

Notice of Meeting

Children & Education Select Committee

**Date & time**

Thursday, 26 March
2015 at 10.00 am

Place

Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact

Andrew Spragg or George
Foster
Room 122, County Hall
Tel 020 8213 2673 or 020
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Chief Executive

David McNulty

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Andrew Spragg or George Foster on 020 8213 2673 or 020 8213 2732.

Elected Members

Dr Zully Grant-Duff (Chairman), Mr Denis Fuller (Vice-Chairman), Mrs Liz Bowes, Mr Ben Carasco, Mr Robert Evans, Mr David Goodwin, Mr Ken Gulati, Mrs Margaret Hicks, Mr Colin Kemp, Mrs Mary Lewis, Mrs Marsha Moseley and Mr Chris Townsend

Independent Representatives:

Cecile White (Parent Governor Representative), Derek Holbird (Diocesan Representative for the Anglican Church) and Mary Reynolds (Diocesan Representative for the Catholic Church)

TERMS OF REFERENCE

The Committee is responsible for the following areas:

Children's Services (including Looked after children, Fostering, Adoption, Child Protection, Children with disabilities, and Transition)

Schools and Learning

Services for Young People (including Surrey Youth Support Service)

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: MONDAY 26 JANUARY 2015 (Pages 1 - 10)

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*Friday 20 March 2015*).
2. The deadline for public questions is seven days before the meeting (*Thursday 19 March 2015*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE (Pages 11 - 14)

On the 26 January 2015 the Committee made a series of recommendations concerning Child Sexual Exploitation (CSE). These recommendations were considered by Cabinet on 24 February 2015. A response from the Cabinet Member for Children and Families is detailed in the agenda.

The Committee also made a series of recommendations concerning school governance. A response from the Cabinet Member for Schools and Learning is detailed in the agenda.

6 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME (Pages 15 - 38)

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.

7 YOUTH JUSTICE STRATEGIC PLAN 2015-2020 (Pages 39 - 78)

Purpose of the report: Policy Development and Review

The Committee is asked to review the refreshed Youth Justice Strategic Plan, which sets out how youth justice is delivered in Surrey. It is produced by Surrey Youth Support Service (YSS) on behalf of the Youth Justice Partnership Board (YJPB), which is comprised of Surrey County Council (covering Education and Social Care), Borough Council representation, the Probation Service, the National Health Service, the Magistracy and the Police Service.

8 CREATING OPPORTUNITIES FOR YOUNG PEOPLE: COMMISSIONING FOR 2015 - 2020 AND IMPLICATIONS OF BUDGET REDUCTIONS (Pages 79 - 128)

Purpose of the report: Policy development

To inform the Committee of the budget reductions on the commissioning model for Creating Opportunities for Young People in Surrey, and seek views on the implementation of changes, including proposed Resource Allocation System and 'Hub and Spoke' approach for youth work in Surrey.

9 CORPORATE PARENTING: FOSTERING & ADOPTION (Pages 129 - 212)

Purpose of the report: Scrutiny of Services

The Lead Member's annual report provides an overview of the Corporate Parenting Board and its work through the previous year. The Committee is asked to review this alongside the accompanying reports for the Adoption Agency and Fostering Service.

The Committee is asked:

- To review the Lead Member's report
- To scrutinise Adoption Agency and Fostering Service activity as presented in the Annual Reports
- To note the Statements of Purpose for both Adoption and Fostering Services as required

10 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10am on 13 May 2015.

David McNulty
Chief Executive

Published: Wednesday, 18 March 2015

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

MINUTES of the meeting of the **CHILDREN & EDUCATION SELECT COMMITTEE** held at 10.30 am on 26 January 2015 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 26 March 2015.

Elected Members:

- * Dr Zully Grant-Duff (Chairman)
- * Mr Denis Fuller (Vice-Chairman)
- * Mrs Liz Bowes
- * Mr Ben Carasco
- * Mr Robert Evans
- * Mr David Goodwin
- * Mr Ken Gulati
- * Mrs Margaret Hicks
- * Mr Colin Kemp
- * Mrs Mary Lewis
- * Mrs Marsha Moseley
- * Mr Chris Townsend

Ex officio Members:

Mr David Munro, Chairman of the County Council
Mrs Sally Ann B Marks, Vice Chairman of the County Council

Co-opted Members:

Derek Holbird
Mary Reynolds
Cecile White

Substitute Members:

Simon Parr

In attendance

Linda Kemeny, Cabinet Member for Schools and Learning
Mary Angell, Cabinet Member for Children and Families

1/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Cecile White and Colin Kemp, Simon Parr acted as a substitute for Cecile White.

2/15 MINUTES OF THE PREVIOUS MEETING: 27 NOVEMBER 2014 [Item 2]

The minutes from the previous meeting were agreed as a true and accurate record of the meeting.

3/15 DECLARATIONS OF INTEREST [Item 3]

Robert Evans asked that it be noted that he lectures at Royal Holloway, Surrey. This was a non-pecuniary interest.

4/15 QUESTIONS AND PETITIONS [Item 4]

No questions or petitions were received.

5/15 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

Witness: Mary Angell, Cabinet Member for Children and Families

Key points raised during this discussion:

1. The Committee agreed to defer consideration of item 5Biii for discussion alongside item 9 of the agenda.
2. Under Item 5Bi the Committee emphasized the need to raise awareness of Child Sexual Exploitation (CSE) amongst Surrey's districts and boroughs authorities and communities, at both a strategic and operational level, in order to protect children and young people from the risk of harm. The Committee was of the view that whilst the response from the Cabinet Member for Children and Families covered operational aspects, it did not address the strategic aspects of the Council's work with districts and boroughs authorities.
3. Members also noted the response did not address the second recommendation made in connection with CSE.
4. The Cabinet Member for Children and Families drew the Committee's attention to the thematic report on CSE, *The Sexual Exploitation of Children: It Couldn't Happen Here, Could It?* (Ofsted, November 2014). It was highlighted that it was an area where all local authorities faced challenges, and that the report had set out a number of key recommendations for tackling CSE. The Committee was informed that the Corporate Parenting Board had requested a report on CSE in

Surrey; this would be used to identify possible patterns and trends, in order to agree further actions.

5. Following discussion, the Committee agreed that the recommendations concerning CSE would be referred back to the Cabinet Member for Children and Families for a more detailed response.
6. Under Item 5Bii the Committee noted the response from Cabinet in relation to Schools and Safeguarding. There were no further comments.

Recommendations:

a) That Surrey County Council actively engages with District and Borough councils and Surrey Police to consider how the risk of Child Sexual Exploitation can be reduced through regulatory licensing, in particular taxi licensing and in respect of activities described as "Licensable Activities" by the Licensing Act 2003.

b) That, given the crucial work of the Youth Support Service and Children's Services in supporting young people and children at risk of CSE and in reducing the risk of CSE, any future strategy and financial planning by Cabinet ensures that both services are suitably resourced to address CSE and safeguarding in Surrey.

**6/15 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME
[Item 6]**

Witnesses: None

Key points raised during this discussion:

1. The Committee was informed that the Performance and Finance Sub-group had met on three occasions. The summary of the Sub-Group's discussions would be presented to the Council Overview and Scrutiny Committee (COSC), alongside those of other Select Committee Performance and Finance Sub-Groups. The Committee was informed that COSC would collate these findings and produce a final set of recommendations to Cabinet on 3 February 2015, to be considered alongside the Medium Term Financial Plan 2015-2020.
2. Members requested that the item Re-commissioning of Services for Young People – Update scheduled for 13 May 2015 be brought forward to the Committee meeting on 26 March 2015.

Recommendations:

None.

7/15 SCHOOL PLACE PLANNING AND EXPANSION PROGRAMME [Item 7]**Witnesses:**

Keith Brown, Schools & Programme Manager, Property; Business Services

Julie Stockdale, Head of Commissioning and Admissions, Schools and Learning

Dominic Forbes, Planning and Development Group Manager, EIA

Peter-John Wilkinson, Assistant Director for Schools and Learning

Key points raised during this discussion:

1. Officers outlined how the demand for school places will be met over the next year as set out within the School Place Planning and Expansion Programme. The Committee was informed that processes had been reviewed and improvements made. Officers were questioned over statistics regarding the importation and exportation of school places between Surrey and neighbouring counties. The Committee was informed that approximately 5,000 places were exported and 8,000 imported during 2014 and that both numbers have shown a downward trend since 2010.
2. The Committee questioned how the Council monitored the impact on local areas where existing schools were being expanded. Officers commented that mitigation measures were put in place as part of the planned expansion where appropriate, but following any expansion work it was the school's responsibility to monitor the impact on the local community. Members questioned whether school head teachers should be expected to take responsibility in this area. Some members expressed the view that the impact of expansion was a school issue that should be resolved within the community and that Local Committees should play a role since they offer a forum where local residents can raise concerns.
3. The Committee commended officers on the success of delivering the school expansion programme within budget during difficult financial times.
4. The Committee was informed that in relation to the School Travel Plan positive steps have been taken in bringing the process in-house with a dedicated School Travel Plan Team. A new officer role had been created in relation to compliance and planning applications. Officers added that the different teams involved within the school planning process were working together in a bid to unify future projects through improved communication and a more holistic approach.
5. The Committee was informed that there is a challenge in creating school places in the Key Stage 2 (KS2) bracket as most infant schools' sites were small and lacked the scope for expansion.

6. The Committee questioned how best they could understand the risks related to the School Expansion Programme and critical points for scrutiny. Officers stated that future reports would include a risk register; the focus would mostly be around central government funding for school places. It was also highlighted that most sites with the potential for expansion had already been developed and there was therefore a future risk due to the higher cost for new developments.
7. The Committee drew attention to the fact that local authorities have no control over the provision of free schools and questioned officers on the potential impact this may have. The Committee was informed that the Council was supportive of free schools where it addressed a need for school places.
8. Officers highlighted the School Travel Plan Team's role in monitoring all travel plans no matter where they were established and ensuring they are implemented effectively, including seeking to enforce when necessary.
9. The Committee asked if there was any correlation between the actual delivery of education and school expansion. Officers commented that the school expansion programme had been well received by head teachers. Linked to this, the Committee was informed that an officer is assigned to interface between head teachers and expansion project managers; the feedback of which has been positive.
10. The Committee questioned whether there was scope for collaborating further with neighbouring counties given Surrey's pressure for pupil places and high net imports. Officers responded by highlighting that the majority of Surrey residents do not live on the border, therefore most planning was done in relation to providing school places for Surrey residents. However, it was noted that significant communication existed between Surrey and its neighbouring counties, especially in relation to special schools where the catchment area was much larger than for mainstream schools.

Recommendations:

The Committee recognises and thanks officers for the work undertaken to improve the processes and delivery of the School Expansion Programme, particularly in light of the increasing pressures to provide school places. It recommends:

- a) That Local Committees promote community engagement in relation to the School Expansion Programme.

- b) That a risk register evaluating the strategic risks connected to the School Expansion Programme is circulated to the Committee, in order to inform its future scrutiny of this item.
- c) That a further update is brought to the committee following the delivery of the September 2015 places.

8/15 JOINT COMMISSIONING STRATEGY FOR SPEECH AND LANGUAGE THERAPY FOR CHILDREN AND YOUNG PEOPLE [Item 8]

Witnesses:

Zarah Lowe, Provision and Partnership Development Manager
Peter-John Wilkinson, Assistant Director for Schools and Learning

Adrienne Knight, Headteacher, Woodlands School
Anne Breaks, Guildford and Waverley Clinical Commissioning Group
Andrea Collings, Family Voice

Key points raised during this discussion:

1. Officers outlined the realignment of commissioning responsibilities detailed in the proposed joint commissioning strategy. The Committee was informed that Speech and Language Therapy was mainly identified as an educational need rather than a health one in Surrey, and that the current service required improvement due to a disjointed relationship between education services and clinical practice.
2. The Committee was informed that the joint commissioning approach would mean that both health and education provisions would have a single service specification, rather than the two separate specifications in place. The Committee was informed that the joint commissioning strategy would potentially see an increase in cost to the High Needs Block in the short-term, but would improve outcomes for children and families. It was clarified that the speech and language budget quoted in the report included provision to Special Schools.
3. The Committee highlighted that the strategy could mirror that of the Services for Young People, by developing a “hub and spoke” model to share knowledge and training. The view was expressed by some Members that more training for early years teachers was necessary.
4. Witnesses informed the Committee that speech and language therapy across the county is often focussed on delivering support for the individual student, when it would be more beneficial to adopt a whole school approach. The Committee was told that teachers and Learning Support Assistants would need training from qualified practitioners in order to help deliver the support. Witnesses supported the concept of a county-wide, uniform approach which included a “hub and spoke” model. It was further highlighted that it was important that families were involved in the training process.
5. The Committee commented that it would like to see a number of performance indicators linked to the outcomes outlined in the report, in order to measure the impact of the joint commissioning strategy.

6. The Committee was informed that there was a need to improve transition planning between stages of education. Officers highlighted this was particularly the case when moving from school onto college, where it was important to encourage a move away from one-to-one support in order to develop the student's independence.

Recommendations:

The Committee endorses and commends the general principles of the Joint Commissioning Strategy. It asks that officers note the following recommendations:

- a) That a consistent universal offer of speech and language therapy is developed across all Surrey early years settings, education settings and schools through training for staff and carers. It is suggested that a "hub and spoke" model is implemented as part of this, in order to allow schools and therapists to share good practice.
- b) That the strategy outlines how it will support children and young people who transition between stages of education.
- c) That the strategy expands on how it will meet the needs of young people in Further Education colleges, given the new responsibilities as a result of Children and Families Act, 2014.
- d) That the implementation model includes performance indicators linked to the outcomes set out by the Joint Commissioning Strategy.

9/15 SCHOOL GOVERNANCE TASK GROUP [Item 9]

Witnesses: P-J Wilkinson, Assistant Director for Schools and Learning
Linda Kemeny, Cabinet Member for Schools and Learning

Key points raised during the discussion:

1. Under Item 5Biii the Chairman informed the Committee that the task group interim report went to Cabinet on 27 November 2014 and that she had attended the Cabinet meeting. The Chairman had put forward suggestions to Cabinet as to how the local Member could participate in the nomination panel.
2. The Committee discussed the role of Local Authority (LA) governors. Members commented that they were concerned Local Authority governors felt isolated and that a forum for communication and information is important. The Committee was advised that the Department for Education (DfE) set out in guidance that the LA must not attempt to influence an LA governor. Members discussed the potential risk associated with the perception of LA governors as

representatives of the LA. The Cabinet Member for Schools and Learning highlighted the need to engage with and support all Surrey governors and stressed she was happy to meet with all school governors to discuss the Council's priorities. The Committee agreed with the Cabinet response as shown in Item 5Biii.

3. The role of the Clerk to Governors was mentioned by the Cabinet Member for Schools and Learning, in relation to key training offered to clerks and their important role in disseminating support information to governing bodies.
4. The Committee supported engagement with all governors through Local Committees.

Recommendations:

- a) That the Cabinet Member for Schools and Learning engages with local economic and enterprise partners, Phase Council representatives and SGOSS to consider how the Council can best encourage individuals in the business sector to serve as school governors.
- b) That the Cabinet Member and Assistant Director for Schools and Learning use the Council's internal communication network to actively promote the school governor role to all local government staff.
- c) That the Directorate for Children, Schools and Families work with its professional governance partners to develop and strengthen peer to peer support between school governing bodies, and relevant professional associations.
- d) That the Internal Audit Team update the Committee on any themes emerging from the financial audits in schools following the conclusion of the 2015/16 audit plan.
- e) That the Council's Education Finance Team and Internal Audit Team are invited to attend a future meeting of all Surrey governors in order to highlight the skills and expertise of the Internal Audit Team and discuss the role of governing bodies in financial and risk management.
- f) That the Assistant Director for Schools and Learning considers how to involve the Internal Audit Team in future governor training on financial and risk management.

10/15 DATE OF NEXT MEETING [Item 10]

The Committee noted its next meeting would be Thursday 26 March 2015 at 10am.

Meeting ended at: 1.25 pm

Chairman

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CABINET RESPONSE TO CHILDREN AND EDUCATION SELECT COMMITTEE

SURREY SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2013-2014

SURREY COUNTY COUNCIL SAFEGUARDING UNIT REPORT

(considered by C&ESC on 26 January 2015)

COMMITTEE RECOMMENDATIONS:

1. That Surrey County Council actively engages with District and Borough Councils and Surrey Police to consider how the risk of Child Sexual Exploitation can be reduced through regulatory licensing, in particular taxi licensing and in respect of activities described as "Licensable Activities" by the Licensing Act 2003.
2. That, given the crucial work of the Youth Support Service and Children's Services in supporting young people and children at risk of CSE and in reducing the risk of CSE, any future strategy and financial planning by Cabinet ensures that both services are suitably resourced to address CSE and safeguarding in Surrey.

RESPONSE:

RESPONSE TO RECOMMENDATION 1:

In line with the National CSE Work Plan and Strategy: Surrey's CSE sub-group will be reviewing its own Action Plan. As part of that, it will ensure that there is Borough and District representation on the CSE Strategic Group. That it will agree a set of standards with the Boroughs and Districts on the vetting and assessment procedures for granting licences to a range of activities - including Licensed Premises, Taxi firms, Voluntary organisations offering leisure activities to children and young people, entertainment groups - both professional and amateur.

It will work with them to develop local leadership within each Borough and District on CSE, which will ensure awareness and appropriate skills amongst all staff. This is so that CSE becomes integrated into all the work they carry out.

Through the Section 11 audit processes, the Council will work with the Boroughs and Districts to identify if there are areas of weakness and help each them to develop an action plan to combat these.

The Council will also provide training and development for all staff that need it through the SSCB's and SCC's programmes on CSE and integrate this into the Learning and Development Framework for staff.

RESPONSE TO RECOMMENDATION 2:

As public sector funding for local authorities reduces, it is necessary for the County Council to reduce costs and make savings on its budget. The CSF Directorate has therefore had to make savings and will probably need to make further savings in the short to medium term. In deciding where these savings are planned to be realised, consideration is given to key priority services. Supporting young people and children at risk of CSE and reducing the risk of CSE is seen as one of the most important priorities for the CSF Directorate and savings are carefully considered to ensure there will not be an impact. Investment of funding has been made into child protection and Children in Need, with £3.1m being invested in 2013/14 and a further £2m being invested over the next two years.

Mary Angell
Cabinet Member for Children and Families
24 February 2015

CABINET RESPONSE TO CHILDREN AND EDUCATION SELECT COMMITTEE**SCHOOL GOVERNANCE TASK GROUP – FINAL REPORT**

(considered by C&ESC on 26 January 2015)

COMMITTEE RECOMMENDATIONS:

1. That the Cabinet Member for Schools and Learning engages with local economic and enterprise partners, Phase Council representatives and SGOSS to consider how the Council can best encourage individuals in the business sector to serve as school governors.
2. That the Cabinet Member and Assistant Director for Schools and Learning use the Council's internal communication network to actively promote the school governor role to all local government staff.
3. That the Directorate for Children, Schools and Families work with its professional governance partners to develop and strengthen peer to peer support between school governing bodies, and relevant professional associations.
4. That the Internal Audit Team update the Committee on any themes emerging from the financial audits in schools following the conclusion of the 2015/16 audit plan.
5. That the Council's Education Finance Team and Internal Audit Team are invited to attend a future meeting of all Surrey governors in order to highlight the skills and expertise of the Internal Audit Team and discuss the role of governing bodies in financial and risk management.
6. That the Assistant Director for Schools and Learning considers how to involve the Internal Audit Team in future governor training on financial and risk management.

RESPONSE:

1. I am happy to engage as widely as possible to promote and encourage serving as a school governor in Surrey. Our Education partner, Babcock 4S, already works with SGOSS (a Department for Education funded charity) recruiting school governors from FTSE 100 companies and has some links with large Surrey employers, including BP and Proctor & Gamble, which it is continuing to develop as far as funding allows. Babcock 4S also engages on behalf of Surrey County Council with the Voluntary Service organisations across the 11 Surrey boroughs and districts and gets a steady flow of potential governors in this way who are matched to schools.
2. I am happy to agree to this proposal although it should be noted that LA "association" rules apply in that only 1 LA governor per school is permitted who can work for Surrey County Council. However if it could be explored as a strategy for nominating hard-to-fill LA governor roles in certain schools, it could be really helpful.
3. Babcock 4S does this extensively already through the National College for Teaching and Leadership Chairs; Governors programme, using National Leaders of Governance to conduct Reviews of Governance, mentoring of Chairs, mentoring of Clerks, etc. We are continually looking at opportunities to extend good practice. All training and development events also provide opportunities for networking and peer-to-peer

support.

4. Refer to (5) below.
5. The Internal Audit Team is happy to remind governing bodies of the role of Internal Audit in schools and where any issues should be directed, although to date this has not been identified as an area of concern. Babcock 4S routinely works with Education Finance/Audit teams to address concerns where they have arisen, and additional training is arranged if necessary. The Schools Financial Value Standard (SFVS) is an annual return completed by every governing body which requires governors to discuss annually with their Headteacher and senior staff 23 specific areas of financial responsibility. These returns are collated by Education Finance and, where expertise is perceived to be weak, additional training or briefings are arranged. Governors are also obliged to monitor the progress of any remedial actions. I am therefore confident that governors are aware of their responsibilities in this area, but if the Select Committee has identified specific weaknesses, I would be willing to ask Education Finance and Internal Audit to review their advice. I will also be happy to ask Education Finance/Internal Audit to update the Select Committee on their findings following collation of the 2015/16 SFVS annual returns, as referred to in 4 above.
6. Babcock 4S already runs several courses on this subject, one of which is sponsored by the National College for Teaching and Leadership.

