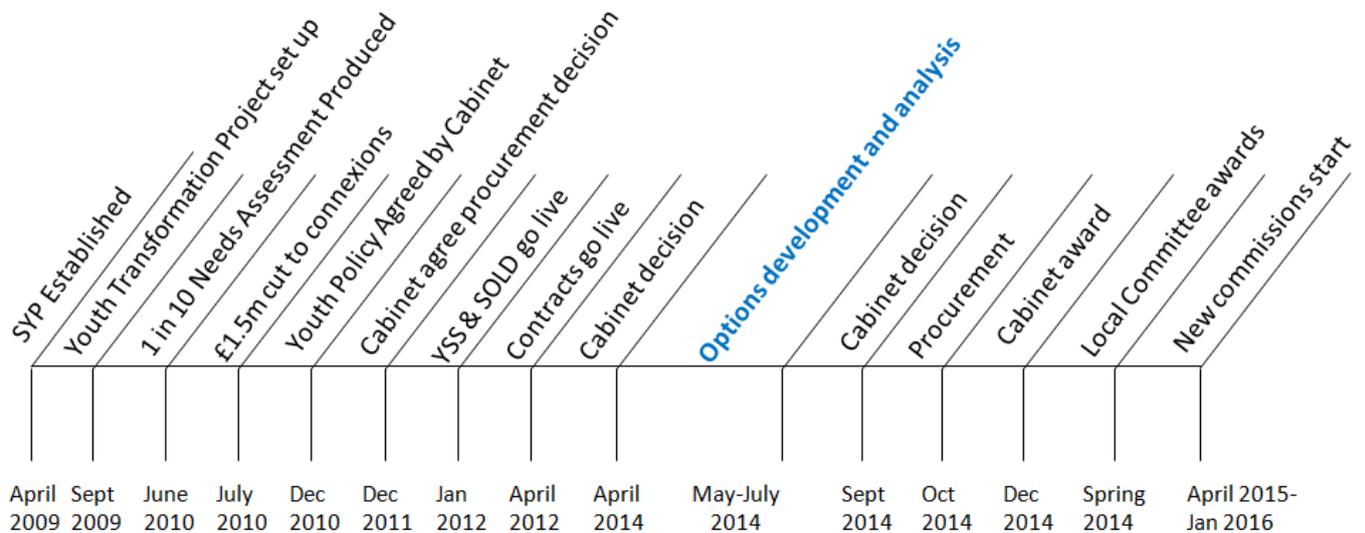
2. Our achievements 2012 – 2014

Working together we have achieved much through the current model. For example:

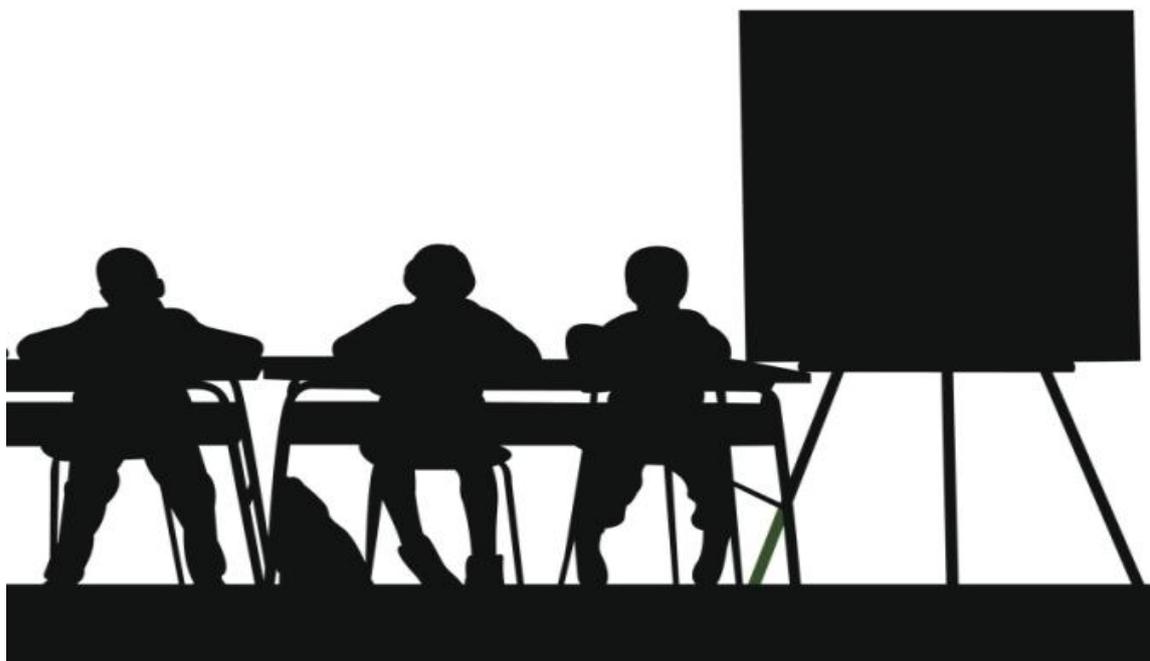
- Young people in Surrey are now less likely to be NEET and less likely to enter the criminal justice system than in any other local authority in England.
- 59% fewer young people were NEET (Not in Education, Employment or Training) between January 2009 and January 2014.
- 90% fewer young people entering the criminal justice system for the first time, from 2009 to 2013, when we also had the lowest rate of first time entrants in England.
- Seventh out of 152 local authorities for rate of youth custody per 1000 population in England.
- 4% increase in young people aged 16-18 starting apprenticeships since 2011 – in contrast to a decrease of 14% in England during the same period.
- 124 fewer NEET young people in 2012-13 compared to 2011-12, resulting in a £7 million saving to public purse based on research analysis by York University.
- Demonstrable positive impact on school attendance and fixed term exclusions for young people taking part in Centre Based Youth Work and Local Prevention Framework activity – and in particular for those with SEND.
- High proportion of young people engaged in youth centre activities are in higher need groups – of the 7,017 in 2012/13, 37% had SEND, 20% were NEET or re-engaging, 17% were identified at risk of NEET, 16% were Children in Need, and 200 were young people who had offended.
- 90% successful progression to education, training or employment from young people at risk of becoming NEET who received support from the Year 11/12 Transition commission.
- Twenty six youth centres have achieved the NYA (National Youth Agency) Quality Mark Level 1, equivalent to Ofsted rating of good.
- Reduction in out-county placements in Independent Specialist Colleges from 126 to 90 in 3 years with reduced costs, equivalent to a £2million saving, and improved outcomes.
- 290 young people who presented as homeless have been placed in safe accommodation since November 2012.

3. Our journey so far – the commissioning approach

The time line below shows our progress since 2009 and where we are in the re-commissioning process preparing for 2015.



The transformation of Services for Young People in 2012 achieved significant success through the outcomes-focused approach to commissioning. Our commissions were generally let for three years in line with our medium term financial plan. This plan expires in March 2015 and we are taking this opportunity to re-evaluate everything that we do, to build on our successes, learn and adapt our model to improve.



4. Our analysis – why we need to change

4.1. Changing needs of young people

In 2010 Services for Young People completed the most comprehensive assessment of young people's need ever undertaken in Surrey, One in Ten. Building on this, and linking to Surrey's Joint Strategic Needs Assessment, we have produced an up to date needs assessment, which we're calling 'One in Ten 2014'. The needs identified as part of this assessment are linked to outcomes in the Young People's Outcomes Framework on page 12. In particular:

- Growth in demand from increase in the population of young people by 4% over the commissioning period (linked to sustaining our overall goal of employability).
- Need for young people to have the skills and experience sought by employers so they are ready for work (linked to outcome 1).
- Need for young people to be able to make informed choices on education, training and employment options (linked to outcome 5).
- Increasing need and changing patterns of need, such as increasing Autistic Spectrum Disorder (ASD), for young people with SEND (linked to target groups).
- Growth in emotional and mental health needs of young people (linked to outcome 2).
- Barriers to participation, in particular transport, lack of income and homelessness (linked to outcome 4).
- Young people are experiencing discrimination, alienation and bullying, often leading to their needs being less evident (linked to outcome 2).
- Many young people have negative experiences during teenage years, which then have a significant impact on their later lives (linked to outcomes 3 and 4).
- Many young people experience multiple and complex barriers to participation, often involving family relationship breakdown and other challenges in the neighbourhoods in which they live (linked to outcomes 4 and 6).