Linda Kemeny
Cabinet Member for Schools and Learning
24 February 2015



**Children & Education Select Committee – Thursday 26
March 2015
Recommendation Tracker & Forward Work Programme**

1. The Committee is asked to review its Recommendation Tracker and provide comment as necessary.
2. The Forward Work Programme for 2015 is attached, and the Committee is asked to review this.

Report contact: Andrew Spragg, Scrutiny Officer, Democratic Services
Contact details: andrew.spragg@surreycc.gov.uk 020 8213 2673

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**CHILDREN & EDUCATION SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED MARCH 2015**

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Select Committee. Once an action has been completed, it will be shaded out to indicate that it will be removed from the tracker at the next meeting. The next progress check will highlight to members where actions have not been dealt with.

Recommendations:

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
14 May 2014	29/14 BRIEF OVERVIEW OF THE EARLY YEARS AND CHILDCARE SERVICE [Item 6]	That the Directorate continues to explore how the Early Years and Childcare Service can work collaboratively with Babcock 4S, and other stakeholders, to deliver focussed support and better outcomes for disadvantaged children and those on Free School Meals.	Head of Early Years and Childcare Service	This has been added to the agenda for May 2015.	Complete
18 September 2014	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the SEND governance board considers how stakeholders can work together to ensure earlier identification of SEND requirements for children who are Looked After, in particular to ensure need has been identified before reaching Further Education.	Deputy Director for Children Services	This item has been added to the September 2015 agenda.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the Committee is provided with the Key Performance Indicators the SEND Governance Board will use -- once agreed - - and that a report on these is provided to the Performance & Finance Sub-Group in six months. A further, formal report to be brought to the full Committee in 12 months.	Deputy Director for Children Services	This item has been added to the September 2015 agenda. The SEND governance board is in the process of developing a set of KPIs. A report on the KPIs will be requested for the Performance & Finance Sub-Group following the March 2015 Committee meeting.	March 2015
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the SEND Governance Board provide a further report in 12 months outlining how integrated commissioning arrangements have worked to meet the requirements of the SEND reforms, and how this has provided support for Early Years families.	Deputy Director for Children Services	This item has been added to the September 2015 agenda.	Complete
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the CCGs and Council officers provide a report in 12 months concerning the provision of joint paediatric therapies.	Deputy Director of Children's Commissioning and Transformation NHS Guildford and Waverley Clinical Commissioning Group	The Joint Commissioning Strategy for Speech and Language Therapy for Children and Young People was considered by the Committee at its meeting in January 2015, prior to it being taken to Cabinet for final decision in 2015. The Committee may wish to consider whether it wants to request a further report for 12 months time following this item.	September 2015

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	<p>That the School Phase Councils are invited to make a joint representation to the Committee in 12 months covering their views on the impact of:</p> <ul style="list-style-type: none"> • the introduction of Personal Budgets • the loss of School Action and School Action Plus 	School Phase Councils	This item has been added to the September 2015 agenda.	Complete
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	<p>That the Parent Partnership and Family Voice are both invited to prepare reports to the Committee in 12 months, in particular focussing on the “customer satisfaction” work presently in development, in order to provide an independent view of how the SEND reforms have been implemented in Surrey.</p>	Parent Partnership/Family Voice	This item has been added to the September 2015 agenda.	Complete
27 November 2014	58/14 SURREY SAFEGUARDING CHILDREN BOARD ANNUAL REPORT	<p>The Committee appreciates the role of the SSCB in monitoring the effectiveness of safeguarding arrangements. It understands that acquiring data in relation to Child Sexual Exploitation is not straight-forward. The Committee recommends:</p> <ul style="list-style-type: none"> • that the SSCB uses the appropriate area groups, such as the local safety partnerships, and 	SSCB	A letter outlining this recommendation has been sent to the Chair of the Safeguarding Children’s Board.	March 2015

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
		<p>audit mechanisms to further develop the evidence base and preventative work in connection with CSE in Surrey.</p> <p>The Committee asks that the SSCB shares its findings with the Committee in 6 months time.</p>			
	58/14 SURREY SAFEGUARDING CHILDREN BOARD ANNUAL REPORT	That a representative from the SSCB, Cabinet Member for Children and Families, Cabinet Member for Schools and Learning and Diocesan Representatives on the Committee work together in their respective roles to support engagement with faith communities on safeguarding issues.	SSCB, Cabinet Member for Children and Families, Cabinet Member for Schools and Learning and Diocesan Representative	A letter outlining this recommendation has been sent to the Chair of the Safeguarding Children's Board, the Cabinet Members and Diocesan Representatives.	March 2015
	59/14 SURREY COUNTY COUNCIL AND UNIT SAFEGUARDING REPORT	The Committee supports the Neglect Strategy and requests an update on the effectiveness of the Neglect Working Plan in six months time.	Head of Safeguarding	This has been added to the forward work programme for July 2015	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	59/14 SURREY COUNTY COUNCIL AND UNIT SAFEGUARDING REPORT	<p>The Committee supports the work of the Safeguarding Unit in promoting understanding and risk assessment in relation to CSE and in the development of support services for children and young people deemed to be at risk. It recommends</p> <ul style="list-style-type: none"> • That Surrey County Council actively engages with District and Borough councils and Surrey Police to consider how the risk of Child Sexual Exploitation can be reduced through regulatory licensing, in particular taxi licensing and in respect of activities described as "Licensable Activities" by the Licensing Act 2003. <p>The Committee requests that an update on the progress of this work is brought to a meeting in six months time.</p>	Cabinet	This item was referred to Cabinet on 16 December 2014. A response was considered at the January Committee meeting.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	59/14 SURREY COUNTY COUNCIL AND UNIT SAFEGUARDING REPORT	That the Cabinet note the importance of the Youth Support Service and Children's Services in reducing the risk and supporting young people at risk of CSE, and that any future strategy and financial planning ensures that both Services are suitably resourced to address CSE and safeguarding in Surrey.	Cabinet	This item was referred to Cabinet on 16 December 2014. A response was considered at the January Committee meeting.	Complete
	59/14 SURREY COUNTY COUNCIL AND UNIT SAFEGUARDING REPORT	<p>The Committee recognises the difficulty in ensuring GP attendance at Initial Child Protection Conferences. It also recognises the value of a written report being provided. It recommends:</p> <ul style="list-style-type: none"> • That the Safeguarding Unit engages the CCG Clinical Leads in developing and monitoring the improvement plan and that progress be reported to the committee in 6 months time. 	Head of Safeguarding	This has been added to the forward work programme for July 2015	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	60/14 SCHOOLS AND SAFEGUARDING UPDATE	That the Cabinet Member for Schools & Learning, the Cabinet Member for Children & Families and Cabinet Associate work to re-develop the Council's policy on safeguarding in all Surrey schools. It is suggested the Section 11 audits for schools are used to identify key themes in this regard.	Cabinet Member for Schools & Learning, Cabinet Member for Children & Families and Cabinet Associate	This item was referred to Cabinet on 16 December 2014. A response was considered at the January Committee meeting.	Complete
	60/14 SCHOOLS AND SAFEGUARDING UPDATE	<p>That the Directorate and Surrey Police continue to monitor how effectively and how promptly appropriate information about safeguarding concerns is passed onto schools.</p> <p>The Committee invites the Phase Councils, Surrey Police and the Directorate to make representations on what impact there has been in this area in 12 months time.</p>	<p>Head of Children, Schools and Families and Surrey Police</p> <p>Phase Councils, Surrey Police and Head of Safeguarding</p>	This has been added to the agenda for the Committee meeting in November 2015	Complete
	60/14 SCHOOLS AND SAFEGUARDING UPDATE	That the Chairman of the Committee writes a letter of support, on behalf of the Committee, for Chelsea's Choice to accompany any future application to the Surrey Education Trust or other grant-giving bodies.	Chairman of Children and Education Select Committee	This letter has been sent to the Chair of the Safeguarding Children's Board and the Surrey Education Trust. The Trustees will be meeting in early February 2015 to make review applications from the autumn 2014 funding round.	March 2015

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	60/14 SCHOOLS AND SAFEGUARDING UPDATE	That the Directorate and SSCB look at the expansion of a CSE education and training programme to younger age groups, and how materials can be adapted for those with special educational needs.	Head of Children, Schools and Families and SSCB	A letter outlining this recommendation has been sent to the Chair of the Safeguarding Children's Board and the Directorate.	March 2015
	61/14 CHILDREN SERVICES ANNUAL COMPLAINTS REPORT	<p>The Committee:</p> <ul style="list-style-type: none"> · endorse the areas for improvement identified, including the use of peer reviews to promote and share best practice. <p>And recommend:</p> <ul style="list-style-type: none"> · that officers from the Rights and Participation Service and Democratic Services work to develop a future proposal for ways in which the views of children, young people and their families can be used to support the Committee in its scrutiny role. 	Rights and Participation Manager/ Democratic Services	Officers will be meeting in April to explore options concerning this, and will provide an update to the Committee in May.	May 2015

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	62/14 INTERNAL AUDIT REPORT: REVIEW OF THE ADMINISTRATION OF LOOKED AFTER CHILDREN'S FINANCES	The Committee notes progress against the Management Action Plan, and commends officers for their prompt response to areas of concern identified in the audit. It requests that Internal Audit circulate the follow-up of the Management Action Plan once completed to provide a final assurance on this area.		The follow-up has been scheduled for May 2015, to take account for new legislation in this area. This has been done in agreement with Internal Audit and the Directorate. The follow-up will be circulated to the Committee to ensure final assurances are made in this area.	May 2015
	63/14 SCHOOL GOVERNANCE TASK GROUP - INTERIM REPORT	<p>That the Cabinet Member for Schools and Learning, in conjunction with the Assistant Director for Schools and Learning, develops a new LA governor nomination process.</p> <p>That the new process operates under the following principles:</p> <ul style="list-style-type: none"> • Candidates to be a considered by a nomination panel set up with a clear delegation of responsibilities; • That the LA governor nominee's skills match the required skills of the individual governing body, in order to maximise their effectiveness; • That appropriate checks are made as to the suitability of a candidate; • That the local Member is 	Cabinet Member for Schools and Learning and Assistant Director for Schools and Learning	This item was referred to Cabinet on 16 December 2014. A response was included in the agenda papers on 26 January 2015.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
		<p>informed of any LA governor vacancy, and then invited to put forward a candidate for consideration and join the nomination panel;</p> <ul style="list-style-type: none"> • That a nomination is made within 20 working days of the Council receiving formal notification of a vacancy or a re-nomination request, in order to ensure vacancy rates and the costs of administering the process are kept to a minimum 			
Page 26	63/14 SCHOOL GOVERNANCE TASK GROUP - INTERIM REPORT	That the Cabinet Member for Schools and Learning and the Children, Schools and Families Directorate makes arrangements for a regular forum for all Local Authority governors to discuss the responsibilities and priorities of the Council.	Cabinet Member for Schools and Learning and the Head of Children, Schools and Families	This item was referred to Cabinet on 16 December 2014. A response was included in the agenda papers on 26 January 2015.	Complete
	63/14 SCHOOL GOVERNANCE TASK GROUP - INTERIM REPORT	That the Cabinet Member for Schools and Learning and the Assistant Director for Schools and Learning encourage all Surrey state-funded schools to hold open governors' meetings, to be conducted according to an engagement protocol as agreed by the governing body.	Cabinet Member for Schools and Learning and the Assistant Director for Schools and Learning	This item was referred to Cabinet on 16 December 2014. A response was included in the agenda papers on 26 January 2015.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
26 January 2015	ITEM 5: RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE	That Surrey County Council actively engages with District and Borough councils and Surrey Police to consider how the risk of Child Sexual Exploitation can be reduced through regulatory licensing, in particular taxi licensing and in respect of activities described as "Licensable Activities" by the Licensing Act 2003.	Cabinet	This recommendation was referred to the Cabinet on 24 February 2015. A response is included in the Committee's agenda papers.	March 2015
26 January 2015	ITEM 5: RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE	That, given the crucial work of the Youth Support Service and Children's Services in supporting young people and children at risk of CSE and in reducing the risk of CSE, any future strategy and financial planning by Cabinet ensures that both services are suitably resourced to address CSE and safeguarding in Surrey.	Cabinet	This recommendation was referred to the Cabinet on 24 February 2015. A response is included in the Committee's agenda papers.	March 2015
26 January 2015	Item 7 SCHOOL PLACE PLANNING AND EXPANSION PROGRAMME	That Local Committees promote community engagement in relation to the School Expansion Programme.	Local Committee Chairmen's Group	A letter has been sent to the Chairman of the Local Committee's Chairmen's Group outlining the role local committees can play in relation to the School Expansion Programme. This letter is attached.	March 2015

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
26 January 2015	Item 7 SCHOOL PLACE PLANNING AND EXPANSION PROGRAMME	That a risk register evaluating the strategic risks connected to the School Expansion Programme is circulated to the Committee, in order to inform its future scrutiny of this item.	Assistant Director for Schools and Learning		May 2015
26 January 2015	Item 7 SCHOOL PLACE PLANNING AND EXPANSION PROGRAMME	That a further update is brought to the Committee following the delivery of the September 2015 places.	Democratic Services	This has been added to the Forward Work Programme for September 2015.	Complete
26 January 2015	ITEM 8: JOINT COMMISSIONING STRATEGY FOR SPEECH AND LANGUAGE THERAPY FOR CHILDREN AND YOUNG PEOPLE	That a consistent universal offer of speech and language therapy is developed across all Surrey early years settings, education settings and schools through training for staff and carers. It is suggested that a “hub and spoke” model is implemented as part of this, in order to allow schools and therapists to share good practice.	Assistant Director for Schools and Learning	This recommendation will be addressed in the final report to Cabinet on 26 May 2015. A copy of the report will be circulated to the Committee.	July 2015

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
26 January 2015	ITEM 8: JOINT COMMISSIONING STRATEGY FOR SPEECH AND LANGUAGE THERAPY FOR CHILDREN AND YOUNG PEOPLE	That the strategy outlines how it will support children and young people who transition between stages of education.	Assistant Director for Schools and Learning	This recommendation will be addressed in the final report to Cabinet on 26 May 2015. A copy of the report will be circulated to the Committee.	July 2015
26 January 2015	ITEM 8: JOINT COMMISSIONING STRATEGY FOR SPEECH AND LANGUAGE THERAPY FOR CHILDREN AND YOUNG PEOPLE	That the strategy expands on how it will meet the needs of young people in Further Education colleges, given the new responsibilities as a result of Children and Families Act, 2014.	Assistant Director for Schools and Learning	This recommendation will be addressed in the final report to Cabinet on 26 May 2015. A copy of the report will be circulated to the Committee.	July 2015
26 January 2015	ITEM 8: JOINT COMMISSIONING STRATEGY FOR SPEECH AND LANGUAGE THERAPY FOR CHILDREN AND YOUNG PEOPLE	That the implementation model includes performance indicators linked to the outcomes set out by the Joint Commissioning Strategy.	Assistant Director for Schools and Learning	This recommendation will be addressed in the final report to Cabinet on 26 May 2015. A copy of the report will be circulated to the Committee.	July 2015

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
26 January 2015	ITEM 9: SCHOOL GOVERNANCE TASK GROUP – FINAL REPORT	That the Cabinet Member for Schools and Learning engages with local economic and enterprise partners, Phase Council representatives and SGOSS to consider how the Council can best encourage individuals in the business sector to serve as school governors.	Cabinet Member for Schools and Learning	This recommendation was referred to the Cabinet on 24 February 2015. A response is included in the Committee's agenda papers.	Complete
26 January 2015	ITEM 9: SCHOOL GOVERNANCE TASK GROUP – FINAL REPORT	That the Cabinet Member and Assistant Director for Schools and Learning use the Council's internal communication network to actively promote the school governor role to all local government staff.	Cabinet Member for Schools and Learning/ Assistant Director for Schools and Learning	This recommendation was referred to the Cabinet on 24 February 2015. A response is included in the Committee's agenda papers.	Complete
26 January 2015	ITEM 9: SCHOOL GOVERNANCE TASK GROUP – FINAL REPORT	That the Directorate for Children, Schools and Families work with its professional governance partners to develop and strengthen peer to peer support between school governing bodies, and relevant professional associations.	Cabinet Member for Schools and Learning	This recommendation was referred to the Cabinet on 24 February 2015. A response is included in the Committee's agenda papers.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
26 January 2015	ITEM 9: SCHOOL GOVERNANCE TASK GROUP – FINAL REPORT	That the Internal Audit Team update the Committee on any themes emerging from the financial audits in schools following the conclusion of the 2015/16 audit plan.	Internal Audit Team/Democratic Services	This will be followed up after the conclusion of the 2015/16 audit plan.	May 2016
26 January 2015	ITEM 9: SCHOOL GOVERNANCE TASK GROUP – FINAL REPORT	That the Council's Education Finance Team and Internal Audit Team are invited to attend a future meeting of all Surrey governors in order to highlight the skills and expertise of the Internal Audit Team and discuss the role of governing bodies in financial and risk management.	Cabinet Member for Schools and Learning	This recommendation was referred to the Cabinet on 24 February 2015. A response is included in the Committee's agenda papers.	Complete
26 January 2015	ITEM 9: SCHOOL GOVERNANCE TASK GROUP – FINAL REPORT	That the Assistant Director for Schools and Learning considers how to involve the Internal Audit Team in future governor training on financial and risk management.	Assistant Director for Schools and Learning	This recommendation was referred to the Cabinet on 24 February 2015. A response is included in the Committee's agenda papers.	Complete

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Children and Education Select Committee – Forward Work Programme 2014/15

13 May 2015

- School Attainment and Outcomes - Trends and Themes (to include Early Years and Key Stage 5 attainment)
- Understanding the role of Pupil Premium in reducing the attainment gap (to include Early Years: improving outcomes for pupils at the Foundation Stage)

9 July 2015

- Safeguarding: Neglect Strategy - implementation and progress
- Safeguarding: GP attendance at Child Protection Conference Update
- Safeguarding: Child Sexual Exploitation

17 September 2015

- Special Educational Needs and Disability (SEND) reform Update - SEND Governance Board and School Phase Councils
- SEND Customer Satisfaction - Parent Partnership & Family Voice

26 November 2015

- Safeguarding and Schools

Children & Education Select Committee – Workshops and Task Groups

School Governance Task Group

The task group presented its final report at the January 2015 Committee meeting. The Cabinet Member's response to the recommendations is included in this meeting's agenda papers.

Performance & Finance Sub-Group

The Committee has established a Performance & Finance Sub-Group, following proposals made by the Council Overview & Scrutiny Committee.

The Sub-Group will focus on budget and performance monitoring of the Children, Schools & Families directorate and report regularly to the committee.

Mrs Pat Frost,
 Chairman of the Local Committee Chairman's Group
 Whispering Pines
 28 Burnt Hill Road
 Farnham
 Surrey
 GU10 3LZ

Dr Zully Grant-Duff
 Chairman of the Children
 and Education Select
 Committee
 Surrey County Council
 Room 122, County Hall
 Penrhyn Road
 Kingston upon Thames
 KT1 2DN

12 March 2015

Dear Pat

**Children and Education Select Committee:
 Child Sexual Exploitation (CSE) and Local Committees**

In recent months, the Select Committee has been focused on the issue of CSE, and its scrutiny has been informed by the investigative reports of Alexis Jay and Louise Casey on the events in Rotherham.

On 27 November 2014 the Committee questioned key officers and partners, including the Chair of the Surrey Safeguarding Children Board and Surrey Police Head of Public Protection, on issues such as raising awareness, prevention and protection of young people in relation to CSE.

The Committee felt strongly that these issues would benefit from closer working with our district and borough partners and made recommendations to that effect to the Cabinet. A copy of these recommendations and the response received is attached for your reference.

The Committee wishes to encourage Local Committees to engage actively with this matter. In order to support this, I would like to suggest that you invite senior officers Nick Wilson and Caroline Budden (Children, Schools and Families directorate) to discuss this matter at a Local Committee Chairman's Group meeting. Indeed, I believe this is matter for each Member of Surrey County Council and there is no room for complacency.

The Local Government Association has produced an excellent set of resources, 'Tackling child sexual exploitation: A resource pack for councils' which I also attach for your reference. I draw particular attention to Councillor David Simmons' foreword, where he states:

“This is not just a job for the lead member for children’s services or the local director of children’s services. This pack is aimed at elected members at all levels. We all have a role to play in keeping children safe, and councils cannot stamp out CSE without the help of the wider community. Councillors have a key role to play in this, and should not be afraid to raise these issues within the communities they represent.”

I hope that you and your colleagues are in agreement that Local Committees have an important role to play in helping to tackle this serious issue, and I urge you to give consideration to how this may be best undertaken.

Thank you for your attention in this matter.

Yours sincerely,

Dr Zully Grant-Duff
Chairman of the Children and Education Select Committee

Cc. Mrs Mary Angell, Cabinet Member for Children and Families, Surrey County Council
Mr Nick Wilson, Director of Children, Schools and Families, Surrey County Council
Caroline Budden, Deputy Director , Children, Schools and Families, Surrey County Council
Alex Waters, Chair of the Surrey Safeguarding Children Board

Mrs Pat Frost
Chairman of the Local Committee's
Chairmen Group

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Dr Zully Grant-Duff
Chairman of the Children
and Education Select
Committee

Surrey County Council

Room 122, County Hall
Penrhyn Road
Kingston upon Thames
KT1 2DN

16 March 2015

Dear Pat,

**Children and Education Select Committee:
School Governance and Local Committees**

The Committee has recently conducted a School Governance Task Group. In its interim and final reports the Task Group made a series of recommendations to Cabinet. For your reference I attach the recommendations and the answers received.

The overall findings of the Task Group have highlighted the need to engage regularly with school governing bodies, not only because school governance is recognized as a key factor in school improvement but also given governing bodies' increased responsibilities in recent years.

I am sure you will agree that it is important we work together with schools in order to drive continued improvements in school performance and attainment for the children of Surrey.

It is also important that we use local forums, such as our Local Committees, to explore the impact of county-wide strategic priorities. The School Expansion Programme is a notable case where Local Committees can help the County Council understand how best to work with the local community and schools to deliver its statutory responsibility.

To that effect, the Select Committee would like to encourage the Local Committees to use the benefit of their local knowledge and experience to engage with school governing bodies, in order to understand their priorities and to communicate those of the County Council. It is my hope that this will enable us to work collaboratively to achieve the best outcomes for Surrey residents.

The Select Committee would welcome any feedback individual Local Committees may have concerning matters that fall under its terms of reference.

Thank you for your attention in this matter.

Yours sincerely,

Dr Zully Grant-Duff
Chairman of the Children and Education Select Committee

Cc. Mrs Linda Kemeny, Cabinet Member for Schools and Learning, Surrey County Council
Mr Nick Wilson, Director of Children, Schools and Families, Surrey County Council
Peter-John Wilkinson, Assistant Director for Schools and Learning, Surrey County Council



Children and Education Select Committee
26 March 2015

Youth Justice Strategic Plan 2015-2020

Purpose of the report: Policy Development and Review

The Committee is asked to review the refreshed Youth Justice Strategic Plan, which sets out how youth justice is delivered in Surrey. It is produced by Surrey Youth Support Service (YSS) on behalf of the Youth Justice Partnership Board (YJPB), which is comprised of Surrey County Council (covering Education and Social Care), Borough Council representation, the Probation Service, the National Health Service, the Magistracy and the Police Service.

Context:

1. The Committee is asked to review the refreshed Youth Justice Strategic Plan, prior to its approval by Cabinet on 24 April 2015.
2. This Plan will cover a 5 year period from 2015 – 2020 and has been co-produced with Youth Justice Partnership Board (YJPB) members and influenced by national research and evidence of effective practice. The emphatic partnership focus of the plan seeks to ensure that key services and agencies work together to deliver an effective youth justice system that enables improved outcomes and value for money for Surrey residents.
3. The Plan will be refreshed each year, reflecting any changes to the national and local youth justice landscape which impact on the strategic priorities and the way in which the whole youth justice partnership will deliver a range of services designed to reduce youth offending within Surrey.

Strategy Summary

4. The strategic priorities for the 2015-2020 Youth Justice Strategic Plan are:
 - Prevent Youth Crime
 - Reduce Re-offending
 - Safeguard young people from harm
 - Protect the public from harm

5. The plan sets out how a partnership approach led by Surrey YSS will deliver against the core priorities. This includes continuing to strive to use resources in the most effective way by preventing the costs of crime through early targeted intervention and promoting restorative justice processes to help a young person make amends for their behaviour. Wherever appropriate this will be done without requiring recourse to the formal criminal justice system. At the same time, the plan seeks to lead a transformational shift in how work is undertaken with the smaller group of young people whose circumstances mean they are more likely to have prolonged contact with the youth justice system. This will be achieved by better understanding and addressing the needs underpinning their offending, which often reflect safeguarding and vulnerability concerns, as the route to reducing youth crime, creating fewer victims and making communities safer.

Legislative Framework

6. The Crime and Disorder Act 1998 introduced Youth Offending Teams (YOTs) as local authority led multi-agency teams whose primary purpose is to prevent offending by children and young people. The Act requires Local Authorities to have a Youth Justice Plan which is annually updated to set out how youth justice will be delivered locally within available resources.

Local arrangements

7. In Surrey the statutory functions of the YOT, in accordance with the Crime and Disorder Act 1998, are undertaken by the Youth Support Service (YSS). This includes the provision of a wide range of services to courts, young people who offend and their families, carers and victims. The Youth Justice Partnership Board (YJPB) oversees the activities of a range of partners who support and complement the work of the YSS in preventing and reducing youth crime, safeguarding young people and protecting the public. Partnership arrangements are outlined in Appendix A of the Youth Justice Strategic Plan.
8. The youth offending responsibilities of the YSS are funded through contributions from the statutory partner agencies in accordance with the Crime and Disorder Act 1998. These are the Local Authority, (covering Education and Social Care), the Probation Service, the National Health Service and the Police Service. Further funding is provided through an annual grant from the Youth Justice Board (YJB) for England and Wales. Funding arrangements are outlined in Appendix C of the Youth Justice Strategic Plan.
9. Surrey YSS comprises of local teams, one in each of the county's eleven boroughs and districts, that deliver services to young people who offend alongside services to other young people who are homeless, who are deemed children in need (s.17 CA 89), who are open to but not engaged with the Children and Adolescent Mental Health Service (CAMHS) and who are not in employment, education or training (NEET). Young people who offend also often fall into these other cohorts, and vice versa.

Therefore, an integrated service such as the YSS is of benefit to meeting a range of overlapping needs.

Youth Justice Interventions

10. The youth justice interventions and services provided through the YSS include:

a. Appropriate Adults

When young people are interviewed or otherwise processed at police stations a parent or other appropriate adult must be present. When parents are unwilling or unable to attend an appropriate adult is provided by the Surrey Appropriate Adult Volunteer Service (SAAVS).

b. Prevention

Targeted preventative work may be undertaken with young people at risk of offending where the young person's circumstances suggest that a casework approach is required. Referrals for this work come from a number of sources, including CIAG's, schools, the police, and social services. Engagement at this stage is voluntary.

c. Pre-court / diversionary responses to offending

YSS is committed to avoiding the unnecessary criminalisation of children and young people. Central to Surrey's response is to approach young people's offending in a risk led, restorative manner. Thus young people's behaviour may deal with informally by officers on the street or through the Youth Restorative Intervention (YRI) or Youth Cautions, with or without conditions. The latter two are delivered by the YSS in partnership with Police and all serve to appropriately divert young people from prosecution through the courts.

d. Victims and restorative work.

The use of restorative justice is a cornerstone of the approach to youth crime in Surrey. This has included the development of the Surrey's Youth Restorative Intervention (YRI), sponsored by the Local Criminal Justice Board, as, in effect, the disposal of first choice for young people admitting all but the most serious offences. The YRI brings the victim and the young person together at heart of the system's response to offending, ensuring wherever possible that both have their needs met and harm is repaired. Key to the development of this approach has been an ongoing partnership with Surrey Police, which includes joint decision making processes in relation to whether young people who have offended can be dealt with out of court through the YRI.

e. Court work

For those young people who do go to court, the YSS provides a service by attending each youth court sitting to offer advice, undertake assessments of young people and make recommendations about the most appropriate responses in order to prevent further offending. As the YSS has a statutory duty to manage court orders, it is also responsible for taking enforcement action when young people have consistently failed to comply with their order. This may mean that the young person is

required to return to court where the YSS will prosecute the young person for the breach offence.

f. Supervising Court Orders

The YSS has a statutory duty to supervise a range of orders that are made in the courts. Most commonly orders are “community orders”, that is they are delivered whilst the young person lives in the community, and these are most often Referral Orders or Youth Rehabilitation Orders. The operating of these orders is subject to a set of national standards and is inspected by Her Majesty’s Inspectorate of Probation. A wide range of interventions can be agreed, dependant on a young person’s individual needs and level of risk, but most will require regular meetings between the YSS and the young person in order to support them into a constructive law abiding lifestyle

g. Custodial Sentences

On the rare occasions when a young person goes to prison they normally serve the first half of their sentence in a secure/custodial setting and the second half in the community. The YSS maintains frequent contact with the young person and the prison and helps plan interventions both whilst in custody and in preparation for release. They then supervise the second half of the sentence in the community.

Performance

11. There are three key performance indicators that must be reported on nationally. These are first time entrants, use of custody and rate of proven re-offending. Surrey has the lowest rate of young people entering the criminal justice system for the first time in England and Wales. In addition, Surrey also has one of the lowest rates of young people receiving custodial sentences in England and Wales. As the number of young people entering the formal youth justice system reduces, this leaves a smaller, more complex group who remain and are more likely to re-offend. Current re-offending performance needs to be seen within that context as it is only the reoffending of those in the formal system that is reported on nationally. Performance is outlined in Appendix B of the Youth Justice Strategic Plan.

Recommendations:

The Committee is asked to review the Plan and consider how it could monitor its impact and progress in the year ahead. The Committee may also wish to make recommendations to accompany the Cabinet report, in order to highlight areas for further consideration or future development within the scope of the delivery of youth justice services.

Next steps:

Cabinet will consider the Youth Justice Strategic Plan on 24 April 2015. The Committee is invited to consider when it wishes to receive an update on progress against the plan.

Appendix 1 – The Youth Justice Strategic Plan 2015-2020

Report contact: Ben Byrne, Head of Youth Support Services

Contact details: 01483 517000

Sources/background papers:

Children Act 1989

Crime and Disorder Act 1998

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Youth Justice Strategic Plan 2015-2020

Surrey Youth Justice Partnership

A partnership commitment to reducing youth
crime and creating safer communities
in Surrey

Foreword by Nick Wilson, Director of Children Services for Surrey

7 As chair of Surrey Youth Justice Partnership Board, I am delighted to introduce our 5-year strategic youth justice plan for 2015-2020, which reflects our successes as a partnership and sets out how we will continue to deliver high quality, high performing youth justice services over the next 5-years.

In Surrey we are rightly proud of the fact that we continue to have some of the best youth justice outcomes in England and Wales. For example, Surrey has 60% fewer children and young people coming into the criminal justice system than it did four years ago, meaning that a young person living in this county has been consistently less likely to enter adulthood with a criminal record than anywhere else in England and Wales. In the same period, the number of young people committing offences has halved, which means there are many fewer victims too. Courts also imprison fewer juveniles here than virtually anywhere else in the country because they are confident the community alternatives that young people will experience in Surrey work, changing behaviour and reducing re-offending. These achievements are recognised nationally, as well as locally, and Surrey is at the forefront of best practice, achieving what the Youth Justice Board for England and Wales describe as 'exceptional performance'. At the heart of this success is the commitment and skill of practitioners, drawn together from an array of different disciplines and professional backgrounds, all of whom are intent upon making a difference to their community through their work.

However, we must not allow ourselves to become complacent about our successes, given that over the next 5-years further significant changes are anticipated across the criminal justice system within a context of continuing reductions in public service budgets. Therefore, as a youth justice partnership board, we wholeheartedly believe that a longer-term plan is essential to provide the foresight and resilience required to enable us to sustain our strong performance and further reform key areas of the youth justice system locally and regionally. At the heart of our strategy and plan is an unswerving commitment to deliver an effective youth justice system as a partnership, optimising relevant skill, knowledge and resources through joint action, rather than developing a plan that centres largely upon the activities of a single youth offending team.

Our plan clearly sets out how we will deliver against the core objectives of a youth justice system – to prevent and reduce youth crime, safeguard children and young people at risk of, or involved in, offending and protect the public from harm. This will include continuing to strive to use resources in the most effective way by preventing the costs of crime through early targeted intervention and promoting restorative justice processes to help a young person make amends for their behaviour. Wherever appropriate this will be done without requiring recourse to the formal criminal justice system. At the same time, we will identify the smaller group of young people whose circumstances mean they are more likely to have prolonged contact with the youth justice system and lead a transformational shift in how we work with them by understanding and addressing the needs underpinning their offending, which often reflect safeguarding and vulnerability concerns, as the route to reducing youth crime, creating fewer victims and making communities safer.

Nick Wilson
Chairman, Youth Justice Partnership Board

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- 2. How is youth justice delivered in Surrey?**
- 3. Surrey Youth Justice Partnership Strategy statement 2015-2020 – Our Ambition**
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- 6. Risks for future delivery of 2015-2020 strategy and actions**

Appendix

- A. Youth Justice Partnership Board Membership**
- B. Performance Data – Calendar Year 2013**
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- E. Glossary**

Ambition

Our ambition is that, through effective partnership working, children and young people at risk of, or involved in offending, will be engaged and supported to lead safe, law abiding lives, in order to reach their full potential and make a positive contribution to their community.

Introduction and Context

The Crime and Disorder Act 1998, requires Local Authorities to have a Youth Justice Plan which is annually updated to set out how youth justice will be delivered locally within available resources. This Plan will cover a 5 year period from 2015 – 2020 and has been co-produced with Youth Justice Partnership Board (YJPB) members and influenced by national research and evidence of effective practice. It will be refreshed each year, reflecting any changes to the national and local youth justice landscape which impact on the strategic priorities and the way in which the whole youth justice partnership will deliver a range of services designed to reduce youth offending within Surrey.

The strategic priorities, which will underpin our action planning cycle over the 5-year period, are congruent with the principal aims of the youth justice system. They are:

- **Prevent Youth Crime**
- **Reduce Re-offending**
- **Safeguard young people from harm**
- **Protect the public from harm**

The previous Youth Offending Team (YOT) management board developed into a Youth Justice Partnership Board (YJPB) in 2012 that is focused less on oversight of a single service and more on the activities of all partners that impact upon young people's involvement with offending. This plan will reflect that development, ensuring that priorities and actions are a partnership endeavour, rather than a plan related to oversight of a single youth offending service. The YJPB will retain a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of the delivery and performance of the local youth justice system and contribution from all partners. The membership of the board (see appendix A for full membership details) provides senior representation from key partners to ensure that young people involved in the youth justice system have access to a range of services to support the partnership's responsibilities under Crime & Disorder Act 1998 to:

- Co-ordinate the provision of youth justice services for all those in the authority's area who need them
- Carry out such functions assigned in the youth justice plan formulated by the local authority.
- In addition, by providing the youth justice services outlined at Section 38 (4) of the Act, the local authority also addresses its duty, under the Children Act 1989, to take reasonable steps designed to encourage children and young people within the area not to commit offences.

This 5-year youth justice strategy reflects a dynamic youth justice partnership committed to establishing long-term strategic objectives. These objectives will be achieved through continuing to provide innovative, partnership and solution-focused leadership to support the delivery of our key priorities. Such an approach recognises a fundamental need for the partnership to remain agile and responsive to changing legislation, policy, demographic and funding scenarios without sacrificing quality or our commitment to strive to prevent and reduce youth crime. A restorative approach to our work with young people, which puts victims at the heart of the youth justice process, will be a key theme running throughout our partnership activity to deliver upon our strategic priorities.

How is youth justice delivered in Surrey?

In Surrey the statutory functions of the YOT (as required by the Crime and Disorder 1998) are undertaken by the Youth Support Service (YSS). The Youth Justice Partnership oversees activities of a range of partners, beyond those of the YSS, which contribute to the principal function of the youth justice system of preventing offending by children and young people. The strategic shift away from a YOT and the previous YOT Management Board reflects a partnership approach which recognises that preventing youth offending is not the preserve of any single agency but requires wide-ranging, co-ordinated partnership activity. It also reflects a belief that young people who offend are first and foremost young people, and they often present with multiple needs which are not best met through a discrete service for 'young offenders'.

As the starting point for provision of services to a range of adolescents in need, the YSS is designed to deliver support that enables vulnerable young people to overcome barriers, including offending, that may inhibit them from achieving their full potential with an overall focus on increasing their employability, given the evidence of the positive impact this can have on life-course outcomes. Within this integrated response to young people's needs a key focus remains on ensuring offending is addressed, sentences are served and National Standards for youth justice are fulfilled. The breadth of services available within the YSS, including health (physical and emotional), welfare, housing, and employment makes the Surrey's integrated approach a more credible and evidenced based response to offending than arrangements elsewhere.

A range of partner organisations and services support and complement the work of the YSS in preventing and reducing youth crime, safeguarding young people and protecting the public. Many of these organisations are represented on the current Youth Justice Partnership Board. It is recognised that progress is achieved through effective and innovative partnership working and that positive youth justice outcomes across the whole system cannot be delivered through a single agency or strategy.

Our Ambition for 2015 to 2020

Our ambition is that children and young people at risk of, or involved in offending, are engaged and supported to lead safe, law abiding lives, in order to reach their full potential and contribute positively to their communities. We will achieve this through effective and innovative partnership approaches that continue to reform youth justice in Surrey at all stages from prevention to statutory youth justice practice. To this end, improved youth justice outcomes will be achieved through partnership endeavour, as reflected within the strategy action planning.

Since 2011, local partnership arrangements have had a transformational impact on youth justice, reforming many elements of the system and improving outcomes for young people, victims and communities. This has been underpinned by the establishment of Surrey Youth Support Service (YSS) in 2012, providing a holistic and integrated case management response in supporting vulnerable young people to overcome barriers, including offending, that may inhibit achievement of full potential in adulthood. In addition, the development of a restorative justice partnership approach to tackling youth crime through the implementation of the Youth Restorative Intervention (YRI) has contributed to exceptional reductions in overall amounts of youth crime and the number of young people entering the formal youth justice system for the first time and needing to be managed via a statutory framework. In turn, this shift from reliance on formal responses to youth crime has enabled funding to be re-directed from expensive, acute provision towards more preventative, early intervention with those identified as at risk of offending.

Our strategy over the next 5-years will continue to optimise the transformational opportunities of this approach and the shifting of resource towards prevention, which provides better value for money and opportunities to reduce youth crime and equip young people with the skills to become independent, contributing adults. This will include re-commissioning Surrey YSS as the lead agency for delivering youth justice outcomes in partnership with others from 2015. It will also include ensuring that the priorities of this strategy are aligned and embedded with other key complementary strategies, such as Early Help.

Whilst we have achieved a transformational impact in a number of key areas of the youth justice system, we recognise that there are others where we can do more to lead further reform through partnership. Firstly, through our strategy we want to increase a greater partnership understanding of adolescent development, which recognises that increased risk taking and boundary testing is often a normal part of growing up and needs to be seen within that context when responding to youth crime so that responses to adolescent 'transgression' are not disproportionate and avoid criminalisation wherever possible.

At the same time, we want to further develop a partnership approach that can differentiate those young people who are at risk of, or are experiencing, a combination of safeguarding and vulnerability factors that, unless addressed, make prolonged contact with the youth justice system more likely. This will require a strategic paradigm shift where the starting point for understanding youth offending is as an indicator of safeguarding need, until proved otherwise. Analysing offending through a safeguarding 'lens' where the most prolific young people are recognised as also the most 'troubled', rather than 'troublesome', will lead to a transformational shift of how youth justice services and interventions are delivered over the next 5-years and how offending by young people is understood. It will be complemented with transferring the benefits of restorative justice evident in the informal system to support a reduction in the offending of the relatively small number of young people in the formal criminal justice system where high likelihood of re-offending and significant safeguarding risks overlap.

A greater safeguarding focus will include recognising and seeking to reduce the potential adverse impact that formal youth justice processes from arrest to sentence can inadvertently have on the wellbeing of young people. This includes considering the experience and impact of attendance at court or detention in police custody, especially overnight, and the emotional distress that may be experienced by young people if they experience long-term uncertainty over charging decisions.

We believe that this 5-year strategic plan provides the greatest opportunity to deliver sustainable high quality youth justice outcomes, which can withstand short, medium and longer term risks. To deliver the partnership strategy we will align youth justice partnership activity with four strategic priorities that, through complementary quality assurance, workforce development and governance, will provide a foundation and framework for planning the delivery of exceptional youth justice outcomes over the next 5-years.

Strategic Priorities 2015-2020

Prevent youth
crime

Reduce re-
offending

Safeguarding

Protecting the
public

Quality Assurance
Workforce development
Partnership activity
Governance

Strategic Priority 1 - Prevent Youth Crime

Why is this a priority?

Crime and Disorder Act s.37. (1) It shall be the principal aim of the youth justice system to prevent offending by children and young persons.

Intervening earlier to address risk and vulnerability factors and build upon strengths prevents young people identified as at risk of offending from going on to become established offenders thereby improving their life chances and reducing the harm caused to others. The factors associated with persistent offending can be recognised and addressed before they lead to patterns of behaviour which will be harmful for the young person and others.

What we aim to achieve

- * To improve the life chances of children and young people in Surrey, including improved emotional health, improved participation in education, training and employment, improved attainment by those with specific barriers to learning and improved family relationships, thus reducing the likelihood of offending.
- * To identify and intervene earlier with those young people whose vulnerability and safeguarding factors are likely to contribute to an increased risk of offending, in order to prevent and divert.
- * To optimise the use and benefits of restorative approaches in the youth justice, in education, care and supported accommodation settings, and in families to prevent offending behaviour, develop empathy amongst young people, to repair harm to victims, and avoid unnecessarily criminalisation.
- * To understand and respond to the potentially changing nature of youth crime e.g. cyber and on-line crime, crime committed within the context of being exploited by others e.g. extremism and radicalisation and child-sexual exploitation and gang associated drug dealing expanding along 'county lines' outside of London.
- * To avoid a siloed 'crime focus' by ensuring our youth justice partnership strategic prevention priority and approach is embedded in early help and other relevant safeguarding arenas such as the Multi-Agency Safeguarding Hub (MASH).
- * Recognise that transgression is a normal part of adolescent development and ensure responses to young people's behaviour recognise their developmental needs and provide room to make mistakes without negatively shaping their futures. In this context over-reaction and unnecessary criminalisation need to be avoided.