4.2. Young people's perspectives

The support of our practitioners has enabled young people to have their voices heard throughout this process. In particular, young people have contributed to our evaluation, needs assessment and new outcomes framework. Young people have highlighted the value that they place on current services and identified gaps. The Young People's Outcomes Framework mirrors much of what young people have said.

The key issues highlighted by young people in Surrey were:

Education, work and training: Education is important, but it can be hard to stay in school and achieve. Young people want to learn practical skills. It can be hard to get to get and keep jobs. College and job applications are hard. Not everyone has access to the internet which makes applying difficult.

Careers information, advice & guidance: Information, advice and guidance is really important. It should tell people about a range of courses and where they can study and be relevant to individual people. Information online doesn't stick in your head, it's better to talk to someone.

Health & wellbeing: Peer pressure relating to drugs and sex. Drugs & alcohol. Emotional wellbeing, mental health and feeling good about themselves. People to talk to who they trust. Sexual health: access to contraception, information & education about relationships, sex, sexually transmitted infections and how to get help. Some people do things that are risky like use drugs and alcohol and have unsafe sex.

Boredom/ things to do: Lots of nice open spaces but activities are too expensive. It's important for young people to be recognised for the good things they do. If there is a lack of things to do and people don't get praise or the chance to show the things that they are good at they can start getting into trouble and doing risky things.

Transport: Cost of public transport is too high, including fares to get to school and college. Buses are late/ don't turn up/ aren't available. This makes it hard for young people to stay behind for extra curricular activities, to find work and to take part in positive activities.

Personal safety & anti-social behaviour: Worries about adult anti-social behaviour and alcohol use. Young people feel safer when they are in groups. People will deal with issues themselves rather than involving the police. The police should talk and listen to young people rather than simply telling them off.

Housing: Cramped housing impacts on mood and means that young people can't find anywhere to study. Housing is too expensive in Surrey. Families have to borrow money to pay the rent to the council/ housing association. People can't afford basic things like beds, curtains and carpets. Young people can't afford to move out.

Family: Family difficulties and relationship breakdown between parents can make people feel down and impact on their behaviour. Relationships with parents/ carers are important. Praise and encouragement are important.

Money: Young people feel the burden and impact of family financial worries. A lack of money limits opportunities available to them. Removing the EMA has meant that some young people can't afford to get to college or buy the materials and equipment needed. Families need their children to earn money so they have to get work rather than stay in education. Rent is expensive. Young people recognise that they live in an expensive area and that this means there is an expectation that they have and are able to do certain things, dress in a certain way etc. This adds to the stress experienced by them.

Fairness, equality & discrimination: People are bullied when they are different. Bullying makes people lose their confidence. It is hard to be yourself, to be different, to be independent because you fear being treated differently. Everyone knows your business when you live in a small area because people gossip. Young people don't know their rights in the work place- employers treat them unfairly and are more likely to sack/ get rid of a younger person rather than an adult. In Surrey people who have special needs or are gifted and talented get support and opportunities, it's people in the middle who miss out. Racism is an issue.

4.3. Our financial context

Our re-commissioning for 2015 to 2020 also needs to address the challenging financial context for Surrey County Council and the wider public sector. Although the economy has started to improve, with increasing employment opportunities, further budget reductions are forecast for the County Council and partners, including providers of education and training. The transformation of Services for Young People achieved a reduction in gross expenditure of £4.6m in 2011-12 whilst achieving significantly improved outcomes. The scope for significant further savings is therefore limited, but the model is designed to be flexible, either to take on additional functions, generate income or to respond to budget reductions.

4.4. Statutory duties and local policy

Services for Young People deliver key outcomes to improve young people's quality of life and fulfil a range of statutory duties for Surrey County Council: the duty to commission education and training provision for young people aged 16 to 19 and then up to age 25 for young people with Special Educational Needs and Disabilities (SEND); the duty to prevent young people's involvement in crime and anti-social behaviour; the duty to ensure adequate opportunities for young people through youth work; and to promote effective participation of young people in education, training or employment up to age 18 by 2015 as required by Raising the Participation Age.

The Surrey Young People's Employability Plan 2012-17 sets out the local policy, strategy and action plan to achieve full participation by 2015 and to sustain participation through demographic growth and other changes in needs. There are also clear policy drivers locally for more integrated approaches with partners and localism.

Re-commissioning for 2015-2020 is being developed closely with linked Strategies such as the Early Help Strategy, the Local Enterprise Partnerships' Skills Strategies, the Youth Justice plan and the Public Service Transformation Network programmes on Skills for the Future and Families.

4.5. Engagement and feedback so far

A diverse range of young people, staff, partners and providers have participated in the development of our proposals including the evaluation, needs assessment, outcomes framework, options development and appraisal.

July 2013	Youth and Community Workers review the current model
Sep 2013	Youth and Community Workers involved in commissioning discussions
Oct-Dec 2013	Involvement of young people, staff and partners in evaluation of commissions through focus groups
Nov 2013	First re-commissioning communication to all staff and existing providers
Nov 2013	Centre Based Youth Work next steps workshop
Dec 2013	Involvement of young people in needs assessment through focus groups
Dec 2013	Engagement with staff and partners with findings of our needs assessment
Jan-Mar 2014	Involvement of existing providers in options development through partnership and strategic meetings
Jan 2014	Engagement meeting with Pathways Advisers
Mar 2014	Second communication to all staff and existing providers
Mar 2014	Options development with Raven and The Youth Consortium
Mar 2014	Youth and Community Workers – SWOT analysis of early help options
Mar 2014	Youth and Community Workers Working Group – extended SWOT analysis
Mar 2014	Re-Commissioning Conference for staff, partners and existing providers to develop our outcomes framework
Mar 2014	Young people develop our outcomes framework at Project Board and in group work
Mar 2014	Co-commissioning meeting with Active Surrey
Mar 2014	Co-commissioning meeting with Public Health
Mar 2014	Briefing to Unions on Cabinet Paper
Apr 2014	Third communication to all staff and existing providers
Apr 2014	Co-commissioning meeting with Police Crime Commissioner
May 2014	Unions Meeting
May 2014	Fourth communication to all staff and existing providers
May 2014	Youth and Community Workers Working Group – options appraisal
May 2014	14 – 19 Partnership Board engagement with options development
Jun 2014	All staff survey to gather new innovative ideas and feedback
Jun 2014	All staff and co-commissioning partners conference to develop and appraise options
Jun 2014	All providers conference to develop and appraise options
Jun 2014	Co-commissioning meeting with Surrey Police
Jun 2014	Co-commissioning meeting with Woking Borough Council

4.6. Key themes

The key themes that emerged from our analysis and engagement are:

- Wider integrated commissioning with key partners such as Districts, Boroughs, Public Health, Surrey Police and Active Surrey.
- Increased local delegation, enabling local decision making and local involvement of young people.
- More targeted early help to reduce demand on statutory services.
- Improved quality, co-production and focus on outcomes.
- Increased value for money and evidence of impact achieved.

Based on these drivers for change, the paper now goes on to explain our proposed changes to the commissioning model for 2015 to 2020. The Young People's Employability Plan 2012-17 will be revised to reflect these changes.