What we will do?

- * Maintain a low level of first time entrants (including looked after children and other identifiable vulnerable groups) into the youth justice system through the YSS and Surrey Police joint decision making partnership panel.
- * Develop an action plan led by Surrey Police to reduce the number of children and young people arrested and dealt with in police custody suites with particular attention to reducing overnight detention through the implementation of a new protocol.
- * The YSS and Surrey Police partnership will lead on implementing the actions stemming from the independent evaluation of the YRI carried out in 2014 and the multi-agency Out of Court Disposals scrutiny panel will continue to monitor decision making and practice.

- * Further develop the restorative learning and development partnership hub led by Surrey County Council which will train a range of professionals in Surrey in restorative approaches and practices to repair harm at the earliest opportunity and reduce demand for formal criminal justice responses.
- * Ensure all eligible families are considered for the Family Support Programme (FSP) in each borough in order to optimise referrals and potential preventative benefits.
- * Implement the opportunities within the new anti-social behaviour legislation to work in partnership to address anti-social behaviour committed by young people earlier and restoratively to prevent criminal behaviour emerging.
- * Embed the South East Looked After Children (LAC) Offending protocol, to improve outcomes and avoid criminalising this vulnerable group.
- * Members of the YJPB will harness the current commissioning and re-commissioning of early help and preventative services to reduce the likelihood of offending by children and young people – Services for Young People, family/parenting, housing, substance misuse, education, training and employment, emotional health.
- * YSS and the Child and Adolescent Mental Health Service (CAMHS) will develop the current 'No Labels' offer to intervene earlier with young people exhibiting emotional distress, who have not met the CAMHS threshold. In addition CAMHS re-commissioning will broaden the early help offer in relation to emotional health.
- * The recommendations of the Adolescent Care Group will be taken forward in relation to intervening earlier to support families so that young people are less likely to come into care, given that this is a risk indicator in relation to offending.
- * YSS to work with area education colleagues to explore how the YSS might complement the offer to schools with regard to supporting young people at risk of exclusion to maintain their education within a mainstream setting or suitable alternative, given that education is a protective factor in relation to offending.

How will we know we are succeeding?

- * The rate of first time entrants to the criminal justice system continues to decline and there are fewer young people entering adulthood with a criminal record.
- * Effective early help services mean that fewer adolescents are requiring acute responses from the statutory youth justice system, care and child protection systems or specialist tier three CAMHS.
- * Fewer looked after children and care leavers will become involved in the criminal justice system

Strategic Priority 2 – Reduce re-offending

Why is this a priority?

Reducing re-offending is one of three national indicators for youth justice and the number one priority for the national Youth Justice Board

Reducing re-offending by young people can significantly improve their life course outcomes. Breaking the cycle of re-offending, particularly where this offending has become prolific and contributes to a disproportionate amount of total youth crime, means that our communities will be safer and there will be fewer victims of crime. The savings from reduced re-offending and the need for formal, acute youth justice intervention also enables a shift of resource towards prevention of offending.

What we aim to achieve

- * To reduce re-offending by young people in Surrey with a particular focus on the relatively small proportion of young people who commit a disproportionate amount of crime in the county.
- * To develop responses to re-offending that recognise those who persistently offend have overwhelming experienced the most damaging upbringings. Repeat offending should therefore be viewed as an indicator of safeguarding need.
- * To ensure that those committing offences are seen as young people first rather than 'young offenders' and ensure they have access to mainstream opportunities (e.g. education, employment, positive activities) and are supported to be full participants in their communities.
- * To ensure the benefits of restorative practice are fully embedded throughout the youth justice system (not just as an alternative to the formal criminal justice system).
- * To develop high quality, evidence based community interventions that contribute to reducing re-offending and maintain the confidence of partner agencies, the Courts and the general public.
- * Ensure the highest quality thoughcare and resettlement planning is available, utilising the full YSS and partnership resources, for the small number of young people who enter a custodial institution.

What we will do

- * The YSS will lead implementation of the partnership actions within the Re-offending Plan (2014-17). This includes maximising the opportunities for restorative justice (and particularly direct mediation) to occur within statutory youth justice work. It also commits the YSS, with partner support, to continuing to deliver an integrated and holistic service that meets a range of needs and supports a reduction in youth offending. The plan will be monitored and reviewed by the YJPB.
- * Given the evidence of the impact of restorative justice in reducing offending behaviour, youth justice partners will take forward the development of a restorative Youth Court.
- * The YSS and other relevant agencies will continue to support a young person at risk of re-offending following completion of a court order or will ensure appropriate 'step down' support from commissioned services within, or external to, Services for Young People (SfYP).

* Through the YSS quality assurance framework we will ensure that case management of young people in the statutory youth justice system fulfils the expectations of Her Majesty's Inspectorate of Probation (HMIP) and National Standards for youth justice.

* The YSS will review the effectiveness of current 1-1 and groupwork approaches and interventions to reducing re-offending, particularly those aimed at the most prolifically offending young people, and will develop and re-design accordingly, with a greater focus on how safeguarding and diversity needs (e.g. communication and learning styles) are being met. This should involve co-production with young people.

* The above review will include specific focus on the YSS and Surrey Police Priority Young Person (PYP) partnership scheme, which is aimed at reducing the re-offending of the most persistently offending young people in the community through a joint approach.

* Given the shared responsibility of YSS & Community Safety Partnerships (CSP's) to reduce offending, we will ensure that local delivery plans are integrated and reflect the needs assessment of each borough.

* The YSS, National Probation Service (NPS) and Community Rehabilitation Company (CRC) will review and revise the joint transfer protocol for young people approaching and turning 18 to ensure effective transition between youth and adult criminal justice agencies. The seconded Transition Probation Officer's within YSS will continue to have a crucial role in promoting and delivering best practice. Additionally the leadership of the YSS and relevant partners will explore opportunities with the CRC provider and NPS to influence a more restorative young adult criminal justice offer.

How will we know we are succeeding?

* Re-offending, particularly amongst those who are disproportionately committing the most youth crime, is reducing.

* The above is supported by a revised offer of interventions that address reducing re-offending with sufficient focus upon the safeguarding and vulnerability of young people who offend as well as their offending behaviour.

* The re-offending of the group of young people transitioning between youth and adult probation services is reducing.

* Successful HMIP inspection outcomes.

Strategic Priority 3 - Safeguard young people from harm

Why is this a priority?

Safeguarding is a statutory duty for youth justice agencies resulting from the Children Act 1989 and 2004 and Working Together to Safeguard Children 2013

We have a duty to take all reasonable steps to protect young people from harm both when they are victims and perpetrators of offences. Young people involved in offending or at risk of offending are significantly more likely to be victims of abuse or neglect and disproportionately affected by poverty, inconsistent parenting, reduced educational and employment opportunities and mental health problems. Young people who offend often take part in other risky behaviours such as drug taking, alcohol misuse or inappropriate sexual activity. This can make them vulnerable to sexual exploitation, violence and abuse from others. In addition safeguarding concerns can be exacerbated where a young person enters the custodial estate.

What we aim to achieve

- * To ensure that all young people who are at risk of, or involved in offending, which makes them more vulnerable to harm from their own behaviour or that of others are supported in reducing their vulnerability and increasing their safety.
- * To recognise that risk taking is a normal part of adolescent development and to encourage and provide opportunities for this to be done safely.
- * To ensure that where vulnerability and risk to the public overlap, safeguarding needs are given sufficient attention in agency plans to address offending behaviour.
- * To continue to reduce the use of prison/secure custody for Surrey young people, given the adverse impact on safeguarding risks and to also ensure that time spent in police custody is minimised and the environment is more young person friendly.
- *Promote improved engagement between young people and the police to enable young people to recognise that the police are there to protect them.
- *To ensure that where a child or young person is a victim of crime they have the support they need to cope and recover and are appropriately safeguarded if they are required to be involved in criminal justice proceedings. Similar protection should be afforded to young witnesses.
- *To seek to safeguard those whose offending is most likely to be influenced by their vulnerability such as looked after children, mentally unwell young people, sexually exploited adolescents and those in abusive partner relationships or witnessing domestic abuse within a family context.

What we will do

- * We will seek to improve the early identification of and response to safeguarding issues associated with young people who have offended or come to the notice of the police and children's services as potential victims by improving links between the MASH and YSS/Police YRI partnership panel. This may include the co-location of YSS representation within the hub, alongside police and children's services.

- * We will review joint working practices between YSS and Children's Services or Health Services where they working with the same young person due to offending behaviour and well-being/safeguarding needs e.g. child protection, looked after children, emotionally unwell young people, to ensure that planning is always integrated and joined up in practice.
- * We will maintain low numbers of young people entering the youth justice system for the first time, in recognition that the unnecessary criminalisation of young people can be a safeguarding risk in itself.
- * The YSS will use the early help network to 'step down' all youth justice cases that do not meet children's services thresholds but are still identified with safeguarding needs at the point of YSS case closure.
- * All relevant partnership professionals should complete safeguarding training relating to child sexual exploitation awareness, early identification and appropriate responses.
- * A working group of YSS, Police and Children's Services will review current arrangements in relation to the arrest and detainment of young people in police custody, particularly overnight, with a view to ensuring that safeguarding is maximised through seeking alternatives e.g. voluntary attendance suites, improving the experience of police custody and ensuring that young people are detained for the minimum amount of time possible following arrest with access to appropriate accommodation through Police and Criminal Evidence Act, 1984 (PACE) beds if charged. This will be monitored via the YJPB and the Surrey Safeguarding Children Board (SSCB).
- * We will re-commission an appropriate adult service that supports some of the most vulnerable young people entering police custody and works with relevant partners to ensure that young people are transferred to a more appropriate setting as expediently as possible. This re-commission will also include a requirement for appropriate adults to undertake independent return interviews with relevant young people who have been missing and share concerns appropriately.
- * A working group through the local criminal justice board will be established to seek to improve the timeliness between arrest, charge and court outcome, given the impact on young people's vulnerability where such processes are excessively lengthy.
- * A multi-agency working group commissioned by the YJPB will ensure that mental health diversion schemes within police custody are available for and tailored to supporting young people to ensure appropriate diversion and response to need.
- * The YSS and partners will continue to develop effective interventions for young people at risk of child sexual exploitation, those affected by parental domestic abuse or experiencing domestic abuse within their own intimate partner relationships or those engaging in sexually harmful behaviour.
- * The Safeguarding and Public Protection Overview Group will review and implement learning from any relevant critical learning or serious case reviews of youth justice cases where safeguarding was a feature and will escalate key learning to the YJPB and SSCB.
- * We will further reduce the use of custody (both sentence and remand) by retaining the confidence of the youth and crown court in alternative sentences and bail packages in the community. Where young people are sentenced to custody or remanded the YSS will ensure that co-ordinated resettlement planning with the secure estate and other partners begins immediately, in order to reduce vulnerability upon release.
- *Working with the Criminal Justice Partnership Board (CJPB) and Office for the Police and Crime Commissioner (OPCC) we will ensure young victims and witnesses are provided with appropriate support and protection within criminal justice proceedings and have access to services that will support their recovery.

How will we know we are succeeding?

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- * Fewer young people are entering the formal criminal justice system.
- * The relevant professional network is demonstrating a better understanding of adolescent development and indicators of vulnerability related to offending and is responding accordingly as indicated through quality assurance and inspection processes.
- * The administration and process of justice, including decision making about charge is quicker and less uncertain for young people.
- * Effective interventions are available and utilised by young people involved in offending who may also be experiencing emotional ill health, abuse in teen relationships, domestic abuse in the family, child sexual exploitation or sexually harmful behaviour.
- * Fewer young people are being detained in police custody and transfer arrangements to local authority care are being utilised.
- * Fewer young people are receiving custodial sentences and fewer are remanded in custody.
- * A bespoke mental health liaison and diversion scheme for young people has been implemented.

Strategic Priority 4 – Protect the public from harm

Why make this a priority?

It is the first responsibility of all criminal justice agencies to protect the public.

Effective risk assessment and management practices that seek to protect the public from harm and reduce the impact of offending on the local community are crucial in meeting this priority and are more likely to be achieved through an integrated, multi-agency partnership approach. There are relatively few young people in Surrey whose offending presents a significant risk of serious harm to the public but where this is present management of the risk must be prioritised.

What we aim to achieve

- * To ensure that children and young people who pose a risk of harm to others are appropriately assessed and effectively supervised to promote a reduction in that risk.
- * To recognise and respond to emotional ill-health at the earliest opportunity, where it is an indicator of potential harm to others.
- * To recognise that serious harmful behaviour to others is often a symptom of significant distress and vulnerability, which needs to be addressed through a safeguarding approach for that risk to reduce.
- * To minimise the potential for a 'transition gap' between youth and adult services where risk of harm to others is relevant.
- * Ensure that the need for bespoke adolescent responses are understood and employed within the Multi-Agency Public Protection Arrangements (MAPPA)

What we will do

- * Maintain an accurate YSS risk register that details all those young people known to the service deemed to present a high risk of harm to others. Senior management oversight of the register will be undertaken through the Surrey Public Protection and Overview Group (SPPOG), which includes representation from YSS, Children's Service and health to ensure a partnership response.
- * Through the YSS quality assurance framework we will ensure that practice in relation to risk of harm to others is robust and meets the expected standards of HMIP.
- * Implement the MAPPA protocol for managing those young people transitioning to adulthood who continue to present a high risk of harm but are not subject to a statutory order and thus the responsibility of any one agency.
- * Relevant cases will be continue to be referred to MAPPA and the seconded probation officers within the YSS will attend all meetings where a young person is on the agenda, or where an adult is due to be discussed who presents a risk to a young person known to the YSS.

* Through a workshop the YSS safeguarding and public protection leads will raise MAPPA chairs awareness of adolescent development and the need for differentiated responses in managing the risk of serious harm posed by young people as opposed to adults.

* Increased access to restorative justice will be available to young people and victims where offending causing significant harm to others has occurred.

How will we know we are succeeding?

* Incidents of significant harm to the public are reducing, including a reduction in notifications to the Youth Justice Board (YJB) for further serious incidents committed by young people under statutory youth justice supervision.

* There is a reduction in cases needing to be notified to and managed through MAPPA.

* Victims of serious youth offending are accessing appropriate support and restorative justice is always made available to them.

* There is evidence that restorative justice processes are helping to develop increased empathy towards others and thus enabling young people to present a reduced risk of harm to others.

* Quality assurance processes reflect increased quality of assessment and risk management

* Successful HMIP inspection outcome.

5. Performance overview 2013/14 - What have we already achieved in relation to our priorities?

There are three National Indicators for the Youth Justice System introduced in April 2011. These are:

- 1. First time entrants to the youth justice system**
- 2. Reoffending of young people in the youth justice system**
- 3. Use of custody for young people**

1. First time entrants

Preventing entrance to the criminal justice system is closely related to the safeguarding and preventing offending priorities.

Surrey has seen an exceptional reduction in the number of first time entrants to the formal youth justice system. This is largely attributable to the innovative Youth Restorative Intervention (YRI), developed in collaboration with Surrey Police and other partners in 2011, which has introduced a restorative response to youth offending that puts victims at the heart of a process where harm caused by offending behaviour can be repaired without recourse to the courts. Satisfaction rates amongst victims of crime in Surrey are highest for the YRI (between 85-90%) despite the fact that this does not result in a formal sanction for the young person. The YRI has contributed to an overall 90% reduction in First time Entrants between 2008 and 2014 and means that a Surrey young person has been consistently less likely to enter the criminal justice system and have a criminal record than anywhere else in England and Wales. In addition to the benefits for victims and young people who have offended, this approach is estimated to have saved £3 for every £1 invested as outlined in the 2014 independent YRI evaluation report. This enables the partnership to commit greater resources towards more preventative youth justice activities that are aligned with the early help strategy.

Since 2008/9, Surrey has seen a fall of half in the number of children and young people identified as offending or linked to an offence, and a 60% fall in serious offences (which are more likely to cause significant harm) committed by them. Surrey's approach to youth justice, built upon restorative diversion, rather than reliance on formal court outcomes has contributed to this success, diverting young people from crime at an earlier stage, with additional safeguarding and public protection benefits.

Notably, local reforms and earlier intervention have also seen a rising age of entrants to the local justice system. Only 4 % of those receiving formal outcomes in the last two years have been under the age of fourteen compared to 12% in 2008/09. Thus younger children are being safeguarded from entering the criminal justice system.

2. Reoffending of young people in the youth justice system

The proven rate of re-offending relates to strategic priorities around reducing re-offending, safeguarding, public protection.

The re-offending of the relatively small proportion of young people within the formal system has remained below the regional and national average and in line with Surrey's base line from 2005. This is in spite of the fact that this cohort is now more complex than prior to the availability of the YRI when young people who presented a low risk of re-offending were much more likely to be processed through a formal system. The YSS is working hard to achieve a reduction in the number of young people re-offending, not only through

ensuring the YRI is considered for those already in the statutory criminal justice system, but also via a more integrated approach to participation, a greater focus on the family and by preventing homelessness and emotional ill-health. Reducing the number of young people re-offending is a national issue and the Youth Justice Board (YJB) and Ministry of Justice (MOJ) have commissioned a project to analyse the changing nature of the cohort and share effective practice. Locally, YSS has engaged with this project and the Assistant Director for Services for Young People has sponsored the implementation of a 3-year Reducing Re-offending Plan (2014–17).

A recently published independent YRI evaluation report (2014) has found that the YRI has been significantly more effective in reducing re-offending than more traditional methods of youth justice. This highlights the importance of maximising the opportunities of this approach in reducing the offending of those already involved in the formal youth justice system and on statutory court orders.

3. Use of custody for young people

The use of custody relates to safeguarding, reducing re-offending & protecting the public priorities.

Surrey courts continue to make very low use of custody, with fewer than 10 young people sentenced to custody in each of the last two years, making the county the 8th lowest user of this sentencing option in England and Wales. This continues a trend that was established prior to transformation in 2012 and is underpinned by the courts' confidence in the YSS to effectively manage young people who have offended in the community. This has additional benefits for young people and the community, given the re-offending and safeguarding risks associated with custodial experiences.

Local Performance Indicators 2013-14

Looked After Children's Offending

Surrey continues to be highly successful and a national and regional leader in preventing looked after young people from becoming criminalised.

21 (5.6%) looked after young people received a substantive YJ outcome in 2013/14 out of a total cohort of 378 young people. This is lower than the April 2013 cohort (6%) and continues a trend established over the last five years of a year-on-year reduction in offending. Of the 21 looked after young people offending, 9 were in-county (4.6%) and 12 (6.5%) were out county placements. Surrey's ambition is to ensure a consistent approach to offending for all looked after children whether or not they live within the local authority boundaries and the local authority and partners have led this change across the South East of England through the South East Reducing Offending and Criminalisation of Children in Care protocol.

Work to reduce offending by looked after young people is driven through the Corporate Parenting Board and its Reducing Offending sub-group which draws together professionals from across Children's Service, Police and YSS.

Offending by Priority Young People (PYP)

The priority young person (PYP) scheme was introduced in Surrey in May 2012, as an evolution and improvement to our previous deter young offender (DYO) arrangements. It involves the YSS case managing the most prolifically offending young people in partnership with police colleagues located within the youth integrated offender management (IOM) unit. The focus of this joint approach is to identify relevant young people at the earliest opportunity and engage them in restorative approaches wherever possible, in order to change behaviour. This early focus has led to far fewer young people needing to be managed under the current scheme due to prolific offending (currently 12) compared to under the previous

deter young offender scheme (approximately 40 at any one time). This then enables joint working to be more focused and effective with a smaller group whose persistent offending needs to be challenged and reduced so that it does not become entrenched in adulthood.

Risks and Resources

Resources

Youth justice in Surrey costs considerably less than it did three years ago (prior to the youth services transformation). The Youth Justice Service spent three quarters of its £4m budget on court ordered interventions with the remain £1m spent on preventative activity. This balance has now reversed with less than £1m per annum is spent on statutory intervention with resources being shifted to restorative and preventative interventions – this includes work to support families, prevent youth homelessness, promote emotional well-being and employability.

The youth justice resourcing strategy will continue to promote a shift from expensive, formal and acute intervention to informal and preventative approaches, building upon the virtuous cycle which has been established through the dampening down of the formal system.

In order to inform commissioning decisions within the youth justice system and in the wider children and families system greater understanding is required of the cost of inputs, their effectiveness and relationship to outcomes. The interdependence of partner funding and impact of funding decisions for all partners also needs to be better understood.

The current investment in YSS activity is captured in appendix C but this does not reflect the broad contribution of Surrey Police to preventative and criminal justice activity in relation to young people nor that of the health, children’s services or boroughs and districts to activity which directly or indirectly prevents youth offending.

The current youth justice strategy can be seen to have delivered savings for a range of partners through reduced reliance upon the formal justice system and reducing demand for acute services. If existing levels of funding by partners are maintained the ‘virtuous cycle’ of reduced crime and victimisation leading to reduced demand for services is likely to be continued.

Risk to future delivery	Actions
National stock-take of youth justice services and break-up of existing provision with impact on current outcomes	Work with Ministry of Justice to promote Surrey model of youth justice delivery
Continued reduction in partner budgets leading to loss of funding or services to prevent offending	Develop better understanding of youth justice inputs and social and financial return on investment for respective partners.
Difficulty recruiting and retaining social workers leading to reduced safeguarding capability	Review social work posts within YSS and consider parity with children’s service.
Impact on delivery resulting from developing crime types: cyber crime, exploitation, ‘county lines’ offending, gang activity, organised crime, and radicalisation	Partner information sharing and developing flexibility to respond to developing crime types

Appendix A – Youth Justice Partnership Board governance and membership

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The previous YOT management board developed into a Youth Justice Partnership Board (YJPB) in 2012 that is focused on the activities of all partners that impact upon young people's involvement with offending. The YJPB retains a clear focus on the principal aim of reducing offending and re-offending and maintains strategic oversight of the delivery and performance of the local youth justice system. The membership of the board provides senior representation from key partners to ensure that young people involved in the youth justice system have access to universal and specialist services delivered by partners and other key agencies.

Name	Post	Agency
Chairman: Nick Wilson	Director of Children Services	Surrey County Council
Mary Angell	Cabinet Member for Children and Young People	Surrey County Council
Garath Symonds	Assistant Director for Young People	Surrey County Council
Frank Offer	Head of Commissioning	Surrey County Council
Ben Byrne	Head of Youth Support Service	Surrey County Council
Gordon Falconer	Community Safety Unit Senior Manager	Surrey County Council
Norman Fullarton	Area Head, Surrey Children's Service	Surrey County Council
Gavin Stephens	Assistant Chief Constable	Surrey Police
Lin Pedrick	Surrey Local Delivery Unit Director	Kent, Surrey & Sussex Community Rehabilitation Company
Victoria Jeffries	Director, National Probation Service	National Probation Service (Surrey)
Jeff Harris	Deputy Police and Crime Commissioner	Office of the Police & Crime Commissioner
Sarah Haywood	Partnerships Policy Officer	Office of the Police & Crime Commissioner
Meg Webb	Magistrate	SW Surrey Bench
Douglas Spinks	Deputy Chief Executive	Woking Borough Council
Lucy Botting	Associate Director Children & Families	Guildford & Waverley CCG
Julie Cook	Chief Housing Officer	Elmbridge Borough Council
Shelley Greene	Head of Business Area South East	Youth Justice Board
Vicky Stobbart	Executive Nurse, Director of Quality and Safeguarding	NHS Guildford and Waverley Clinical Commissioning Group
Heather Ryder	Senior Public Health Lead Substance Misuse Commissioning Public Health	Surrey County Council

Wider Context

The YJPB is one of six partnership groups delivering statutory responsibilities for children and young people in Surrey. The priorities of these groups significantly overlap and are integrated in the Children and Young Person Partnership Plan (2014-17). The other partnership groups are:

- Surrey Health and Wellbeing Board – through the Children's Health and Wellbeing Group.
- The Children and Young People's Partnership – the strategic group and operational board (this replaces the historical Surrey Alliance).
- Surrey Safeguarding Children Board (SSCB).
- The Corporate Parenting Board.
- The Schools Forum.

Youth offending functions within the local authority are delivered through Surrey Youth Support Service (SYSS) which sits within Services for Young People (SFYP) in the Children, Schools and Families (CS&F) Directorate. Consequently, this plan is also closely aligned with a number of other key complementary strategies and plans which include:

- Surrey CS&F Directorate Strategy 2014-2019
- Services for Young People Re-commissioning Strategy 2015–2020
- Early Help Strategy 2013-2017
- Surrey Safeguarding Children Board (SSCB) Child Sexual Exploitation Strategy
- Surrey Criminal Justice Board (SCJB) Plan (including Restorative Justice Strategy)
- Surrey Police and Crime Plan
- Surrey Strategic Alliance Assessment and borough Community Safety Partnership Plans
- Key commissioning, delivery and strategic plans of other main partner agencies (Probation, Health)

In addition, effective partnership arrangements are in place between YSS (YOT) statutory partners and other local partners that have a stake in delivering effective local youth justice services.

Partnership	Benefits to the YOT/YSS
Child and Adolescent Mental Health Service (CAMHS) Strategy Board	Opportunity to influence priorities & planning for CAMHS re-commissioning & related services including maintaining commitment to existing resources (2 x Band 7 Health post) and access to universal & specialist mental health resources.
Criminal Justice Board (CJB)	Board membership provides significant access to key decision makers & opportunities for influence on youth related matters.
Corporate Parenting Group (CPG)	YSS representation on the corporate parenting groups ensures that we can promote strategies to reduce looked after children’s involvement in the criminal justice system.
Youth Justice Advisory Committee (YJAC)	Quarterly meeting with the Resident Judge, Youth Panel Chairmen, legal advisers & CPS prosecutors which builds & maintains the confidence of sentencers.
Integrated Offender Management Unit (Youth)	Effective integrated working between YSS staff & Police Officers to administer & support the delivery of the Youth Restorative Intervention to both victims & offenders & the Priority Young Person (PYP) scheme for those at the greatest likelihood of repeat offending.
Out of Court Disposals Scrutiny Panel	‘Deep-dive’ scrutiny of out of court disposal casework. (Membership includes panel chairs (magistrates), community panel members, Crown Prosecution Service, HM Court Service, & an independent ‘Victims Champion’).
Drug and Alcohol Action Team (DAAT) Executive & DAAT Commissioning Group	Board membership provides opportunities to influence priorities & shape provision for young people.
Community Safety Board (CSB)	Range of community safety responsibilities, linkages to 11 Community Safety Partnerships. Opportunities for YSS to influence priorities & resource allocation.
Safeguarding Children’s Board (SCB)	Promote an appropriate focus on vulnerable teenagers including runaways & child exploitation as well as involvement in serious case reviews & quality assurance of safeguarding & public protection reports to the YJB.
14-19 Partnership Board	Increasing participation for vulnerable learners with opportunities for the YSS to shape & influence the 14-19 agenda.
Children’s and Young People’s Partnership Board	An overarching group that promotes the well-being and achievement of Surrey’s young people
Multi Agency Public Protection Area (MAPPA) Strategic Management Board	Ensures effective strategic management of a very small number of high risk offenders (including some young people) who pose a risk to the public.
Health & Well-being Board	This board is critical to developing the health & well-being of young people, especially those in more marginalised groups.

Youth justice is part of the integrated YSS. The role of Youth Offending Team manager has been retained to give a strong strategic focus and Surrey’s youth justice outcomes continue to be some of the best in the country as reflected by the three Youth Justice Board national performance indicators:

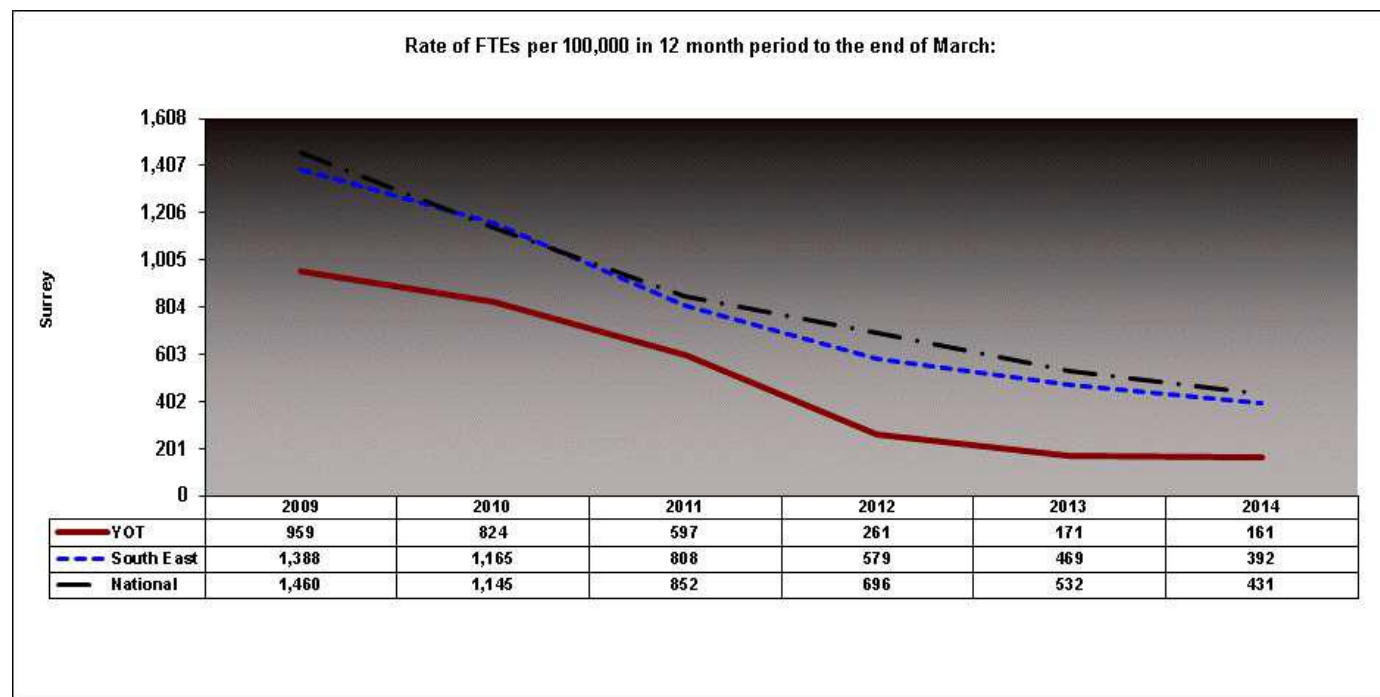
First Time Entrants

There were 161 first time entrants between April 2013/14, which is below our target of <200. Surrey continues to sustain a low number of first time entrants to the criminal justice system and 70% of young people that offend are diverted from the criminal justice system by way of the YRI.

Between April 2013-14, Surrey had the lowest number of First Time Entrants per 100,000 population in England. The latest published Ministry of Justice figures taken from the Police National Computer (PNC) are shown below:-

First Time Entrants rate per 100,000 of 10-17 population

First time entrant rate				Surrey's ranking	
	Surrey	South East	England	against South East	against England
April 13 – March 14	161	392	431	1 of 19	1 of 142
% change compared to Apr 08 - Mar 09 baseline	-83.2%	-71.7%	-70.5%		

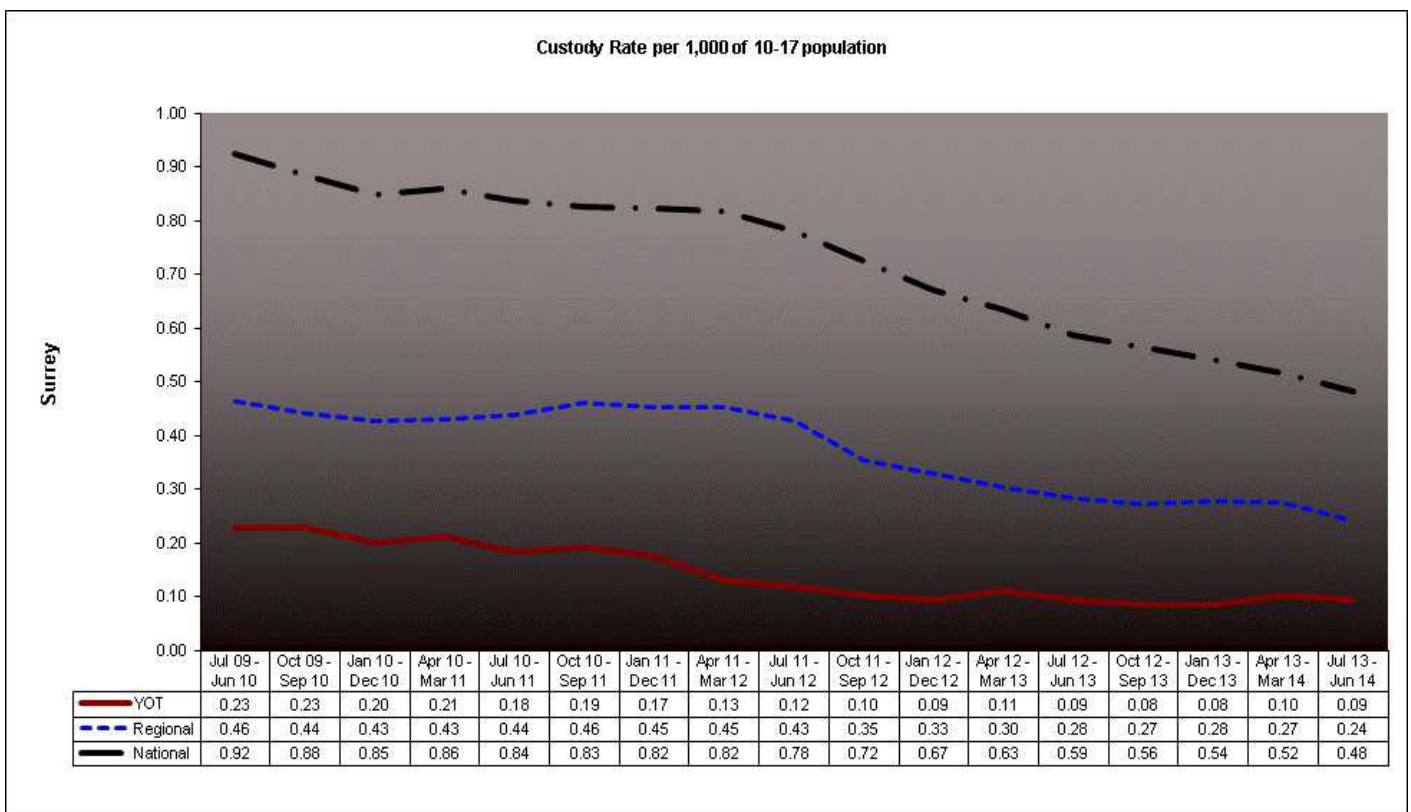


Use of the Secure Estate

There were 9 young people sentenced to custody in 2013/14 which is within our target of <10. Surrey remains one of the lowest users of youth custody in the South East and England and is the lowest per capita use of custody in England for any sizeable authority.

Use of Custody rate per 1,000 of 10-17 population

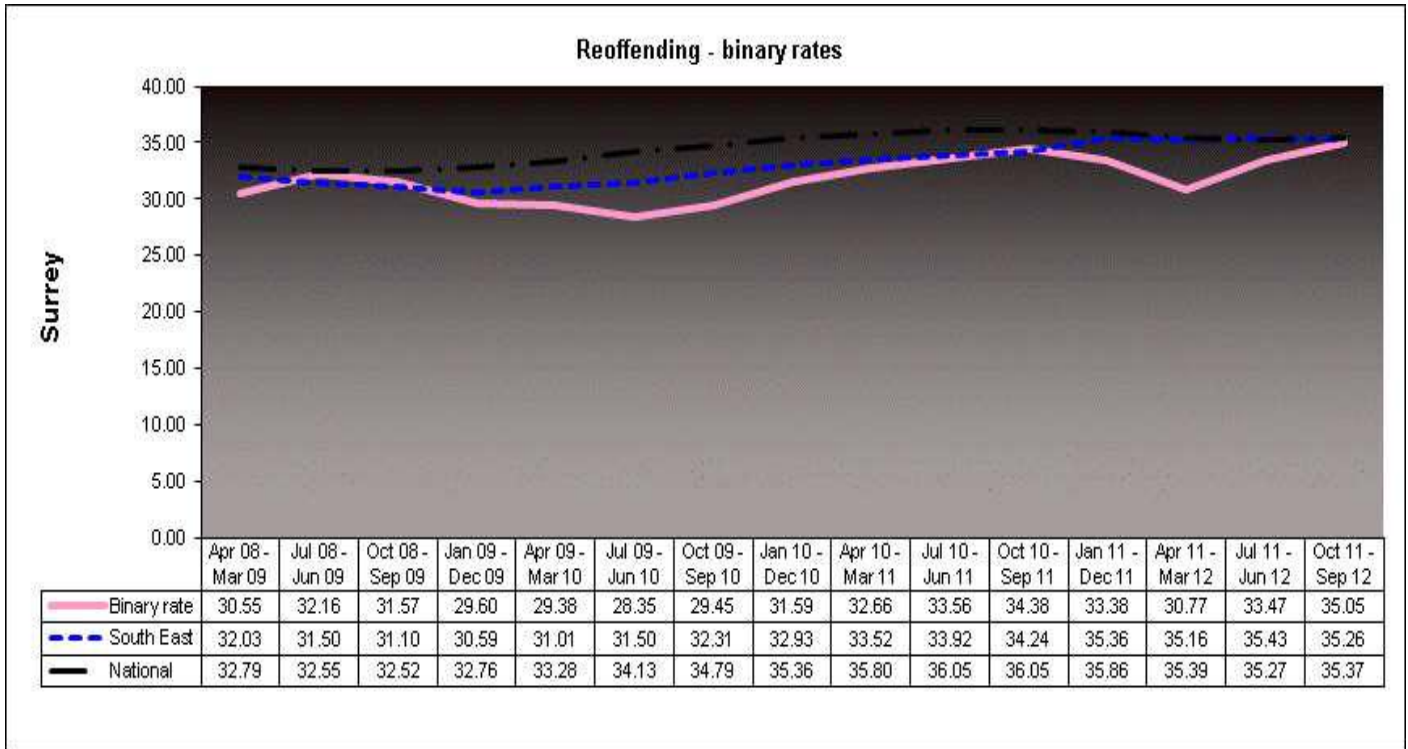
	Custody rate			Surrey's ranking	
	Surrey	South East	England	against South East	against England
April 2013 to Mar 2014	0.08	0.28	0.55	3 of 19	8 of 142
Change from April 2010 to March 2011 baseline	-0.13	-0.16	-0.35		



Rate of Proven Re-Offending

This indicator remains a challenge as the success of reducing first time entrants over the past five years has reduced the number of young people that offend, especially the pre-court population who are at lower likelihood of re-offending. This has meant that there is now a much smaller cohort of young people in the formal system, presenting with more complex entrenched needs and risk factors that make re-offending more likely. In response, the YSS is working with partners on a 3-year Reducing Re-offending Plan to achieve a reduction in the number of young people re-offending through a range of innovative measures including Youth Restorative Interventions (YRIs), a more integrated approach to participation, a greater focus on the family and by preventing homelessness. The latest re-offending data published by the Ministry of Justice taken from the Police National Computer (PNC) is shown below:-

Re-offenders				Surrey's ranking	
	Surrey	South East	England	against South East	against England
October 2011 to Sep 2012 cohort (latest period)	35.05%	35.3%	35.4%	11 of 19	68 of 142
Percentage change compared to July 2008 to June 2009 baseline	2.9%	3.8%	2.8%		



Appendix C - Resourcing & Value for Money

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The Youth Offending responsibilities of the Youth Support Service are funded through contributions from the statutory partner agencies in accordance with the Crime and Disorder Act 1998. These are the Local Authority, (covering Education and Social Care), the Probation Service, the National Health Service and the Police Service. The table below shows the amount of funding from each of the partner agencies for the year 2014 – 2015. These contributions are reviewed each year. In addition, the YSS receives a Youth Justice Grant from the Ministry of Justice and Department For Education which is passported through the Youth Justice Board and a grant from the Surrey Police and Crime Commissioner in respect of which there is an annual bidding process.

Agency	Contributions to Staffing Costs	Other Delegated Funds from Partner Agencies	Total
Police	£ 92,000		£ 92,000
PCC	£ 54,000		£54,000
Probation	£ 90,000		£90,000
Health	£129,000		£129,000
Local Authority	£ 1,382,000		£ 1,382,000
YJB	£ 944,000		£ 944,000
Total	£ 2,691,000	£0	£ 2,691,000

NB: 2015/16 contributions still to be confirmed.