5. Our plan – what we want for young people in 2015 to 2020

5.1. Our goal

On 22nd April 2014 Cabinet reaffirmed our strategic goal for young people.

Our goal is for all Surrey young people to be employable.

5.2. Definition of employability

By employability we mean the development of health, wellbeing, skills, abilities, and personal attributes that enhance young people's capability to secure rewarding and satisfying outcomes in their economic, social and community lives.

5.3. Young people's outcomes framework

Informed by our needs assessment, young people's perspectives and wider engagement, we have developed the Young People's Outcomes Framework on page 12-13. This framework shows the six main building blocks that support employability (we call these outcomes) and the intermediate stepping stones to employability (we call these outputs). The outputs and outcomes are logically linked to our goal so that if we achieve the outputs and outcomes we should achieve our goal. The framework reflects the needs of young people and key issues highlighted in section 4.1 and 4.2 above.

5.4. Young People's Outcomes Framework (figure1)

Goal	Ref	Outcomes	Ref	Outputs
Employability for young people	1	Young people are equipped with the skills and attitudes to join the workforce	1.1	Sufficient, quality education and training post-16 provided
			1.2	Successful transition made to post-16 education, training and employment
			1.3	Employability skills, attitudes and behaviours developed
			1.4	Numeracy and literacy improved
			1.5	Increased experience of the workplace
	2	Young people are resilient	2.1	Physical wellbeing improved
			2.2	Emotional wellbeing improved
			2.3	Mental wellbeing improved
			2.4	Social wellbeing improved
	3	Young people are safe	3.1	Offending and anti-social behaviour prevented
			3.2	Reduced impact of offending
			3.3	Young people's safety in communities is improved
	4	Young people overcome barriers to employability	4.1	Young people prevented from becoming NEET
			4.2	Reduced number of young people who are NEET
			4.3	Homelessness prevented
			4.4	Entry to the care system prevented
			4.5	Transport for young people is improved
	5	Young people make informed decisions	5.1	Informed decisions made about education, training and careers
			5.2	Informed decisions made about leading a healthy lifestyle
			5.3	Informed decisions made about use of free time
5.4			Informed decisions made about accessing services and support	
6	Young people are active members of their communities	6.1	Young people have positive role models	
		6.2	Participation in social action increased	
		6.3	Decision-making influenced by young people	
		6.4	Involvement in local democracy increased	

5.5. Target groups

Informed by our needs assessment, there are groups of young people for whom we particularly want to improve these outcomes and reduce inequalities.

These include:

- Young people with Special Educational Needs and Disabilities
- Young people who are looked after or care leavers
- Young people who are on child protection plans and children in need
- Young people who are identified as at risk of becoming NEET
- Young people who are parents
- Young people who have caring responsibilities
- Young people from the Gypsy, Roma and Traveller communities
- Young people who have offended
- Other young people who have protected characteristics (sexual orientation, age, gender, gender reassignment, race, and religion or belief) where this leads to them facing barriers to participation

5.6. Ways of working

In working towards these outcomes we will ensure:

- all services for young people are co-produced in an equal and reciprocal relationship between young people, their families, their communities and professionals;
- the strengths of young people, their families and communities are a part of the solution;
- we commission solutions locally wherever possible to meet local need across the county; and
- we take an early help approach, engaging as early as possible to prevent and remove barriers to employability before they have a significant impact on young people's lives

5.7. Our commissioning intentions

We intend to develop four areas of the market and commission our outcomes from these areas in 2015 to 2020.

Pathways to employability for all

We will commission and develop sufficient quality education, training and employment with training pathways for all young people in academic years 11 to 14. Pathways will be tailored to meet particular needs such as young people with SEND (up to age 25) or young people who would otherwise be NEET. Pathways will come with support for young people to make pathway decisions and progress.



New economy

We will enable young people to be at the forefront of creating growth in the new economy which values our personal, social, environmental and economic wellbeing as a whole. We will stimulate the new economy so that young people are able to create their own outcomes, supported by small amounts of start up capital and infrastructure including pro-social digital technologies. Links will be made with Youth Work, Skills for the Future and other progressive education programmes to equip young people with the skills to lead in this transition.

Early help for young people

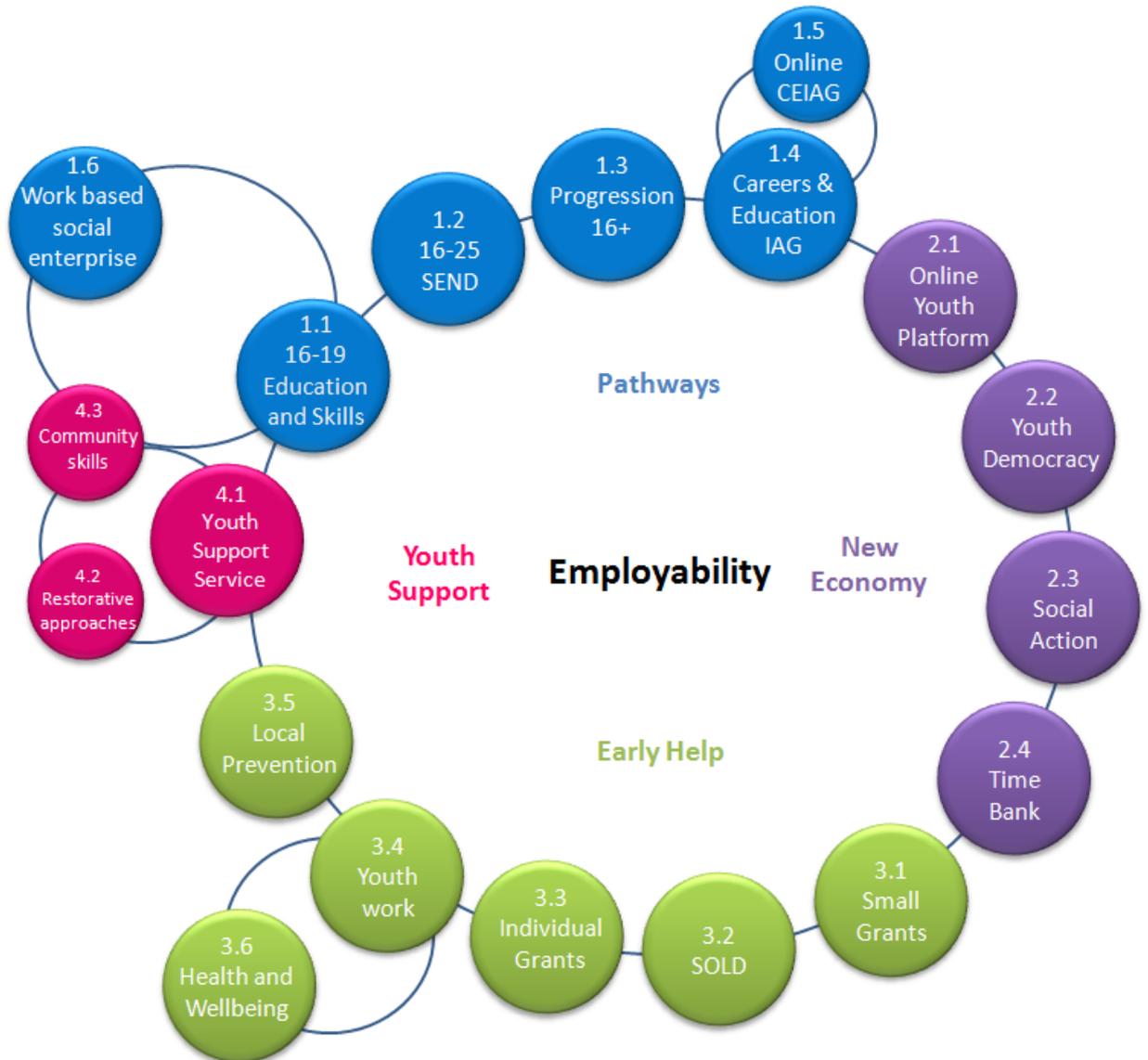
We will commission local early help for young people who are at risk of social exclusion, informed by a refreshed Risk of NEET Indicator, local knowledge and clear step up / step down pathways. Early help will be focused on building personal resilience, educating, empowering and enabling, without creating dependency.