Strategic Priority – Prevent Youth Crime

Priority	Action	Lead Agency or Agencies	Timescale	Success Criteria/Surrey Young People's Outcome Framework Ref
Early and effective responses for young people & victims of crime	Continue to work in partnership to deliver the Youth Restorative Intervention (YRI) in Surrey in all appropriate cases	Surrey YSS & Surrey Police (oversight from out of court disposal scrutiny panel)	Ongoing - 2015	<p>The rate of first time entrants to the criminal justice system continues to decline (by 10% in 2015/16)</p> <p>Victim satisfaction rates are maintained or improved beyond 85%</p> <p>Surrey Young People's Outcome Framework ref (SYPOF) – 3.1 & 3.2</p>
	Implement the recommendations from the independent YRI evaluation	Surrey YSS & Surrey Police (oversight from YRI scrutiny panel)	Ongoing - 2015	
	YSS Team Managers to co-ordinate 1-1 early help referrals & offer in each borough	YSS & Local Prevention Provider	From Sept 2015	
	Develop a Restorative Learning & Development Hub led by Surrey County Council to support implementation of the Community Remedy disposal in line with the Anti-Social Behaviour (ASB), Crime & Policing Act 2014	Community Safety Partnership (CSP), YSS, Police, Office for the Police and Crime Commissioner (OPCC)	Ongoing - 2015	
Reduce the involvement of Surrey's Looked After Children (LAC) in the criminal justice system (CJS)	Embed the South East Looked After Children (LAC) Offending protocol & review the Surrey wide protocol to prevent LAC involvement with the criminal justice system	Surrey YSS & Police	Ongoing - 2015	<p>Protocols reviewed & embedded & support further reduction in LAC involvement in CJS</p> <p>SYPOF – 3.1 & 3.2</p>

Priority	Action	Lead Agency or Agencies	Timescale	Success Criteria/Surrey Young People's Outcome Framework Ref
Work in partnership to reduce the risk factors that contribute towards youth crime	Ensure all eligible Phase 2 families are considered for the Family Support Programme (FSP) in each borough in order to optimise referrals	FSP & YSS	From Spring 2015	All eligible & appropriate referrals are made SYPOF – 1.2, 3.1, 4.1, 4.4
	Pilot an extended offer of 'No Labels' intervention in North West Surrey YSS & review after 6-months	YSS & CAMHs	From February 2015	Improved adolescent mental health intervention available in North West Surrey SYPOF – 2.2, 2.3
	Leadership within YSS & Community Safety Unit (CSU) to ensure integration of YJPB Plan & Surrey Strategic Assessment with shared priorities that can be delivered locally through borough CSP plans	YSS, CSU & CSP's	Ongoing – 2015	Improved interface with Community Safety Partnerships around shared borough priorities in relation to ASB & crime SYPOF – 3.1, 3.2
	Surrey Police led Children & Young People's Oversight Group to seek improved knowledge, understanding & response to emerging (often interrelated) youth crime – cyber & on-line, extremism, exported gang associated drug dealing, Child Sexual Exploitation (CSE) & Interpersonal Violence (IPV) related	Surrey Police - action planning shared with Surrey Safeguarding Children's Board (SSCB)	Ongoing - 2015	Development of partnership action plan to address SYPOF – 3.1, 3.3
	Further develop the Restorative Learning & Development Hub led by Surrey County Council (SCC) to train partner agency professionals in restorative approaches that support prevention of homelessness & education exclusion	YSS (SCC)	Ongoing – 2015	Develop a fully operational Restorative Learning & Development Hub SYPOF – 3.1, 4.1, 4.3, 4.4

Strategic Priority 2 - Reduce re-offending

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Priority	Action	Lead Agency/Agencies	Timescale	Success Criteria/SYPOF Ref
Effective interventions support young people to reduce their offending	Implement the partnership actions in the YSS Re-offending plan (2014-17)	YSS (with Youth Justice Board (YJB) oversight)	Ongoing - 2015	10% reduction (2015/16) in re-offending by young people who have received an informal or formal outcome SYPOF – 1.1 – 1.5, 3.1, 3.2, 4.1 – 4.4
	YSS Quality Assurance (QA) framework to support effective case management of young people who have offended	YSS	Ongoing - 2015	QA framework demonstrates completion of quality & timely assessment and plans & minimum 85% compliance with National Standard's SYPOF – 3.1, 3.2
	Annual evaluation & review of the Priority Young Person (PYP) partnership scheme & implement recommendations	YSS & Surrey Police	Review by June 2015	Scheme evaluated & recommendations implemented SYPOF – 3.1, 3.2
	Youth justice partners to establish a working group to take forward the development of a restorative youth court	YSS, Courts, CPS, Police	July 2015 onwards	To have agreed plans for a restorative youth court SYPOF – 3.1, 3.2
	YSS & relevant partners to 'stock take' & review the effectiveness of current 1-1 and groupwork interventions with young people (& their families) who have offended (including those in/released from custody)	YSS	April - July 2015	Interventions are reviewed and benchmarked against best practice SYPOF – 3.1, 3.2, 3.3
	To support above YSS to enable young people to complete Viewpoint eSurvey re feedback on service user experience	YSS	Survey completed - Feb 2015	55 survey returns which are then used to ensure service user feedback informs interventions SYPOF – 6.3

Effective interventions support young people to change their behaviour	Implement YSS Referral Order review recommendations, including developing a plan to encourage more victims to attend Panel	YSS	Ongoing - 2015	Deliver enhanced victim participation and satisfaction at Referral Order Panels by end of 2015 SYPOF – 3.2, 6.2
	Revise the YSS & National Probation Service (NPS)/Community Rehabilitation Company (CRC) joint transfer protocol & transfer practice guidance, ensuring that the transitions workbook is utilised	YSS & Probation (NPS/CRC) * includes commitment to maintain the seconded transition officer role x 2 within YSS	February 2015	All eligible cases experience an effective transition between YSS & NPS/CRC SYPOF – 3.2

Strategic Priority 3 - Safeguard Young People from Harm

Priority	Action	Lead Agency/Agencies	Timescale	Success Criteria/SYPOF Ref
Further reform of the CJS to ensure that its practices better safeguard young people	YSS, Police & Children's Services (CS's) to develop, agree & implement a partnership protocol that minimises the overnight detention of young people in police custody & ensures the availability of PACE beds	YSS, Police, CS's	Protocol agreed & implemented – March 2015	No inappropriate overnight detentions of U-18's in police custody SYPOF – 3.3
	YSS, Police & Surrey Appropriate Adult Volunteer Service (SAAVS) to agree a protocol & action plan to increase the use of voluntary attendance suites to interview young people	YSS, Police, SAAVS	Protocol & Action Plan by April 2015	Reduction in young people being brought into police custody following arrest SYPOF – 3.3
	Phase 2 development of Criminal Justice Liaison Diversion Scheme (CJLDS) includes bespoke intervention for U-18's, where mental health warrants diversion from the Criminal justice system.	CJLDS, YSS, Police, CAMH's	Project Group established February 2015	All appropriate cases are diverted SYPOF – 2.2, 2.3, 3.3

	Criminal Justice System Efficiencies sub-group of the Surrey Criminal Justice Partnership Board (CJPB) will develop a protocol & action plan to improve the timeliness between arrest, charge & court outcome.	YSS, Police, CPS, Courts (CJPB sign off)	Action Plan by September 2015	Partnership protocol & action plan to speed up youth justice is agreed by CJPB SYPOF – 2.2, 3.3
	CJPB to review the You & Co Service that supports young victims & witnesses through criminal justice proceedings & beyond. Re-commission this or another provider through the Office for Police & Crime Commissioner (OPCC)	YSS, Police, Office of Police & Crime Commissioner courts, Victim Support (You & Co)	April 2015	Review completed & provision commissioned through OPCC SYPOF – 2.2, 3.3
Safeguarding is identified & managed to increase well-being & safety & avoid criminalising	YSS, Police & Children's Services to share intelligence, identify those at risk & plan integrated training & responses that seek to keep those young people safe & avoid criminalisation where exploitation is an associated factor in offending	YSS, Police, CS's	By March 2015	Improved identification, a single register of those deemed at risk & co-ordinated multi-agency responses. All young people considered for diversion from CJS where offending is related to their sexual exploitation SYPOF – 2.2 – 2.4, 3.1 – 3.3
	Youth Integrated Offender Management (IOM) & Multi-Agency Safeguarding Hub (MASH) Team reps to meet regularly to co-ordinate early safeguarding response for young people who have offended or come to the notice of the police & CS's as potential victims	Youth IOM & MASH	Jan 2015 onwards	Ensure all appropriate young people are allocated to a relevant agency to receive relevant safeguarding services SYPOF – 3.3
	'Sliding Doors' Programme for those young people at risk of child sexual exploitation (CSE) is available in all 4 areas of the county & takes referrals from YSS, Police & Children's Services	YSS	Currently available in 3 and 4 th by April 2015	Young people at risk of CSE are more aware & better able to protect themselves SYPOF – 2.2, 3.3, 5.2, 5.4

Safeguarding is identified & managed to increase well-being & safety & avoid criminalising	Joined up partnership response to E-safety is developed	YSS, Police, OPCC, CS's, education providers	Ongoing – 2015	Partnership Action Plan developed SYPOF – 2.2, 3.3, 5.2, 5.4
	Safeguarding & Public Protection Overview Group (SPPOG) to establish monthly YSS 'risk panels' to improve oversight of CSE & other vulnerability related YJ cases	SPPOG (YSS, Police, CS's, SFYP Commissioning & Development (C&D))	Start Jan 2015	Monthly Panels established SYPOF – 3.3
	SPOGG to review & implement learning from any relevant critical learning or serious case reviews of youth justice cases where safeguarding was a feature & escalate key learning to the YJPB & SSCB	SPPOG (YSS, Police, CS's, C&D)	Ongoing 2015	Learning disseminated & auditing demonstrates it is embedded SYPOF – 3.3
	Duke of Edinburgh (DofE) Scheme & Surrey Outdoor Learning & Development (SOLD) to develop a plan with YSS to increase participation of young people at likelihood of offending in law abiding risk taking activities safely	YSS, DofE, SOLD	Ongoing - 2015	Plan developed & relevant young people access DofE & SOLD SYPOF – 2.1, 2.2, 3.1, 5.3
	YSS Quality Assurance (QA) framework to audit whether assessments & plans in youth justice cases sufficiently consider & address relevant safeguarding factors	YSS	Ongoing - 2015	QA'd cases demonstrate sufficient safeguarding assessment & planning practice that contributes to a reduction in youth offending. SYPOF – 3.1 – 3.3

Strategic Priority 4 – Protect the Public from Harm

Priority	Action	Lead Agency/Agencies	Timescale	Success Criteria/SYPOF Ref
	YSS QA framework to audit whether assessments & plans (A&P's) in YJ cases sufficiently consider & respond to risk of harm (ROH) to others	YSS	Ongoing - 2015	QA'd cases demonstrate sufficient ROH A&P practice that contributes to public safety SYPOF – 3.1, 3.2

Incidents of significant harm to the public are reducing & all reasonable actions are taken to avoid	SPPOG to establish monthly YSS 'risk panels' to improve management oversight of cases where there is a potential high risk of harm to others	SPPOG (YSS, Police, CS's, C&D)	Start Jan 2015	Monthly Panels established SYPOF – 3.1, 3.2
	Annual Multi Agency Public Protection Arrangements (MAPPA) audit to include youth cases	MAPPA Audit Group	May 2015	Youth MAPPA cases are managed effectively & in line with best practice SYPOF – 3.2
	Protocol embedded through MAPPA Strategic Management Board (SMB) to improve transition in relation to young people on MAPPA who remain a risk to others upon reaching adulthood but are not subject to statutory supervision	YSS & MAPPA SMB	Ongoing – 2015	Protocol embedded & followed in all relevant cases SYPOF – 3.1, 3.2, 3.3
	YSS will continue to attend all MAPPA meetings where a young person is on the agenda, or where an adult is due to be discussed who presents a risk to a young person known to the YSS.	YSS	Ongoing - 2015	100% attendance & contribution to MAPPA planning SYPOF – 3.1, 3.2
	YSS to develop a plan to increase greater direct victim involvement in cases managed within the formal youth justice system	YSS	By end of 2015	Increase access to restorative justice where offending is managed through the formal youth justice system SYPOF - 3.1, 3.2, 3.3

Appendix E - Glossary

ASB	Anti-Social Behaviour
CAMHS	Child and Adolescent Mental Health Service
CJLDS	Criminal Justice Liaison and Diversion Scheme
CJPB	Criminal Justice Partnership Board
CPS	Crown Prosecution Service
CRC	Community Rehabilitation Company
CSB	Community Safety Board
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
CSU	Community Safety Unit
DAAT	Drug and Alcohol Action Team
DofE	Duke of Edinburgh
DYO	Deter Young Offender
FSP	Family Support Programme
HMIP	Her Majesty's Inspectorate of Probation
IOM	Integrated Offender Management
LAC	Looked After Children
MAPPA	Multi Agency Public Protection Area
MASH	Multi Agency Safeguarding Hub
MOJ	Ministry of Justice
NPS	National Probation Service
OPCC	Office of the Police and Crime Commissioner
PACE	Police and Criminal Evidence Act, 1984
PNC	Police National Computer
PYP	Priority Young Person
SAAVS	Surrey Appropriate Adult Volunteer Service
SCC	Surrey County Council
SOLD	Surrey Outdoor Learning and Development
SPPOG	Safeguarding and Public Protection Overview Group
SSCB	Surrey Safeguarding Children Board
YJPB	Youth Justice Partnership Board
YJB	Youth Justice Board
YOT	Youth Offending Team
YRI	Youth Restorative Intervention
YSS	Youth Support Service

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Children and Education Select Committee
26 March 2015

**Creating opportunities for Young People: Commissioning for 2015
– 2020 and implications of budget reductions**

Purpose of the report: Policy development

To inform the Committee of the budget reductions for the commissioning model for Creating Opportunities for Young People in Surrey, and seek views on the implementation of changes, including a proposed Resource Allocation System and a 'Hub and Spoke' approach for Community Youth Work in Districts & Boroughs.

Introduction:

1. This paper comprises four parts:
 - a) Context for the report.
 - b) The commissions in Services for Young People for 2015-20.
 - c) The impact on service provision within the 2015-16 budget.
 - d) The proposed Resource Allocation System and 'Hub & Spoke' approach for Community Youth Work in Districts and Boroughs.

Context

2. Services for Young People developed a commissioning approach to improving outcomes for young people through a series of commissions launched in 2012. These achieved a budget saving of over 25% and improved outcomes for young people as confirmed by external evaluation by the Institute of Local Government (Birmingham University).
3. On 23 September 2014, Cabinet agreed the revised commissions for Services for Young People. The proposed changes were considered by Children and Education Select Committee on 10 July 2014 and developed with the Project

Board, which includes member representation from Children & Education Select Committee and Local Committees and young people from a range of settings and backgrounds across Surrey.

4. Since the approval of the commissioning model, Cabinet and Council have agreed the Medium Term Financial Plan and budget for 2015-16. The Council will have to make savings from service realignment of £62m. Of this, £12m of savings are being managed by Children, Schools & Families Directorate. For Services for Young People, the service realignment savings are £1.9 million on the next budget of £17m (11.1%) as set out in Annexe A, to be implemented in 2015-16. A further £640K of reductions have impacted on Services for Young People in 2015-16. These are outlined in Annex A.
5. Savings on this scale and with limited time to implement to achieve the full year savings have necessitated difficult decisions as part of the budget setting process. A full Equalities Impact Assessment (EIA) was completed to inform the budget decision and this is attached at Annexe B. In summary, as stated in the EIA, despite the desire to minimise the impact of the proposed savings and outcomes, it will not be possible to fully mitigate the negative impact on young people, their families and staff.
6. The EIA summarises the potential negative impacts that cannot be mitigated and these are set out below (also see section 10 of Annexe B).
 - A reduction of grants to the Voluntary, Community and Faith Sector (VCFS) will reduce the range of activities available to young people unless alternative sources are identified;
 - A reduction in posts will reduce the amount of provision available to young people and increase the workloads of the workforce; and
 - Young people will continue to experience barriers to participation as the result of the withdrawal of the Individual Prevention Grants, unless alternative sources are identified.
7. Budget reductions are not being applied evenly to all services, but have been applied to ensure outcomes for vulnerable young people are as good as can be achieved even with the resource reduction.
8. When the Select Committee considered the new commissioning model in July 2014, support was given but the Select Committee also noted 'the need to ensure continuity and employment security for the high quality staff that deliver these services'. The scale and pace of the budget reductions now make compulsory redundancies a real possibility. This risk will be minimised wherever possible and any staff made redundant will be supported to find alternative employment through redeployment in the Council or elsewhere.
9. The Select Committee also noted its support for social enterprise and timebanks in July 2014. These developments continue as part of the new model and business expertise and experience is being drawn upon to support their development. The work on time banking is being taken forward jointly

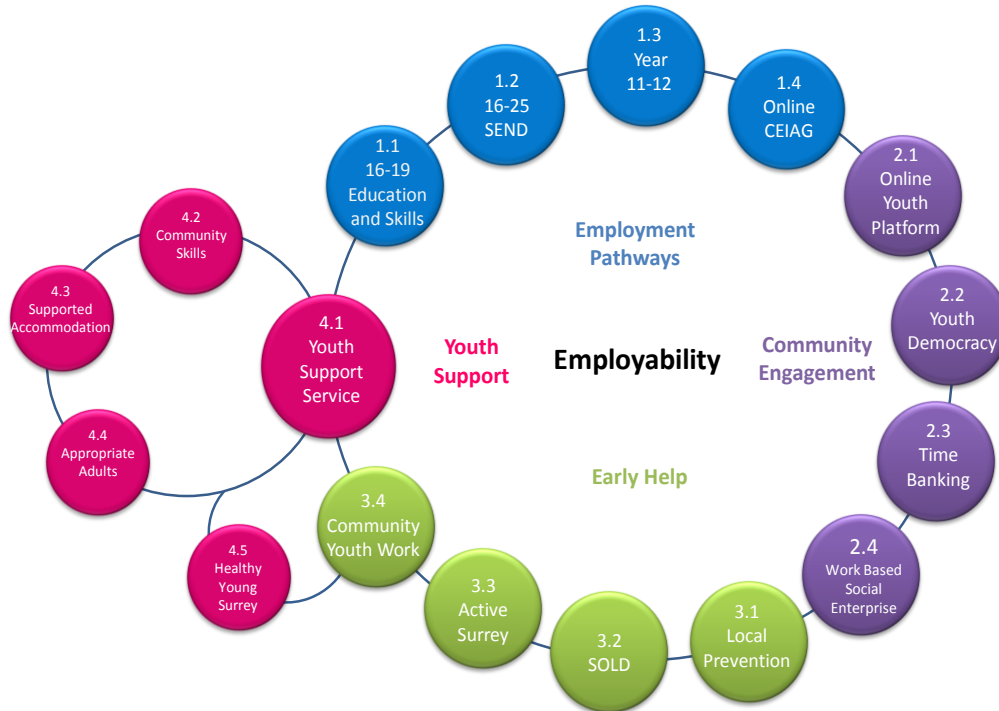
with Adult Social Care linked to Family, Friends and Communities, as sought by the Select Committee in July 2014.

10. The Select Committee also requested a future report on the benefit in improved outcomes through engagement with Health & Wellbeing partners. This will be considered a future report after the new model has been implemented.
11. The new commissioning model for 2015-2020 includes several areas where new ways of working are being developed to deliver improved outcomes for the same or less resource, and to increase opportunities to raise income from other sources. These include the exploration of potential new models for the Community Youth Work Service, such as a mutual or a charitable trust; exploration of potential new models for SOLD; and the development of work based social enterprises. These developments are being supported by the New Model Delivery Programme, which reported to Select Committee on 4th March 2015.

Revised commissions in Services for Young People

12. The model for commissioning for 2015-2020 has been modified to reflect budget change but remains largely the same as it has been able to respond flexibly to the new requirements. The changes are:
 - Removal of community grants with two remaining grants in commissioning.
 - Firstly to Surrey Youth Focus for capacity and capability building in the sector and secondly the final year of a legacy (3 year grant) grant to Surrey Care Trust.
 - Removal of Individual Prevention Grants as remaining 'emergency' grants will be included under Youth Support Service and offer sources of small grant funding will be sought on a case by case basis e.g. from local charities.

13. The revised commissions are set out in the commissioning model below and described in outline in the following table.



14. The following table describes each of the commissions in outline.

Commission	Rationale for the Commission
1: Employment Pathways	
1.1 16-19 Education and Skills	Delivers statutory duty to commission provision for education and training for young people aged 16-19 and secure participation in line with raising of participation age. Delivers innovative approaches to skills development e.g. University Technical College. The commission includes the drive for increased apprenticeship opportunities through the Leader's Ready for Work programme.
1.2 SEND 16-25	Delivers statutory duty to commission education and training opportunities for young people aged 16 to 25 with Special Educational Needs and Disabilities (SEND) as part of integrated approach to Education, Health and Care planning for children and young people from birth to age 25.
1.3 Year 11-12	Delivers on statutory duty for raising participation through targeted support for young people identified as at risk of becoming NEET (Not in Education, Employment or Training) to support progression from

	Year 11 to Year 12.
1.4 On-line Careers Education, Information, Advice and Guidance (CEIAG)	Supports young people’s progression and links between employers’ needs and the courses young people take. Where young people make well informed choices, this supports their progression and achievement post-16 and supports their progression to employment. Young people have expressed the importance of CEIAG through focus group discussions.
2: Community engagement	
2.1 On-line youth platform	This commission provides a forum for information produced by young people to stimulate interest in current issues and opportunities and to inform decision making by young people. For example, this would support informed decision making in relation to drugs and alcohol, which would improve outcomes for young people and reduce demand on statutory services.
2.2 Youth democracy	This commission promotes young people’s engagement in local democracy and specifically supports young people to develop a Surrey youth parliament.
2.3 Time banking	This commission removes young people’s barriers to employability by mobilising young people to give and receive support from each other and encourages their support for other members of the community. The reciprocal sharing of resources would be facilitated through a system of time credits. An example would be young people giving their time to befriend older people, which could reduce care needs and costs for Surrey County Council. This could earn time credits for exchange for transport, support for course fees or mentoring in education and employment opportunities.
2.4 Work based social enterprise	Social enterprises to be developed to employ, train and develop young people who would otherwise be NEET. Young people develop employability and enterprise skills whilst the enterprises have the potential to become self financing and income generating.
3: Early help	
3.1 Local prevention	This commission builds young people’s resilience through local prevention, linked to the Early Help Strategy. Early Help addresses young people’s needs to prevent the needs increasing and reduces demand on statutory services. This can range from prevention of a young person becoming NEET to prevention of a young person becoming Looked After. 50% of the commission would support targeted early help for individual young people identified through Surrey’s Early Help process and 50% would support neighbourhood prevention work with groups of young people. The decisions on award of contracts and grants are proposed to be delegated to Local Committees, advised by Youth Task Groups.