Youth support

We will deliver employability outcomes for the most vulnerable young people in Surrey who need one to one support to progress. These young people will already have experienced negative outcomes such as offending, being a Child in Need, on the edge of homelessness and / or not in education, employment or training and in this context restorative approaches will come to the fore.

6. Our proposed model

Our proposed model provides a wide range of different support mechanisms so that we can continue to offer a bespoke service to young people who are all different. Our model includes nineteen commissions which all contribute to our overall goal of employability for young people in 2015 to 2020, as set out below.



These commissions build on the success of Services for Young People since the Transformation and, whilst some are new, many are similar to current models with enhancements for the new commissioning period.



6.1. Table of commissions

Employability			
1. Pathways	2. New Economy	3. Early Help	4. Youth Support
1.1 16-19 Education and Skills	2.1 Online Youth Platform	3.1 Small Grants	4.1 Youth Support Service
1.2 16-25 SEND	2.2 Youth Democracy	3.2 SOLD	4.2 Restorative approaches
1.3 Progression 16+	2.3 Social Action	3.3 Individual Grants	4.3 Community Skills
1.4 Careers IAG	2.4 Time Bank	3.4 Youth Work	
1.5 Online CEIAG		3.5 Local Prevention	
1.6 Work based social enterprise		3.6 Health and Wellbeing	

6.2. Delivery structures

For each commission, a range of delivery structures are being considered. These are listed below:

- In-house provision by Surrey County Council
- Outcomes based contract let to provider (possibly with some payment by results)
- Joint venture
- 'Spin out' as new legal entity e.g. Charitable Trust, Mutual, Community Interest Company, Social Enterprise, Social Franchise
- Strategic partnership with voluntary, community faith sector, private sector or other public sector organisation(s)
- Traded models where services are bought at full or part cost
- Social impact bonds
- Enablement
- Grants
- Hybrid models (drawing together different aspects of the above)



6.3. Options appraisal

A full set of options were appraised using a set of criteria in a process called multi-criteria analysis. The multi-criteria analysis was run with a diverse range of stakeholders allowing stronger and weaker options to be identified. Our criteria are shown below:

Quality of outcomes – to what extent will the option deliver the necessary outcomes for young people?

Sustainability – Is it deliverable within current resources and how resilient is it to future reductions in resources?

Flexibility – To what extent will it be able to respond to future changes in need and demand?

Integrated – How far does it strengthen integration of both commissioning and delivery across services and with key partners?

Local – How far will it enable local decision making and local needs and priorities to be met?

Co-production – To what extent will it strengthen co-production with service-users, communities and families?

Early help – To what extent will it enable early intervention to prevent the escalation of negative outcomes for young people and therefore reduce demand on statutory services?

Risk – How great is the risk of failure?

6.4. Preferred options

On 23rd June 2014 the Young People's Commissioning Board, Chaired by the Associate Cabinet Member for Young People, agreed a set of proposed commissions which we now put forward for wider stakeholder engagement. The feedback from this engagement will inform final recommendations to Cabinet in September 2014.



6.5. Proposed commissions 2015 to 2020

#1.1 16-19 Education and Skills	
Description	<p>Commissioning learning and employment opportunities, including apprenticeships, to equip young people with the skills and attitudes to join the workforce. This includes developing Public Sector Transformation Network (PSTN) proposals for Skills for the Future, working with schools, colleges, Department for Work and Pensions and the Treasury to develop innovative approaches to future programmes. Also includes addressing Raising the Participation Age (RPA), a Your Next Move guarantee of a place in education, training or employment for every young person in years 12 and 13, and preparing for population growth with associated increased demands. Provision is commissioned both from existing providers and the development of new providers eg University Technical College.</p> <p>Participation in education and training will be maximised through indirect commissioning of EFA-funded provision to meet gaps in geographical coverage, skills needs and/or learner demand through strategic influence.</p>
Rationale	<p>Surrey County Council has a statutory duty to ensure sufficient quality education and training provision post-16. The commission also directly improves young people's employability.</p> <p>The commission operates in-house through partnerships with colleges, schools, training providers, higher education and employers through the 14-19 Partnership.</p>
Outcomes	<p>1.1: Sufficient, quality education and training post-16 provided 1.3: Employability skills, attitudes and behaviours developed 1.4: Numeracy and literacy improved 1.5: Increased experience of the workplace 4.1: Young people prevented from becoming NEET 4.2: Reduced number of young people who are NEET</p>
Target group	All 16 to 19 year olds (circa 30,000 young people)
Level	Countywide and targeted
Gross cost	£576,000 TBC
(15/16 no inflation)	
Structure	In-house through 14-19 Partnership linked to school planning
Trading	No

#1.2 16-25 SEND (Special Educational Needs and Disabilities)	
Description	<p>Commissioning learning and employment opportunities as part of individual Education, Health and Care Plans to equip young people with the skills and attitudes to reach their full potential and develop greater independence.</p> <p>Includes continued implementation of the Closer to Home strategy to provide local provision for young people to study in our colleges, rather than being sent outside of their communities to residential independent specialist providers (ISPs).</p>
Rationale	<p>About 50% of young people who are NEET have some form of special educational need or disability making this a key target group. Surrey County Council has a statutory duty to ensure sufficient quality education and training provision up to age 25 for young people with SEND.</p> <p>The commission will work closely with health and social care to jointly commission future provision and to oversee placements through Education, Health and Care Plans.</p> <p>Research has indicated that studying locally and remaining in their local communities is preferable for young people with SEND.</p>
Outcomes	<ul style="list-style-type: none"> 1.1: Sufficient, quality education and training post-16 provided 1.3: Employability skills, attitudes and behaviours developed 1.4: Numeracy and literacy improved 1.5: Increased experience of the workplace 4.1: Young people prevented from becoming NEET 4.2: Reduced number of young people who are NEET
Target group	Young people with SEND age 16 to 25 (circa 5,000 young people)
Level	Individual linked to Education, Health and Care Plan
Gross cost (15/16 no inflation)	£6,754,000 TBC
Structure	<p>In-house commissioning team and assessment team linked to Social Care and Health.</p> <p>Contracts with external providers for placements.</p>
Trading	No

#1.3 Progression 16+	
Description	<p>Targeted support for young people who are at risk of becoming NEET, as identified through Risk of NEET Indicator (RONI) and local intelligence.</p> <p>The commission may be extended from the current commission to support progression into Years 13 and 14.</p>
Rationale	<p>Secures successful transition from Year 11 to Year 12 and 13 (duty under RPA) for young people identified as at greatest risk of not making a successful transition.</p> <p>Young people of all abilities can find the transition from Year 11 challenging, particularly the transition from school to college, or the demands of employment, which are very different to those of school. This can result in young people failing to make the transition successfully or dropping out of their chosen progression route. The drop-out rate for young people is particularly high in the first six weeks after starting college, also known as the 42 day period.</p> <p>Outcomes based contract to promote local delivery and ownership. Also improved outcomes will be incentivised through some payment by results with link to PSTN / Youth Engagement Fund.</p>
Outcomes	<p>1.2: Successful transition made to post-16 education, training and employment</p> <p>4.1 Young people prevented from becoming NEET</p>
Target group	<p>Young people identified as at risk of becoming NEET (circa 3,000 young people), including young people who:</p> <ul style="list-style-type: none"> • have a special educational need or disability; • are looked after; • have offended.
Level	Countywide
Gross cost (15/16 no inflation)	£TBC
Structure	<p>Outcomes based contract with some payment by results, except where cohort are already supported:</p> <p>SEND: In house with the Pathways Team.</p> <p>LAC and YJS: In house with the YSS.</p>
Trading	No



#1.4 Careers and Education Information, Advice and Guidance (CEIAG)

Description Face to face information, advice and guidance to equip young people to make informed decisions about education, training and careers. This would be a fully traded service, linked to Public Service Transformation Skills for the Future, with potential to expand into the national careers guidance market.

This would include a fully traded offer for work experience.

Rationale There has been significant concern nationally about the quality of CEIAG that young people are receiving. This concern has been voiced by both employers and by OfSTED, most notably in the report 'Going in the Right Direction' which suggested that only one in five schools were delivering sufficient impartial IAG.

In Surrey feedback from young people, employers, schools and colleges have highlighted significant gaps and weaknesses in the current market.

The duty to provide impartial CEIAG is with schools and colleges but the current market is fragmented lacks impartiality and quality standards.

Outcomes 4.1: Young people prevented from becoming NEET
5.1 Informed decisions made about education, training and careers

Target group 13 to 19 year olds (25 with SEND) (circa 100,000 young people)

Level Countywide

Gross cost Start up only £TBC

(15/16 no inflation)

Structure Joint venture

Trading Yes



#1.5 Online CEIAG	
Description	<p>Online careers and education information, advice and guidance which will help inspire young people to choose a career pathway that's right for them and motivate them to pursue the learning and employment options that will help them to achieve their aspirations.</p> <p>The service will provide universal access for all young people in Surrey, whilst also maintaining close links with schools, colleges, learning providers, universities and employers.</p> <p>The commission will be complementary to the traded face to face CEIAG offer and will be managed as a sub commission.</p>
Rationale	<p>The commission will build on the current offer which has been well received by schools and integrated into the CEIAG provision in many schools. The commission has also received positive feedback from young people and parents.</p> <p>Young people identified good quality careers advice as a key enabler to support their employability.</p>
Outcomes	<p>4.1: Young people prevented from becoming NEET 5.1 Informed decisions made about education, training and careers</p>
Target group	All 13 to 19 year olds (circa 100,000 young people)
Level	Countywide with links to providers and employers
Gross cost	£TBC
(15/16 no inflation)	
Structure	Contract
Trading	No

#1.6 Work Based Social Enterprise	
Description	<p>Social enterprises that employs trains and develops young people who would otherwise be NEET. The commission will develop employability and enterprise skills, attitudes and behaviours as well as potentially generating enough income to sustain them.</p> <p>The approach involves setting up new businesses that would directly employ NEET young people and young people with SEND 16-25.</p>
Rationale	<p>Provides a pathway for young people to develop employability skills. Build on current enterprise projects in the Youth Support Service which have contributed to the reduction in young people who are NEET.</p>
Outcomes	<p>1.3 Employability skills, attitudes and behaviours developed 4.1 Young people prevented from becoming NEET 4.2 Reduced number of young people who are NEET</p>
Target group	<p>Young people who are Not in Education, Employment or Training. Young people who have offended. Gypsy, Roma and Traveller young people</p>
Level	<p>Countywide</p>
Gross cost	<p>£60,000 (start up only) TBC</p>
(15/16 no inflation)	
Structure	<p>Micro-social enterprises supported in house, with potential to fully spin out</p>
Trading	<p>Yes</p>

#2.1 Online youth platform	
Description	<p>Through this youth engagement model young people will be better connected with socially valuable information, opportunities, their communities and each other. Young people will be the producers, distributors and consumers of information through an online community that will be freely available as part of the digital commons. This will provide a credible platform where young people chose to engage, to have their say and influence.</p> <p>The joint venture social enterprise partnership will generate income from public, private and third sector organisations nationally who will buy socially valuable outcomes to be delivered through the online community. For example, young people informed about drugs and alcohol and young people get checked for STIs (sexually transmitted infections) with a traceable signpost from the platform.</p> <p>A share of the profits generated will be reinvested in employability for young people. The model could be extended to include a virtual community interest whereby virtual shares are exchanged for credits and are linked to the quantum of social value created by the community.</p>
Rationale	<p>Engages all young people in Surrey and enables them to make informed decisions about their lives and their future. More informed decisions will have a preventative impact, helping to manage down demand for health, youth support and police services.</p> <p>Builds on the current offer and increases sustainability through income generation.</p>
Outcomes	<p>5.1 Informed decisions made about education, training and careers 5.2 Informed decisions made about leading and healthy lifestyle 5.3 Informed decisions made about use of free time 5.4 Informed decisions made about accessing services and support 6.2 Social action is increased 6.3 Decision making influenced by young people</p>
Target group	All 13 to 19 year olds (circa 100,000 young people)
Level	Countywide
Gross cost (15/16 no inflation)	£TBC
Structure	Joint venture social enterprise partnership
Trading	Yes

#2.2 Youth Democracy	
Description	<p>To give all young people a voice in local democracy. Members of the youth council will participate in select committees and scrutiny groups, campaigns and influence local decision making.</p> <p>The youth council will be linked to the UK Youth Parliament and district and borough youth councils where these still exist. Young people will be elected through Surrey's schools and youth centres as well as having 50% selected places to represent minority and priority groups.</p> <p>The commission will also promote increased voter registration and turnout amongst young people.</p>
Rationale	<p>Empowers young people to influence local and national policy. This commission is young people led with a group of young people who came forward and development underway. The first elections are planned for October 2014 to coincide with local democracy week.</p> <p>Enablement option supports young people with their ideas, with much of the resource coming from young people themselves.</p>
Outcomes	<p>6.3 Decision-making influenced by young people 6.4 Involvement in local democracy increased</p>
Target group	All 11 to 17 year olds (circa 100,000 young people)
Level	Countywide
Gross cost	£40,000 TBC
(15/16 no inflation)	
Structure	Enablement
Trading	No

#2.3 Social Action	
Description	<p>Aims to develop employability skills, attitudes and behaviours by increasing the number of young people participating in social action projects. Social action is broadly defined by the Cabinet Office as practical action in the service of others and therefore creates social value beyond employability skills, wellbeing and personal development which young people gain as part of the process.</p> <p>Young people will be called to use their power to create change through social action. Projects will be led by young people while tools to set up, run and secure the future of projects will be provided. Their achievements will be celebrated and positive role models promoted to inspire others.</p> <p>Any technological solutions will be supported by effective engagement, linked to the Youth Platform.</p>
Rationale	<p>Innovative solution that empowers young people to take control of their own development, their CV and their wellbeing as well as giving something back.</p> <p>Under the Public Services (Social Value) Act Surrey has a duty to commission with regard for social, environmental and economic wellbeing.</p>
Outcomes	<p>1.3 Employability skills, attitudes and behaviours developed 2.3 Mental wellbeing improved 2.4 Social wellbeing improved 6.2 Participation in social action is increased</p>
Target group	Open to all 13 to 19 year olds (25 with SEND) with projects targeted to needs and issues (circa 100,000 young people)
Level	Community with countywide coverage
Gross cost (15/16 no inflation)	£TBC
Structure	Outcomes based contract
Trading	No