	This commission also includes renaming grants to Surrey Youth Focus to develop capacity of the sector for preventative work with young people.
3.2 SOLD (Surrey Outdoor Learning and Development)	SOLD builds young people's resilience through outdoor learning and development. This includes managing a comprehensive programme through the three outdoor learning centres at High Ashurst, Thames Young Mariners and Henley Fort as well as local programmes. SOLD also provides local prevention work to support young people who are NEET or at risk of becoming NEET.
3.3 Active Surrey	Active Surrey builds young people's resilience through sport and is fully funded by grants from central government.
3.4 Community Youth Work	This commission builds young people's resilience and provides Early Help through local quality youth work primarily delivered from youth centres. This would be provided through one county-wide service, managed within Surrey County Council, with local decisions on resourcing of centres. The commission opens up flexibility to focus staffing on areas of greater need, moving away from the current fixed two full time equivalents of staff per centre). The commission also includes a shift to a needs based approach to allocation of resources and a 'hub and spoke approach', where staff time would be more focused on centres in areas of high need whilst voluntary, community or faith sector staff and volunteers would offer provision at other centres or in other community based locations. This is detailed further later in this report.
4: Youth Support	
4.1 Youth Support Service	This commission provides support to teenagers with high needs, including every young person who is NEET or has offended, developing their resilience, preventing needs escalating and securing provision in education, training or employment. The service works through individual case management, developing effective relationships at a 1:1 level with vulnerable teenagers in a restorative, holistic, co-produced and family centred approach. The service deploys a scaled approach, with the highest level of support geared to young people in the greatest need.
4.2 Community Skills	This commission brings together opportunities for skills development through more informal and work based settings. This brings together the Leader's Ready for Work programmes, Skills Centres, Gypsy Skills, Duke of Edinburgh's Award and Alternative Learning Provision (ALPs).
4.3	Provides accommodation for young people who would

Supported accommodation	otherwise be homeless.
4.4 Appropriate Adults	This service fulfils a statutory responsibility to provide an adult for young people who are arrested in Surrey where a parent/carer is not able to attend. The adult will be present when the young person is informed of their rights, during interviews relating to the alleged offence, at identification procedures and intimate/ strip searches and when at the time of being charged with the offence.
4.5 Healthy Young Surrey	Provides health services in youth centres and other venues in areas of highest need building on current No Labels work. The offer would include sexual health clinics, drop in services, counselling services and named public health nurses to develop healthy behaviour programmes. The commission includes a framework for mental health and emotional wellbeing for individual young people. Health and wellbeing, particularly mental health was identified as a key issue through the needs analysis and by young people themselves.

Impact on 2015-16 service provision

13. This section sets out an overview of each area of budget reduction in Services for Young People.
14. Community grants will be reduced by £285K (83% reduction) through ceasing the youth small grants programme, administered by Surrey Youth Focus in partnership with local committees and retaining only two grants. Firstly a grant to Surrey Youth Focus of £40K for capacity and capability building in the sector and secondly the final year of the (3 year) legacy grant of maximum £24K to Surrey Care Trust respectively.
15. Community Youth Work will be reduced by £300K (11% reduction) through changes to training, setting of income targets and loss of five full time equivalent posts. This also proposes a change in the model of funding away from a model based mainly on the number of centres in each borough and district, to a needs-based 'Resource Allocation System' (RAS) whereby Community Youth Work resources would be allocated to Districts and Boroughs based on need, which is the approach for Local Prevention funding. Where possible, the reduction in staffing will be achieved through voluntary severance but given the number required and tight timescale, there may be compulsory redundancies. Redeployment within the Council would be secured wherever possible.
16. In order to manage the change and mitigate the impact on Community Youth Work, particularly on high need areas, a hub and spoke approach will also be developed. This is described in more detail later in the paper.

17. Commissioning & Development will be reduced by £200K (26% reduction) through reorganisation, reducing capacity for development in future. Where possible, reductions will be achieved through voluntary severance, but given the scale and tight timescales, there may be compulsory redundancies. Redeployment within the Council would be secured wherever possible.
18. Local Prevention (Neighbourhood) will be reduced by £110K (20% reduction) through reduced commissions let through local committees. The budget reduction along with other changes was discussed with local committee chairman on 20th January 2015 and commissions are in the process of being let on this basis.
19. Year 11 – 12 contract will be reduced by £105K, reducing the scope of this successful commission to be extended to additional high need groups.
20. Individual Prevention Grants will be reduced by £130K (72%), reducing the scope of grants to support routes to participation for young people in need. A significantly reduced programme will provide support to emergency cases through the Youth Support Service, and other sources may be identified.
21. The Youth Support Service, including provision for Community Skills, will be reduced by £770K (7.5% reduction). Provision for young people on Gypsy Skills, Alternative Learning and Ready 4 Work will be reduced unless other funding sources can be secured e.g. Education Funding Agency, European Social Fund, Schools, etc. There are also significant reductions in Youth Support Service income streams. Savings will be achieved in the Youth Support Service through freezing and deleting vacant posts where possible to avoid redundancies.
22. The Leader's Ready 4 Work funding has been reduced by £250K (33% reduction). The impact of this has reduced the employers' grants for apprenticeships and support for young people's progression to education, employment and training. This has resulted in a reduction in the target number of apprenticeships from 500 to 333.
23. The service realignment savings, funding reductions and loss of external income total £2.5m and are outlined in Annex A.

Proposed Resource Allocation System and Hub & Spoke Approach

24. The report to Cabinet in September 2014 outlined exploration of a Hub and Spoke approach for youth work and allocating resources with greater reference to need. The budget reduction has brought these changes forward for earlier implementation to avoid two sets of changes following soon after each other.
25. The purpose of implementing the Resource Allocation System (RAS) is to re-align the reduced resources as effectively as possible in support of the strategic goal of ensuring all Surrey young people are employable. It represents a strategic commissioning response to the budget reductions, rather than simply 'salami-slicing' across existing provision.

26. The RAS draws together the key data about the needs of young people in Surrey and uses this as an objective basis for allocating funding to districts and boroughs. The RAS uses data about young people who are not in education, employment or training (NEET); young people who are at risk of becoming NEET (RONI); young people involved in offending behaviour; young people involved with Children's Services; the level of deprivation in each area; and the overall 10-19 population. This mirrors closely the approach that has been used previously in allocating resources between Districts and Boroughs in relation to the Local Prevention commissions.
27. A range of options to implement the RAS have been developed and were presented to the Services for Young People Re-commissioning Project Board on 10 February and 11 March 2015. Between these meetings a sub-group met to scrutinise the options and the views of Youth Collective (Surrey's Youth Council) were sought. The Project Board is chaired by Clare Curran, Cabinet Associate for Children, Schools and Families. The options presented were:
- Option 1 – Implement the full RAS
 - Option 2 – RAS limited to 30% change in any area
 - Option 3 – RAS limited to 20% change in any area
 - Option 4 – Phased transition between 1, 2 and/or 3
 - Option 5 – 11% reduction across the board (No RAS)
 - Option 6 – 18% reduction across the board (No RAS)

28. Following full consideration of the options, the Board's decision was for Option 1, which means implementing the full RAS at the outset. This model takes a commissioning approach which aligns resources to need. This does mean some significant shifts in resources between Districts and Boroughs, alongside the 11% reduction in overall funding. The impact of implementing the full RAS is summarised in the table below.

Table A: Implementing full RAS

Borough	Funding in 2014/15	Option 1 funding 2015/16	Funding difference	%
Elmbridge	£184,645	£194,336	£9,691	5
Epsom & Ewell	£123,730	£113,802	-£9,929	-8
Guildford	£194,854	£246,094	£51,240	26
Mole Valley	£191,325	£110,795	-£80,529	-42
Reigate & Banstead	£268,025	£255,629	-£12,396	-4
Runnymede	£247,461	£174,860	-£72,601	-29
Spelthorne	£309,326	£264,637	-£44,689	-14
Surrey Heath	£185,596	£127,708	-£57,887	-31
Tandridge	£123,730	£129,010	£5,280	4
Waverley	£140,261	£142,690	£2,430	1
Woking	£185,596	£197,247	£11,652	6
Total	£2,154,549	£1,956,809	-£197,740	-9

Table B: Indicative hours of delivery

Borough and District	Hours in 2014/15	Indicative Hours in 2015/16*
Elmbridge	935	984
Epsom & Ewell	1,061	976
Guildford	1,251	1,580
Mole Valley	2,011	1,165
Reigate & Banstead	2,784	2,655
Runnymede	2,133	1,507
Spelthorne	1,766	1,511
Surrey Heath	1,210	833
Tandridge	922	961
Waverley	1,180	1,200
Woking	1,524	1,620
Total	16,777	15,237

*Indicative hours are based on impact of RAS only. Actual hours may vary e.g. where a greater proportion of 1-2-1 Early Help is provided.

29. There are significant changes in implementing the full RAS. The combined effect of budget reductions and RAS implementation result in the following headline changes in resources for Community Youth Work across the county.

30. The Project Board took the following factors into account when reaching this decision:

- Implementing the full RAS enables reduced resources to have the best possible impact on the employability of vulnerable young people;
- It removes the need for a subsequent change in 2016/17 to ensure resources are aligned to need; and
- It gives clarity to managers and staff in the new Community Youth Work Service for its first year of operation and future years.

31. Alongside the RAS, a new 'hub and spoke' model for the Community Youth Work Service is being developed, again as part of the strategic response to the budget cuts being faced by the service. This approach will strengthen local accountability, through Youth Task Groups and Local Committees which will be taking decisions in the deployment of Community Youth Work hours across the District or Borough in question in partnership with the new Community Youth Work Service and in line with local needs assessments. It will also enable a better distribution of resources within each borough and district in response to need.

32. This model moves away from the current 'one size fits all' model of youth centres, where each of our main 31 centres has one full-time Youth and Community Worker, supported by a team of one full-time equivalent of part-time staff. The 'hub and spoke' model includes four different delivery approaches for youth work, which are:
- Youth Work Hub – Typically where the Senior Practitioner in each borough and district will be based, situated in the area of highest need in the borough and linked to all the spokes in the borough or district
 - SCC Spokes – Typically resourced by a full-time or part-time JNC qualified SCC youth worker, supported by a part-time staff team
 - Partnership Spokes – SCC staff working in partnership with, for example, the voluntary, community and faith sector (VCFS) to provide a quality youth offer
 - Community Spokes – SCC support for VCFS groups to run provision, for example through the use of SCC buildings. Generally, no SCC staff would be allocated to these spokes
33. Whilst the Community Youth Work service will need to manage the implementation and delivery of this new model of delivery, they will work in partnership with Youth Task Groups and Local Committees to establish an offer that best meets the needs of local young people within the resources available.
34. Whilst resources are reducing in the short term, this model does open up flexibility for work with Youth Task Groups and Local Committees to identify additional capacity within local communities, whether or not there is not currently an offer from the Community Youth Work Service and to develop a new or additional offer in that community.

What happens next

35. Partners are being engaged in the implementation of the changes to achieve the budget reductions.
36. Youth Task Groups and Local Committees will be further engaged on the local development of youth work provision through the local designation of Hubs and Spokes and with advice on allocation of staffing in the Community Youth Work Service.
37. Local communities, Voluntary, Community and Faith sector organisations and young people will be engaged in the development at District/ Borough level.
38. A decision is to be made by Cabinet on the Resource Allocation System (RAS) and associated Hub and Spoke approach on 26th May 2015.
39. A Youth Work Commission has been launched to review the future of youth work in Surrey. This held its first meeting on 25th February 2015 and will report findings to the Select Committee and Cabinet in early 2016.

40. A business development strategy is being finalised within Services for Young People to identify and secure a wider source of income for the future. This includes drawing more widely on community resources and volunteering.

Recommendations:

The Select Committee is asked to:

- a) Note the proposed changes and their implementation.
- b) Comment on the Resource Allocation System and Hub and Spoke Approach for Community Youth Work.

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Annexes:

Annexe A: Budget Reduction
Annexe B: Equalities Impact Assessment

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Summary of budget movements between 2014-15 and 2015-16 MTFP

Annex A

	2014-15	Savings (£1.9m)	Reduction in R4W funding (£250k)	Reduced grant and 3rd party income (£390k)	Other adjustments (inc. Inflation, service changes)	2015-16
	£000	£000	£000	£000	£000	£000
Community Engagement	484				16	500
Early Help	7,479	-825			-171	6,483
- Community Grant		-285				
- Community Youth Work		-300				
- Local Prevention (in Neighbourhood)		-110				
- Individual Prevention Grant		-130				
Employment Pathways	8,167	-305	-250		285	7,898
- Year 11-12 Contract		-105				
- Commissioning & Development		-200				
- Ready 4 Work funding			-250			
Youth Support Services	10,891	-770			604	10,725
HoS	194				-84	110
Head of C&D	228				4	232
Centrally Managed DSG	-6,178				-275	-6,453
Other Income	-4,253			390	77	-4,176
	17,012	-1,900	-250	390	456	15,319

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Annexe B: Equality Impact Assessment

1. Topic of assessment

EIA title:	Services for Young People Budget 2014-15
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EIA author:	Nikki Parkhill: Equalities Development Officer
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2. Approval

	Name	Date approved
Approved by¹	Garath Symonds, Assistant Director, Services for Young People	

3. Quality control

Version number	1.0	EIA completed	25.2.15
Date saved	22.1.15	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role

¹ Refer to earlier guidance for details on getting approval for your EIA.

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>This EIA considers the impact of how the budget for Services for Young People will be allocated for 2015-16, including savings of £2.66 million (a net budget reduction of 16%).</p> <p>In order to achieve its overarching aims (employability for all young people and to prevent offending and anti-social behaviour), Services for Young People offers a range of intervention including the Youth Support Service, the Pathways Team (provision for young people who have learning disabilities and/ or learning difficulties), alternative education programmes, centre based youth work, Skills Centres, the Year 11-12 Transition contract, the Local Prevention Framework, a web-based universal offer, Youth Small Grants funding, drug and alcohol and sexual health services. A large proportion of the functions of SYP are delivered by the Voluntary, Community and Faith and private sectors through outcomes based commissions and contracts. The Youth Support Service houses the youth justice function which is a statutory requirement. SYP works with young people aged 10-25, focussing mainly on those who are aged 13-19. The document 'One in Ten' suggests that 10% of the youth population of Surrey are in need of additional support to make a successful transition to adulthood (Surrey County Council, 2010).</p> <p>The most recent needs assessment undertaken to inform the commissioning of provision for 2015- 2020 has identified that whilst progress has been made, the issues raised in One in Ten are still relevant. In particular it highlights that:</p> <ul style="list-style-type: none"> • There are individuals in Surrey who face multiple and complex barriers to participation and are at risk of becoming NEET; there are families that have a number of support needs; and there are neighbourhoods where young people are more likely to experience a range of negative outcomes • A range of negative experiences before and during teenage
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years can have a big impact on young people's outcomes later in life

- The number of young people with Special Educational Needs and Disabilities (SEND) is increasing, as is the complexity of need within this group
- Young people who are looked after, on child protection plans and children in need are more likely to experience a range of negative outcomes than many of their peers
- There are growing unmet emotional and mental health needs amongst young people
- Young people face practical, physical barriers to participation that stop them from participating, in particular transport, lack of income and homelessness
- Some vulnerable young people choose to hide their particular needs and circumstances for fear of discrimination, alienation or bullying, whilst others may not see themselves as facing barriers to participation
- Young people need to develop the skills and experience that meet the needs of local employers and make them ready for work
- Young people are all different and need to access information, advice and guidance in a way that is right for them, so that they can make informed choices about their future participation

Young people access Services for Young People via referrals from parents/ carers, courts, the police, health and social care professionals and schools. Young people can refer themselves to many of the strands of the organisation. Many of the young people supported by the Youth Support Service are identified through partnership with other organisations and are targeted for intervention. Currently, approximately 10,000 vulnerable and at risk young people are supported by SYP per year in addition to those who access the universal, web based offer.

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What proposals are you assessing?	<p>There will be a disproportionate impact on some aspects of Services for Young People as it holds a number of statutory functions which limit the options when considering savings. The reduction comes at a time when Services for Young People are at the 'do' phase of the commissioning cycle for provision that will be delivered from for 2015-2020. This timing provides an opportunity to make savings before contracts with providers are set however it forces the Service to review plans as the original solutions may not now be viable.</p> <p>It is proposed that the budget reduction of £2.66 million for 2015-16 will be achieved through:</p> <ul style="list-style-type: none">• The deletion of 5 front line full time Youth and Community Worker posts (a 16% reduction of the professionally qualified workforce within the Community and Youth Work Service);• Freezing and removing vacant posts within the Youth Support Service;• The removal of the Individual Prevention Grant funding stream that provides finance for essential equipment, travel and other provision that removes barriers to participation for young people;• A reduction of £235,000 from the community grant paid to VCFS organisations;• A reduction in the sum available for preventative activities delivered by the VCFS;• £300,000 saving allocated to Commissioning & Development which will result in fewer posts;• A £490,000 reduction in the funding available to deliver the Community Skills commission which incorporates a number of initiatives including Ready for Work and the Duke of Edinburgh Award. The decision has already been undertaken to close Gypsy Skills as a result of existing budget pressures (a separate EIA has been undertaken regarding this).• Removal of the Youth Small Grants programme.
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	<ul style="list-style-type: none"> • Additional income will be secured from external bodies, including the Educational Funding Agency (EFA). <p>Alongside the above proposals, a ‘hub and spoke’ approach and Resource Allocation System (RAS) have been developed which will inform the way in which funding and staffing will be deployed in accordance with need in each borough and district within the Community Youth Work Service. Youth work hubs would be identified in areas of highest need and would be linked to youth work spokes where there would be greater collaboration with voluntary, community and faith sector partners to deliver a broader offer.</p> <p>The RAS draws together data on a range of indicators of young people’s need including the number of young people who are NEET; the number of young people who are at risk of becoming NEET (or ‘RONI’); the number of young people who have received substantive outcomes as a result of offending; the number of young people who received Youth Restorative Interventions (YRIs); the number of Children in Need (CiN); the level of deprivation; and the 10-19 population. The data gathered about the needs of each area will be used to allocate resources.</p> <p>The reduced budget and smaller professionally qualified workforce are likely to reduce the effectiveness of this approach and to have an adverse impact on the quality and breadth of the provision available.</p>
<p>Who is affected by the proposals outlined above?</p>	<p>Over the last 3 years, Services for Young People has proved it can deliver more provision and outcomes for young people with less resource. The proposed savings, however, will have a significant impact on staff, current and potential service users and their families and external organisations who deliver services on the behalf of, and in partnership with, the Service.</p> <p>Looking forward, the impact of a growing population of children in</p>

Surrey and Welfare Reform are likely to increase the demand for SYP Services. There is a limit to how lean SYP can become before the impact of efficiency savings, rising demand and economic stagnation start to bite at the front line. Young people between the ages of 16-24 have been amongst the hardest hit and are 1.5 times more likely to be claiming JSA (2.4%) compared to the population overall (1.6%). The remit for Services for Young People also continues to expand to fulfil responsibilities related to the Early Help agenda and an extended age range for young people in need of Targeted Youth Support.

Data is currently being analysed for the current financial year however during 2013-14:

- Approximately 10,000 young people participated preventative provision through youth centres and the Local Prevention Framework
- 69,000 were engaged through the Youth Engagement Contract (Surge and U Explore)
- 2032 young people were provided with support through the Youth Support Service
- 117 organisations received Youth Small Grants including sports clubs, uniformed organisations, faith groups and provision for young disabled people.

Between April 2014 and October 2014 439 grants were awarded to young people through the Individual Prevention Grant scheme. The funding provided work boots, travel passes, chef knives and other course-related equipment which prevented them from dropping out of college or leaving employment.

A range of opportunities are available for raising additional income to offset the savings needed within the Youth Support Service. The EFA, for example, could provide resources for the Ready for Work programme. There are risks associated with income generation as a

strategy for meeting the shortfall; applications may be unsuccessful and the terms and conditions of the EFA, for example, mean that payments are only paid once a learner achieves an accredited educational outcome. Whilst it is desirable for young people to achieve qualifications, it might be that there is pressure to retain young people on Ready for Work programmes rather than encouraging them into more formal education settings that will provide them with more relevant qualifications or result in a more rigorous selection process where only young people who are likely to achieve the desired outcomes are recruited. The focus of Services for Young People may become more fluid as it responds to the agendas of funders rather than the identified needs of young people and the strategy that has been developed to improve outcomes.

The reduction in resources and increased demand described above will increase the work load of a reduced workforce across SYP, and/or limit the amount of support and activities available for young people. The proposed approach to making the savings will impact on partner organisations and those who have been commissioned to deliver services on our behalf. The intention to reduce the grants provided to Voluntary, Community and Faith sector organisations is likely to have a negative impact on those organisations and the young people who access their provision including those who have protected characteristics e.g. religion and belief and disability.

In summary, despite the desire to minimise the impact on young people the proposals considered in this EIA for achieving the £2.66 million savings identified for 2015-16 it will not be possible to fully mitigate the negative impact on young people, their families and staff.