#2.4 Time Bank	
Description	<p>Mobilises young people to give and receive support from each other and open up other sources of support in their community. This reciprocal sharing of community resources will be facilitated through a system of time credits. Young people give their time to help others who need it and receive help to remove barriers to their participation such as transport, fees or mentoring. Help to remove barriers may come from the community, business or public service.</p> <p>An example could be young people giving their time to befriend older people on the edge of care, earning time credits to exchange for transport vouchers, support for course fees or mentoring.</p>
Rationale	<p>Time banks are a tried and tested mechanism that connects the gifts of one person with the needs of another. Reduces reliance on statutory services and builds personal and community resilience. Creates growth in the social economy, delivers outcomes and provides public value in return for minimal public expenditure. Found to be particularly successful at engaging people in areas of high need / deprivation (NEF 2002).</p> <p>Young experience a range of social, emotional and physical barriers to their employment. In a series of 2013 focus groups, Surrey young people spoke about a range of things that would help: From memory games to life skills; book clubs to public speaking; CV writing to being a bigger part of their community; these are all needs which could be met through a time bank.</p>
Outcomes	<ul style="list-style-type: none"> 2.2 Emotional wellbeing improved 2.4 Social wellbeing improved 4.1 Young people are prevented from becoming NEET 4.5 Transport for young people is improved 6.1 Young people have positive role models 6.2 Participation in social action increased
Target group	Open to all 13 to 25 year olds, greatest impact to be targeted in areas of high need / deprivation (circa 10,000 young people)
Level	Community networks with countywide coverage
Gross cost	£50,000 TBC
(15/16 no inflation)	
Structure	In house, partnership and enablement
Trading	No



#3.1 Small Grants	
Description	Building young people's resilience through strengthening capability and capacity in the voluntary, community and faith sector - limited to small, grass roots voluntary, community and faith organisations.
Rationale	<p>Secures reduced demand for statutory services and improved outcomes for young people.</p> <p>Partnership with Surrey Youth Focus supports use of Surrey Youth Focus field knowledge and networks as well as reducing administration costs.</p>
Outcomes	<ul style="list-style-type: none"> 2.1 Physical wellbeing improved 2.2 Emotional wellbeing improved 2.3 Mental wellbeing improved 2.4 Social wellbeing improved 3.3 Young people's safety in communities is improved
Target groups	13 to 19 year olds (25 with SEND) (circa 100,000 young people)
Level	County-wide through voluntary community and faith sector
Gross cost	£293,000 TBC
(15/16 no inflation)	
Structure	Grants administered in partnership with Surrey Youth Focus
Trading	No

#3.2 Surrey Outdoor Learning and Development (SOLD)

Description	Building young people's resilience through outdoor learning and development.
Rationale	<p>Secures reduced demand for statutory services and improved outcomes for young people through developing young people's confidence and resilience.</p> <p>SOLD has developed increasing financial self-sufficiency, with no revenue budget support planned from SYP for 2015-16. The service will have greater freedom for wider trading and future growth with greater independence if 'spun-out' from SCC.</p>
Outcomes	<p>1.3 Employability skills, attitudes and behaviours developed</p> <p>2.1 Physical wellbeing improved</p> <p>2.2 Emotional wellbeing improved</p> <p>2.3 Mental wellbeing improved</p> <p>2.4 Social wellbeing improved</p> <p>3.1 Offending and anti-social behaviour prevented</p> <p>3.3 Young people's safety in communities is improved</p>
Target group	13 to 19 year olds (25 with SEND) (circa 100,000 young people)
Level	Local offer and provision through Surrey Outdoor Education Centres.
Gross cost	£1,589,000
(15/16 no inflation)	
Structure	In-house with spin-out
Trading	Yes

#3.3 Individual Grants

Description	Removing barriers to participation and improving young people's resilience through targeted individual time-limited grants to address specific identified barriers such as need for food, housing, transport, tools or other materials.
Rationale	Secures reduced demand for statutory services and improved outcomes for individual young people through timely targeted support. In-house management supports targeting and timely support which is often critical.
Outcomes	<ul style="list-style-type: none"> 2.3 Mental wellbeing improved 4.1 Young people prevented from becoming NEET 4.2 Reduced number of young people who are NEET 4.3 Homelessness prevented 4.4 Entry to the care system prevented 4.5 Transport for young people improved
Target group	<p>Young people aged 13 to 19 (10-25) at risk of becoming NEET. Young people age 13 to 19 (10-25) living in areas of high need. Young people on 'step-down' pathways from statutory services or referred to prevent 'step-up'</p> <p>Circa 10,000 young people</p>
Level	Individual
Gross cost	£180,000 TBC
(15/16 no inflation)	
Structure	In-house
Trading	No

#3.4 Youth Work

Description Quality youth work offer delivered from one service commissioned locally. The commission opens up flexibility to focus staffing on areas of greater need (currently 2 full time equivalents per centre) and potential for voluntary, community and faith sector to take greater role in some centres as agreed at Local Committee.

Rationale Secures reduced demand for statutory services, improved outcomes for young people, greater sustainability and statutory duty for adequate opportunities. Co-commissioning with partners, such as Districts/Boroughs will mean fewer gaps, less duplication and improved pathways for young people.
Commission offers greater local flexibility for staffing resource to be focused in areas of greater need and for voluntary, community and faith sector to take a role in running some centres.

- Outcomes**
- 1.2 Successful transition made to post 16 education, training and employment
 - 1.3 Employability skills, attitudes and behaviours developed
 - 2.1 Physical wellbeing improved
 - 2.2 Emotional wellbeing improved
 - 2.3 Mental wellbeing improved
 - 2.4 Social wellbeing improved
 - 3.1 Offending and anti-social behaviour prevented
 - 3.3 Young people's safety in communities is improved
 - 4.1 Young people prevented from becoming NEET
 - 5.1, Informed decisions made about education, training and careers
 - 5.2, Informed decisions made about leading a healthy lifestyle
 - 5.3, Informed decisions made about use of free time
 - 5.4, Informed decisions made about accessing services and support
 - 6.1, Young people have positive role models
 - 6.2 Participation in social action increased
 - 6.3 Decision-making influenced by young people

Target group Young people aged 13 to 19 (10-25) at risk of becoming NEET. Young people age 13 to 19 (10-25) living in areas of high need. Young people on 'step-down' pathways from statutory services or referred to prevent 'step-up'

Circa 10,000 young people

Level Countywide with local priorities

Gross cost £2,621,000 TBC
(15/16 no inflation)

Structure In house to explore potential to spin out

Trading Yes

#3.5 Local Prevention	
Description	Building young people’s resilience by co-commissioning early help outcomes from the outcomes framework through expanded Youth Task Groups.
Rationale	<p>Secures reduced demand for statutory services and improved outcomes for young people.</p> <p>Co-commissioning with partners, such as Districts/Boroughs will mean fewer gaps, less duplication and improved pathways for young people. Outcomes based contracts designed to secure delivery by locally based organisations, with existing community links and potential for synergy with wider provision.</p>
Outcomes	<ul style="list-style-type: none"> 1.2 Successful transition made to post 16 education, training and employment 1.3 Employability skills, attitudes and behaviours developed 2.1 Physical wellbeing improved 2.2 Emotional wellbeing improved 2.3 Mental wellbeing improved 2.4 Social wellbeing improved 3.1 Offending and anti-social behaviour prevented 3.3 Young people's safety in communities is improved 4.1 Young people prevented from becoming NEET 4.3, Homelessness prevented 4.4, Entry to the care system prevented 5.1, Informed decisions made about education, training and careers 5.2, Informed decisions made about leading a healthy lifestyle 5.3, Informed decisions made about use of free time 5.4, Informed decisions made about accessing services and support 6.1, Young people have positive role models 6.2 Participation in social action increased 6.3 Decision-making influenced by young people
Target group	<p>Young people aged 13 to 19 (10-25) at risk of becoming NEET; Young people age 13 to 19 (10-25) living in areas of high need; Young people on 'step-down' pathways from statutory services or referred to prevent 'step-up' (circa 10,000 young people)</p>
Level	District/Borough and priority neighbourhoods
Gross cost (15/16 no inflation)	£TBC
Structure	Outcome based contracts let at District/Borough level linked to defined outcomes from the Young People's Outcomes Framework.

Trading	No
#3.6 Health and wellbeing	
Description	<p>Places health services in youth centres in areas of highest need. The offer would include sexual health clinics, drop in services, counselling services and named public health nurses to develop healthy behaviour programmes.</p> <p>Peer education programmes linked to the time bank would enable young people to access leisure services and classes.</p>
Rationale	<p>Health and wellbeing, in particular mental health and emotional wellbeing, have emerged as key issues for young people's employability in the needs assessment, young people's feedback and feedback from professionals.</p> <p>Young people are more likely to access health services from welcoming, neutral (non judgemental) and supportive environments such as youth centres.</p> <p>Builds on existing examples of good practice where regular sexual health drop in clinics and counselling services are already provided from youth centres.</p> <p>Co-commissioning creates the potential for efficiency savings in relation to the property portfolio.</p>
Outcomes	<p>2.1 Physical wellbeing improved 2.2 Emotional wellbeing improved 2.3 Mental wellbeing improved</p>
Target group	<p>Young people aged 13 to 19 (10-25) at risk of becoming NEET. Young people age 13 to 19 (10-25) living in areas of high need. Young people on 'step-down' pathways from statutory services or referred to prevent 'step-up'</p> <p>Circa 10,000 young people</p>
Level	Local offer
Gross cost (15/16 no inflation)	£TBC
Structure	Co-commissioned with Public Health, Children's Services, CCGs and VCFS

Trading	No
#4.1 Youth Support Service	
Description	Case management service working 1-2-1 with vulnerable teenagers in a restorative, holistic, coproduced and family centred way. Deploying a scaled approach that assesses, plans and intervenes to provide support to young people based on relational engagement and restoration.
Rationale	<p>Builds on the strengths of the current operating model with a renewed focus on four key areas: quality; co-production; step up and step down pathways; and income generation.</p> <p>Continuation in-house consolidates recent achievements, reduces risk for the most vulnerable young people in Surrey and provides a solid base from which we can explore opportunities for income generation.</p>
Outcomes	<p>1.3 Employability skills, attitudes and behaviours developed</p> <p>2.2 Emotional wellbeing improved</p> <p>2.3 Mental wellbeing improved</p> <p>3.2 Reduced impact of offending</p> <p>3.3 Young people's safety in communities is improved</p> <p>4.2 Reduced number of young people who are NEET</p> <p>4.3 Homelessness prevented</p> <p>4.4 Need for entry to care system prevented</p> <p>4.5 Transport for young people is improved</p> <p>5.1 Informed decisions made about education, training and careers</p> <p>6.1 Young people have positive role models</p>
Target groups	<p>Circa 2,500 young people who:</p> <ul style="list-style-type: none"> • are NEET aged 16-19; • have offended aged 10-17; • are Children in Need aged 14-18 referred by Children's Services; • are at risk of homelessness aged 16-17; • or have mental and emotional wellbeing issues, have an allocated CAMHS worker, but do not engage or particular young people who fall just below access thresholds aged 13-18. • Young people who have been permanently excluded from school in Year 11
Level	Countywide and local teams
Gross cost	£9,354,000 TBC
(15/16 no inflation)	
Structure	In-house



Trading No

#4.2 Restorative Approaches

Description To develop restorative practices across Services for Young People, Surrey County Council and partner organisations.

Rationale Builds on the strengths of restorative approaches and leads wider development.

Outcomes

- 2.2 Emotional wellbeing improved
- 3.1 Offending and anti-social behaviour prevented
- 3.2 Reduced impact of offending
- 3.3 Young people's safety in communities is improved
- 4.1 Young people prevented from becoming NEET
- 4.2 Reduced number of young people who are NEET
- 4.3 Homelessness prevented
- 4.4, Entry to the care system prevented
- 6.1 Young people have positive role models
- 6.3 Decision-making influenced by young people

Target group Young people who:

- are NEET aged 16-19;
- have offended aged 10-17;
- are Children in Need aged 14-18 referred by Children's Services;
- are at risk of homelessness aged 16-17;
- or have mental and emotional wellbeing issues, have an allocated CAMHS worker, but do not engage or particular young people who fall just below access thresholds aged 13-18.

Level Countywide and local teams

Gross cost £326,000 TBC

(15/16 no inflation)

Structure In-house

Trading Yes

#4.3 Community Skills

Description The service provides skills and training in a community setting. Brings together the Ready for Work Programmes, Skills Centres, the Duke of Edinburgh's Award, Gypsy Skills and Alternative Learning Provision (ALPs).

Rationale Targeted coherent offer with pathways to education, training and employment, including apprenticeships, for the most vulnerable young people.

Integrated as one offer to enhance quality and secure increased external funding.

Outcomes

- 1.3 Employability skills, attitudes and behaviours developed
- 2.2 Emotional wellbeing improved
- 3.1 Offending and anti-social behaviour prevented
- 3.2 Reduced impact of offending
- 3.3 Young people's safety in communities is improved
- 4.1 Young people prevented from becoming NEET
- 4.2 Reduced number of young people who are NEET
- 6.1 Young people have positive role models

Target group Young people who are Not in Education, Employment or Training.
Young people who have offended.
Gypsy, Roma and Traveller young people
Young people in care

Level Countywide and local teams

Gross cost £674,000 TBC

(15/16 no inflation)

Structure In-house

Trading Yes

6.6. The difference we will make

We have expressed our vision of how the new model could work together through three 'pen portraits' which describe the difference we will make to young people like Joe, Ben and Yasmin.

Joe



Joe is 13 and is currently in year 9. His favourite subject is science and he has the ability to easily get 10 A*-C grade GCSEs. He is a talented artist and loves making things.

Joe is currently finding life quite tough. He lives with his younger sister and dad who he cares for. He isn't allowed to see his mum at the moment, but he says he's glad because he got sick of seeing her treat his dad badly. He doesn't attend school very often so he has fallen behind with his work. Joe is embarrassed about this so refuses to ask for help in lessons. His teachers just think he's being disruptive. Joe says he's bored and has recently started coming to the attention of the police when he is with some other young men in town in the evenings. He has a strong sense of justice and thinks it is unfair that they are getting into trouble for just hanging around outside the shops. He hates the way the police speak to them and will often argue back which just makes things worse.

Joe regularly goes to the youth centre where the youth workers have noticed that he is struggling. His participation in activities is erratic depending on who's around and what his day has been like. The youth workers ensure that they build trusting relationships with Joe and his peer group. They enable him to recognise his talents and encourage him to get more involved at the centre in planning an exciting and challenging programme of personal development activities for him and his friends. Opportunities are also created for him to be able to express himself and his feelings of frustration. As he becomes more relaxed in the environment and with the adults Joe tentatively starts to talk about his experiences, worries and fears for the future and shares that he doesn't know what he wants to do at the end of year 11.

The youth workers work with Joe to develop a plan and support him to access a range of opportunities that are available to him including Careers and Education Information, Advice and Guidance, Progression 16+ and Local Prevention activities. Additional support is also put in for his dad through partnership work with adult social care. His aspirations for the future grow and he is able to set himself realistic and achievable goals. His participation at the youth centre, in school and within the local community increases and Joe received recognition for his positive contribution through time banking.



Outcomes

Joe will:

- Have the skills and attitudes needed to join the workforce
- Be resilient
- Be safe
- Overcome barriers to employability
- Be able to make informed decisions
- Be active members of their community

Commissions involved:

- Youth work
- Local prevention
- Careers and Education Information, Advice and Guidance
- Progression 16+
- Time banking
- Social action
- SOLD
- Youth Democracy
- 16-18 Education and Skills
- Restorative approaches



Ben

Ben is 15 and lives in a rural community. He has a learning disability and has to travel a long way to school. He loves school and is very popular with other young people there. He has very few friends who live near him. He loves skateboarding but his parents do not let him go to the skate park because they worry about his safety. He sometimes feels lonely and really wants a partner but doesn't know how to meet someone. His big ambition is to be a mechanic and one day he wants to have his own flat in a town so there are lots of things to do nearby.

Ben has a Pathways Advisor who has worked with him, the school, his family and colleagues in health and social care to put a plan in place for him when he reaches the end of year 11. The 16-19 Education and Skills team and 16-25 SEND team have commissioned college and training places that are relevant to the interests and needs of young people in the local area which means that Ben will be able to do mechanics when he leaves school. In the meantime his advisor has found a youth project in his local community. They have introduced Ben and his parents to the workers there and he is starting to make friends with people who live nearby.



The programme at the project includes opportunities for young people to gain skills for independent living, to learn about relationships with others and personal safety. He is supported to apply for funding from small grants to take the group to a skateboarding centre. The staff there also build relationships with his parents so that they feel comfortable with him attending. They also support him to talk to his parents about his feelings of loneliness and his aspirations for the future. Ben's progress is monitored to make sure that he is on track to achieving his aspirations.

Outcomes

Ben will:

- Have the skills and attitudes needed to join the workforce
- Be resilient
- Be safe
- Overcome barriers to employability
- Be able to make informed decisions
- Be active members of their community

Commissions involved:

- SEND 16-25
- 16-18 Education and Skills
- Youth work
- Local prevention
- Careers and Education Information, Advice and Guidance
- SOLD
- Small Grants



Yasmin

Yasmin is 17. She loves music and dreams of being a famous DJ. She is an excellent footballer and played for a team when she was younger as a striker. She always struggled academically so often refused to go which has left her without formal qualifications.

A few months ago Yasmin had a big fall out with her mum because she did not approve of her lifestyle or her friends who are much older than her. She has been sofa surfing ever since which has made going to college impossible. She doesn't have any money and is hungry. She has just about outstayed her welcome at the place where she is currently sleeping. No one has told her she might be entitled to claim for financial support as she is



estranged from her family or that the local authority has a responsibility to provide accommodation for her as she is under 18. The whole situation is very stressful. Yasmin has lost her motivation and finds that harming herself helps her to cope. She is taking less care of herself and people would say that she is making risky choices in relation to substance use and sexual activity, although she does not recognise that herself. She has lost confidence and struggles in social situations that involve people outside of her close knit group of friends which means she has decided she will never go back to college.

Yasmin went to the youth centre near her mum's when she was younger. She had good memories of the things that she did there and trusted the youth workers so she is pleased to see a friendly face when she bumps into one of them. Yasmin quickly shares her story with the youth worker who explains about the available services and refers her to the Youth Support Service. The initial assessment happens straight away and her Youth Support Officer helps her to see that she does have options, that she is putting herself at risk and that support is available.

The YSO works with Yasmin to devise an action plan and works quickly to find her some safe accommodation and provides her with some vouchers to buy food and personal hygiene products to make sure her basic needs are met. They also start the process of mediation between her and her mum and ensure that she is supported to access other services, for example the drug and alcohol, sexual health or mental health provision, should they be required.

Later they will work together on re-focussing on Yasmin's ambitions and enabling her to overcome any barriers to her achieving her goals. To re-engage her in learning, they plan for her to attend Community Skills provision. They also ensure that she has developed a supportive social network, has positive activities to focus on and is an established member of her community as part of the exit strategy at the end of her involvement with the YSS.

Outcomes

Yasmin will:

- Have the skills and attitudes needed to join the workforce
- Be resilient
- Be safe
- Overcome barriers to employability
- Be able to make informed decisions
- Be active members of their community



SYP Commissions involved:

- Youth work
- Youth Support Service
- Careers and Education Information, Advice and Guidance
- 16-18 Education and Skills
- Individual grants
- Community Skills
- Restorative approaches
- Work based social enterprise
- Online youth platform

6.7. Leadership and culture

The model has been designed to support integration between commissions as far as possible. However, distributed leadership across the commissions and a culture of fostering positive, trusting relationships between commissions will be required to fully integrate the model. There are examples of good practice where this is already happening. For example, staff and providers from Centre Based Youth Work, YSS and Commissioning & Development have collaborated to co-produce a joint Relationships and Sex Education Policy supported by a joint training offer that is now being rolled out with positive feedback from staff and providers across the services.

Other opportunities for joint working to explore include more joint training, cross service inductions and work shadowing and co-delivery of work with young people where this makes sense.

6.8. Co-commissioning

We are working with commissioning partners to better coordinate and align our commissioning around our Young People's Outcomes Framework. We aim to improve outcomes for young people, reduce duplication and complement each other to fill gaps. Co-commissioning partners include district and borough councils, Surrey Police, Public Health and Active Surrey. Meetings are underway to develop a co-commissioning plan for young people which will feed into the strategic and local commissioning processes.

Proposals already in development include the co-commissioning with Public Health of some sexual health and counselling services as described on page 32 and a joint strategy and aligned commissioning with Woking Borough Council to improve outcomes for young people.



6.9. Local commissioning

Early help outcomes will be commissioned locally through enhanced Youth Task Groups and Local Committees. Resources will be allocated to districts and boroughs in line with the level of local need. For example, a borough with high numbers of young people who are NEET, offending, Child in Need, homeless and teenage parents would receive more resources proportionate to the level of need compared to a borough with low numbers.

Local Youth Task Groups, made up of young people, local councillors, elected county members and a wide range of partners, will assess local needs and identify local priorities from the Young People's Outcomes Framework. The Youth Task Group will then assign priority outcomes to early help commissions.

Each Youth Task Group and local commissioning process will be facilitated to take a whole place approach, pooling and using resources more flexibly to achieve the best possible outcomes for young people locally. For example, youth work staff may be deployed to run a detached project in an area of high need not served by a youth centre, whilst a local prevention project and sexual health clinic might run from the youth centre if that is the best location for young people.

6.10. Trading

The following commission will be fully or partly traded to generate income to help sustain them:

- Careers and Education Information, Advice and Guidance
- Work Based Social Enterprise
- Online Youth Platform
- Surrey Outdoor Learning and Development
- Youth Work
- Restorative Approaches
- Community Skills

A range of products and services will be traded to schools, colleges, consumers, businesses and other public sector or voluntary sector organisations both locally and nationally.



7. Your say

We would like to hear your views about how we should be creating opportunities for young people in 2015 to 2020. In particular:

- a) Do you support our proposed model?
- b) Where do you see the greatest opportunities in this model?
- c) Is there anything you would change?
- d) How can you or your organisation help to implement this model?
- e) What else needs to be put in place for you to be able to support the implementation of this model?
- f) Do you have any other feedback you would like us to take into account?

The window for feedback is open from 1st to 31st July 2014.

Please make time to have your say by completing the Creating Opportunities for Young People questionnaire which can be found using the following link:

<https://www.surreysays.co.uk/csf-syp-commissioning-development/creating-opportunities-for-young-people-engagement>

7.1. Opportunities to engage throughout July

There will be opportunities to engage with our proposals throughout July. We will run a range of staff drop in events, attend partner meetings and run a provider event to ensure that everyone gets an opportunity to find out more.

If you have a query about any part of this process please contact Beth Lackenby, Commissioning Project Officer: beth.lackenby@surreycc.gov.uk.

8. Next steps

1/7/14 - 30/7/14	Window for engagement with proposed commissions
10/7/14	Children and Education Select Committee
7/8/14	Project Board reviews engagement feedback
Late Aug/early Sept	Directorate Leadership Team and Project Board make recommendations to Cabinet
23/9/14	Cabinet decides future commissions
1/10/14 onwards	Start of procurement and service development
1/4/15 to 1/1/16	Start of new commissions