EQUALITY IMPACT ASSESSMENT TEMPLATE

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6. Sources of information

Engagement carried out
<p>Extensive engagement was undertaken with young people, staff and stakeholders to develop the new model for Services for Young People that will be established from 1st April 2015. Staff within Commissioning and Development and what will be the Community Youth Work Service (currently Centre Based Youth Work) are currently engaged in a period of formal consultation about changes in the organisational structure and job roles. It was always intended that there would be changes to job roles and to the structure of the teams in order to implement the new commissioning intentions effectively. The allocated budget reduction has compounded the need for change and will reduce the number of posts available. They are officially vulnerable to redundancy. The feedback received from the earlier engagement events was instrumental in the development of the commissioning intentions and similarly feedback received during the current consultation period will be considered and influence final decisions made.</p> <p>Further engagement and equality impact assessments will be undertaken at a later stage when the Resource Allocation System (RAS) is implemented as this will involve Local Committees and Youth Task Groups allocating resource to address identified need which will improve the services available to some young people but will also mean that resources may be taken away from existing users. Staff will also be affected as a result of this approach as their delivery base and type of work required of them may change.</p>
Data used
<ul style="list-style-type: none">• Bovaird, J & Loeffler, E. (2014) <i>The new commissioning model of services for young people in Surrey: Evaluation of Achievements and Implications</i>. INLOGOV, University of Birmingham• CIPD (2007) <i>What's happening with well-being at work?</i> http://www.cipd.co.uk/NR/rdonlyres/DCCE94D7-781A-485A-A702-6DAAB5EA7B27/0/whthapwbwrk.pdf• Council of Europe (2008) <i>Child and teenage suicide in Europe: A serious public-health issue: Report Document 11547</i> http://assembly.coe.int/main.asp?Link=/documents/workingdocs/doc08/edoc11547.htm• Families in Poverty Needs Assessment 2010• Feedback from the centre based youth workers' working group, the Project Board, Commissioning Group and staff conferences.• Hastings, A., Bramley, G., Bailey, N., Watkins, D. (2012) <i>Serving Deprived Communities in a</i>

Recession. Joseph Rowntree Foundation

- JSNA (2011) Children with Disabilities chapter
- JSNA (2011) Domestic Abuse chapter
- JSNA (2011) Ethnicity chapter
- JSNA (2011) Family Stability chapter
- JSNA (2011) Mental Health chapter
- JSNA (2011) Religion chapter
- JSNA (2011) Sexual Orientation chapter
- JSNA (2011) Special Educational Needs chapter (NOT YET PUBLISHED)
- JSNA (2011) Parenting chapter
- JSNA (2011) Teenage Pregnancy chapter
- JSNA (2011) Unaccompanied (and former unaccompanied) Asylum Seeking Children chapter
- JSNA (2011) Young Carers chapter
- Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey (2013)
- ONS population estimates 2010
- Reed, B., Rhodes, S., Schofield, P. & Wylie, K. (2009) *Gender Variance in the UK: Prevalence, Incidence, Growth and Geographic Distribution*. GIRES. Available at www.gires.org.uk
- Services for Young People performance reports
- Services for Young People (April 2014) Cabinet Paper 'Re-commissioning for 2015 – 2020'
- Surrey County Council, (2010) *One in Ten: A needs assessment of young people aged thirteen to nineteen in Surrey*.
- Surrey County Council, (2013) *Participation Needs Assessment 2013*
- SCC (2014) Services for Young People Annual Report 2013/14
- SCC (2014) Services for Young People: Analysis of the Engagement Paper Feedback: DRAFT V2
- SCC (2014) Children, Schools and Families Workforce Planning, August 2014
- SCC (2014) Young people's perspectives: Young people's feedback through the Surge Survey, Evaluation of Commissions, Needs Assessment and the development of the Triple Tripod Model.
- SCC (2013) Services for Young People Needs Assessment
- SCC (2013) Evaluation of Commissions
- SCC (2013) Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey
- Surrey County Council, (2010) *One in Ten: A needs assessment of young people aged*

EQUALITY IMPACT ASSESSMENT TEMPLATE

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thirteen to nineteen in Surrey.

- Whittle, S., Turner, L. & Al-Alami, M. (2007) *Engendered Penalties: Transgender and Transsexual People's Experiences of Inequality and Discrimination*. Press for Change. Available at <http://www.pfc.org.uk/pdf/EngenderedPenalties.pdf>

7. Impact of the new/amended policy, service or function

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7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 105</p> <p>Age</p>	<p>The extended provision for Targeted Youth Support and Early Help will benefit younger young people.</p>	<p>A constraint on staffing levels across Services for Young People will result in the number of young people supported and the range and depth of opportunities for personal development available may be reduced despite demand increasing. This will have the greatest impact on the most vulnerable young people.</p> <p>A reduction of full time youth work posts within the Community Youth Work Service which require a professional JNC qualification will result in a less qualified and experienced staff team who will be less equipped to deal with complex issues presented by the targeted cohort of young people.</p> <p>Workers may be limited on the</p>	<p>There are 272,800 children and young people aged 0-19 in Surrey, 67,300 are 10-14 years old; and 69,000 are 15-19 years old. (ONS: Surrey)</p> <p>In 2008 there were approximately 23,090 children and young people aged 0-19 living in poverty in Surrey or 9.9% of the 0-19 population. 0-10's make up 64% (14,790) of the children living in poverty in the county. (Families in Poverty Needs Assessment)</p> <p>Services for Young People has secured significant achievements since 2012:</p> <ul style="list-style-type: none"> • 59% reduction in young people who were NEET between January 2009 and January 2014 • Interim data shows Surrey had the joint lowest numbers in England of young people who were NEET between November 2013 and January 2014, when last year Surrey ranked joint-25th. • 90% reduction in first time entrants of young people to criminal justice system from 2009 to 2013, when we had the lowest rate of first time entrants in England

² More information on the definitions of these groups can be found [here](#).

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		<p>amount of time they are able to allocate to each young person due to increased case loads. Young people are likely to be affected through the reduction of grants available to the Voluntary, Community and Faith Sector and Individual Prevention.</p> <p>There is a risk that young people who live in boroughs/ districts where teams are carrying vacancies will have restricted access to intervention.</p> <p>The Resource Allocation System proposed within the Community Youth Work Service is likely to have an adverse impact on young people who live outside of prioritised areas but still have high levels of need.</p>	<ul style="list-style-type: none"> • Lower 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. • There were 124 fewer NEET young people in 2012-13 compared to 2011-12, which based on research analysis by York University, results in a £7 million saving to public purse • 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. • 89.8% 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
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			<p>(National Youth Agency) Quality Mark Level 1, demonstrating a standard equivalent to Ofsted rating of good – no Surrey youth centre had secured this rating before.</p> <ul style="list-style-type: none"> • £2 million in expenditure on placements for young people with SEND offset as young people have local provision rather than being placed in Independent Specialist Colleges since 2011/12, meaning more young people are being educated closer to home. This fits with the strategic service planning for post 16 placements. • 290 young people who presented as homeless have been placed in safe accommodation since November 2012. (SYP Cabinet Paper, April 2014) <p>(The) young carers services give some form of support to 1,200 young carers a year. However evidence suggests that this could be as low as just 10% of young carers in the county. The average age of a Surrey young carer is 12. (JSNA Chapter: Young Carers)</p> <p>There are approximately 190 Unaccompanied (or former unaccompanied) asylum seeking children (UASC) in Surrey that mostly fall between the ages of 16 and 21. (JSNA Chapter: Unaccompanied (or former unaccompanied) Asylum Seeking Children)</p>
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			<p>Surrey County Council's Race Equality and Minority Achievement Service estimates that currently (May 2011) there are about 1100 GRT pupils receiving mainstream education in Surrey and a further 120 children of school age (2-16) in the county who are receiving Elective Home Education. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>According to School Census and Traveller Education Support data (which includes both self-ascribed and non-ascribed children) there were an estimated 2203 children aged 0-19 in 2009. Guildford had the highest number with 300, followed by Runnymede with 104 children. In all other boroughs and districts there were less than 100 GRT children. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>There is a tendency among GRT children and young people to marry and have children at a younger age. A significant number of GRT children leave mainstream schooling by the age of 13. The law permits parents to educate their children at home, although GRT parents are not always able to support their children effectively in home education. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p>
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			<p>GRT children and young people often see vocational training and skills as more relevant in preparing them for adult life. Young men in particular have ambitions to go to college and obtain certification for trades, but current law restricts their access to college until the age of 16, by which time many are working fulltime and may be reluctant to return to education. Although some GRT children return to formal education at 16+ to take vocational college courses, local GRT parents have stated that having to wait until their children reach 16 before they can access vocational training acts as a barrier to educational achievement. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p>
<p>Disability</p>	<p>Services provided by the Pathways Team for young people who have Special Educational Needs and/ or Disabilities will be protected from the budget savings as this is a statutory function.</p>	<p>Funding pressures might limit the range of opportunities available for young disabled people.</p> <p>Bespoke provision within the Community Youth Work Service may be reduced. This might mean their needs are not fully met or that they, and their families, have to limit their aspirations.</p> <p>Young disabled people might be affected through the reduction of</p>	<p>In 2013/14 the Pathways Team in SYP completed over 2,000 statutory learning difficulty assessments for young people in years 9-13 with SEND (the vast majority of whom have Statements of Special Educational Need), to help them to prepare for their transition to post-compulsory provision. 87% of young people with SEND who progressed into year 12 in September 2013 were in positive destinations in January 2014.</p> <p>50% of the Youth Support Service cohort have Special Educational Needs/ Disabilities and the number of learners with special educational needs is set to increase over the next 10 to 20 years.</p>

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grants available to the Voluntary, Community and Faith Sector.

Young carers may be impacted by a reduction of resource within the Community Youth Work Service as there may not be capacity to run targeted projects.

Young people have said one of their key concerns is mental health and emotional wellbeing. They have highlighted that poor emotional wellbeing can impact on their ability to engage in learning or work. They have said that it would help to have people to talk to. They said in particular that long term relationships with people who they trust and understand what they are going through are really important. (Young People’s Perspectives, 2014).

There are approximately 8,500 children and young people aged 0-19 that may have a long-term illness, disability or a medical condition affecting their day-to-day activities. (JSNA Chapter: Children with disabilities)

In June 2012 there are 781 open cases across the Children with Disabilities Teams. (JSNA Chapter: Children with disabilities)

Children with disabilities are more likely to have Special Educational Needs (SEN). (JSNA Chapter: Children with disabilities)

People with a physical illness are six times more likely to have a mental illness than people without physical illness. (JSNA Chapter: Mental Health)

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			<p>80% of young people who are NEET in Surrey have additional learning needs (Surrey County Council, 2013).</p> <p>A study has suggested that of all people with mental health problems at age 26, 50% had first met psychiatric diagnosis criteria by age 15 and nearly 75% by their late teens. (JSNA Chapter: Mental Health)</p> <p>It is estimated that nationally 29% of families with disabled children are in poverty and 55% of families with children with disabilities are living in or at the margins of poverty. (Families in Poverty Needs Assessment)</p> <p>Young carers are typically children or young people living in families with a parent or sibling with an illness or disability for whom they provide care for. They are more at risk of possible mental-health disorders including stress, anxiety, low self-esteem, depression, eating disorders, difficulty in sleeping, and self-harm. (JSNA Chapter: Young Carers)</p> <p>Our young carers services give some form of support to 1,200 young carers a year. However evidence suggests that this could be as low as just 10% of young carers in the county. The average age of a Surrey young carer is 12. (JSNA Chapter: Young Carers)</p>
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			<p>'There are some other issues we have experienced that potentially hinder the outcomes for young people with sensory impairment. We have a particular concern about students being required to attend the college offering the course selected which is nearest to their home. For a variety of reasons, that nearest college might not best suit the needs of that student, and by attending the nearest college the student forfeits the ability to have transport provided. We are also concerned about the wider issue of transport limitations, as it is a significant issue for all our young people. As we all know, Surrey has areas that are poorly served by public transport, and young people with vision impairment will never be able to drive themselves. This makes the problem of social isolation very significant, in that it severely limits their opportunities to engage with the community and their peers, and of course impacts on their education, learning and employment. These young people are already disadvantaged when it comes to meeting and engaging with new people. The impact of mobility and transport issues exacerbates the problems faced by these young people in relation to their emotional wellbeing, resilience and mental health.' Feedback from Sight for Surrey</p>
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Gender reassignment

None

There may be a negative impact on young people who are trans or are questioning their gender identity if staffing is constrained within projects which are accessed particularly by this group.

Through previous experience of commissioning on a borough/district basis it has become clear that some priority groups of young people, especially young transgender people, may miss out as the population is spread out across the county, rather than being located in on particular place.

Current prevalence of people experiencing gender variance in the UK is estimated at 600 per 100,000 people, with those with gender dysphoria presenting for treatment estimated at 20 per 100,000 people. There is a currently a rapid growth rate of 15% per annum. These figures do not take account of those who are questioning their gender identity or who have not made their gender dysphoria known. The median age of people presenting for treatment is 42. “Few younger people present for treatment despite the fact that most gender dysphoric adults report experiencing gender variance from a very early age. Social pressure, in the family and at school inhibit the early revelation of their gender variance.” (GIREs, 2009: 4).

Many young transgender people leave school with level 2 qualifications and 34% go on to achieve a degree, or higher degree in comparison with 27% of the wider UK population (Engendered Penalties, 2007). This might indicate that they are at less risk of becoming NEET, however, this largely hidden group are highly likely to experience reported that they have experienced transphobic bullying, harassment and discrimination in public places, schools, in the workplace and within their families. It is recognised that these experiences can have a negative impact on mental health and that there is a higher incidence of suicidality amongst lesbian, gay, bisexual and transgender young people than the wider

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 114</p>			<p>youth population (Council of Europe). These factors all impact on a young person's ability to move into further education and employment and ability to access provision and feel confident in sharing with others about their situation.</p> <p>Access to medical treatment and safe accommodation are also key issues for these children and young people (Whittle et al, 2007).</p> <p>The needs of this group are unlikely to be identified on a local borough/ district level and therefore will not be reflected in the service specification.</p>
<p>Pregnancy and maternity</p>	<p>Young parents and young people who are expecting a baby have been highlighted as a priority group for SYP</p> <p>Young parents who fit the criteria of SYP will continue to have the opportunity to engage in personal development opportunities which will equip them for the workplace and parenthood. This will reduce risk factors and increase protective</p>	<p>There may be a negative impact on young parents if staffing is constrained within projects which are accessed particularly by this group. The frequency and depth of support might be limited.</p>	<p>Approximately 200 babies are born to teenage mothers and around 280 teenagers have terminations in Surrey each year (JSNA Chapter: Teenage Pregnancy)</p> <p>In 2010, 11% of the young people who were NEET in Surrey were teenage parents or were pregnant young women (One in Ten, 2010)</p> <p>About 40% of teenage mothers suffer from postnatal depression and mothers living in deprived communities or who are subject to domestic violence also experience above average rates.</p>

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	factors for both them and their child(ren).		GRT mothers are more likely to have complications during pregnancy. (JSNA Chapter: Maternity)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 115</p> <p style="text-align: center;">Race</p>	<p>Young People from GRT communities have been highlighted as a priority group for SYP.</p>	<p>A constraint on staffing levels within teams who provide services accessed particularly by young people who are from the BAME community, including Gypsy, Roma and Traveller young people, may have a negative impact on them.</p> <p>GRT young people will lose their bespoke educational programme.</p> <p>Until systemic issues within education are addressed as part of the SCC GRT Strategy, there is a risk that the young people who would ordinarily benefit from participating in Gypsy Skills may miss out on educational opportunities.</p> <p>Young BAME people might be affected through the reduction of</p>	<p>White British people make up 83% of the resident population in Surrey. Other White is the second largest ethnic group with the largest ethnic minority group in Surrey being Indian, at 2.3% of the population. (JSNA Chapter: Ethnicity)</p> <p>The 2011 Census shows that:</p> <ul style="list-style-type: none"> • Surrey has become more ethnically diverse with rising numbers of people identifying with minority ethnic groups in 2011. • White was the majority ethnic group at 1,023,700 in 2011 (90.4 per cent). Within this ethnic group, White British was the largest group at 945,700 (83.5 per cent). • The White ethnic group accounted for 90.4 per cent of the usual resident population in 2011, a decrease from 95.0 per cent in 2001 and 97.2 per cent in 1991. • White British and White Irish decreased between 2001 and 2011. The remaining ethnic groups increased, Any Other White background had the largest increase of 16,600 (1.2 percentage points). • Across the districts in Surrey, Woking was the most

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		<p>grants available to the Voluntary, Community and Faith Sector.</p>	<p>ethnically diverse area and Waverley the least.</p> <p>SCC Education Performance 2011:</p> <ul style="list-style-type: none"> • The percentage of statements of SEN has increased amongst mixed and Asian ethnic groups in the past three years. • In 2011 those who performed better than the Surrey average in achieving KS2 % L4+ in both English & Maths and KS4 % 5+ A*-C including English & Maths GCSE include: Chinese, Mixed White/Asian and Indian children and young people. • Those performing below the Surrey average include Mixed White/Black Caribbean and Pakistani. • In 2011, GRT children and young people performed around 60% below the Surrey average for both achieving KS2 % L4+ in both English & Maths and KS4 % 5+ A*-C including English & Maths GCSE. <p>All ethnic minority groups in the UK have a higher proportions of poverty compared to the majority white population (Families in Poverty Needs Assessment)</p> <p>Independent research suggests that a higher proportion of people from BME communities in the UK experience mental health problems compared to White British people. (JSNA Chapter: Mental Health)</p>
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			<p>59% of children in the Surrey GRT community have special needs compared with 19% in the whole population. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>Many members of the GRT population are reluctant to reveal their ethnic identity and this, together with the travelling lifestyle of some communities, makes it difficult to determine the exact size of Surrey's GRT population. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>A significant number of GRT children leave mainstream schooling by the age of 13. The law permits parents to educate their children at home, although GRT parents are not always able to support their children effectively in home education. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>GRT children and young people often see vocational training and skills as more relevant in preparing them for adult life. Young males in particular have ambitions to go to college and obtain certification for trades, but current law restricts their access to college until the age of 16, by which time many are working fulltime and may be reluctant to return to education. Although some GRT children return to formal education at 16+ to take vocational college</p>
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			<p>courses, local GRT parents have stated that having to wait until their children reach 16 before they can access vocational training acts as a barrier to educational achievement. The withdrawal of the Education Maintenance Allowance in 2011 may prove to be a further barrier, given that many GRT young people come from low-income families. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)</p> <p>Children and young people in GRT communities are often expected to assume caring responsibilities for siblings or relatives (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013).</p> <p>Most UASC and former UASC under Surrey County Council care are from Afghanistan, Iraq, Iran, Eritrea and Vietnam. With the exception of those from Vietnam, Surrey has limited local communities to draw on to support these children. (JSNA Chapter: Unaccompanied (or former unaccompanied) Asylum Seeking Children)</p> <p>Recent research has shown that students from ethnic minorities are less likely to receive offers of university places than their white peers.</p> <p>http://www.bbc.co.uk/news/education-28424556</p>
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Religion and belief

None.

Through previous experience of commissioning on a borough/ district basis it has become clear that some priority groups of young people may miss out as the population is spread out across the county, rather than being located in on particular place.

Loss of funding available to the VCFS may lead to a reduced provision for young people who access provision outside of that commissioned by SCC as it may reduce the resources available.

In the 2011 Census, 62.8% of Surrey’s population identified themselves as Christian. The next largest group was that which reported no religion, at 24.8% of the population. Those reporting all other religions together, other than Christian, formed 5% of the Surrey population, of which the next largest religious group after Christian was Muslim (2.2% of the population). 7.4% of the population did not state their religion.

Between the 2001 and 2011 Censuses, the proportion of Christians in Surrey decreased by 11.8 percentage points from 74.6% to 62.8%. The proportion reporting no religion rose in the same period from 15.2% in 2001 to 24.8% in 2011. (JSNA Chapter: Religion)

In Surrey there are 112 maintained primary schools with a Religious Character and 188 of No Religious Character, while there are 11 maintained secondary schools with a Religious Character and 42 of No Religious Character.

Services can be ‘hard to reach’ for GRT families, for reasons including expectations around literacy; issues of trust and discrimination; and the isolated location of many GRT sites. (Needs Analysis for Gypsy, Roma and Traveller Children and Young People in Surrey 2013)

Cultural and religious sensitivity is paramount in

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			<p>developing and delivering services to ensure that they are appropriate and accessible to people who have, or do not have, a faith or religion.</p>
<p>Page 120</p> <p>Sex</p>	<p>None</p>	<p>None</p>	<p>There are 132,900 girls aged 0-19 in Surrey and there are 139,900 boys aged 0-19 in Surrey. (ONS Surrey)</p> <p>In 2011 the difference in educational attainment between boys and girls ranges from 18 percentage points at the EYFS to 6.4% at GCSE. (SCC Education Performance 2011)</p> <p>Boys are nearly three times more likely than girls to have statements in Surrey. (JSNA Chapter: SEN)</p> <p>There were 177 males and 19 females under the care of the Surrey Children’s Service, as of March 2011. (JSNA Chapter: Unaccompanied (or former unaccompanied) Asylum Seeking Children)</p>
<p>Sexual orientation</p>	<p>None</p>	<p>Through previous experience of commissioning on a borough/ district basis it has become clear that some priority groups of young people may miss out as the</p>	<p>JSNA Chapter: Sexual Orientation: Using mid-2009 population estimates, there are an estimated 5,700 young people aged 11-16 that are lesbian, gay, bisexual, transgender or questioning (LGBTQ).</p>

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 121</p>		<p>population is spread out across the county, rather than being located in on particular place.</p> <p>There may be a negative impact on young people who are lesbian, gay, bisexual or are questioning their gender identity if staffing is constrained within projects which are accessed particularly by this group.</p>	<p>Identity-related stigma contributes to in increased risk of Bullying and social exclusion – 34% of LGBTQ young people are estimated to have experienced homophobia whilst in school and domestic abuse – a third of LGBTQ young people are estimated to have experienced bullying at home by a parent.</p> <p>It is recognised that these experiences can have a negative impact on mental health and that there is a higher incidence of self harm suicidality amongst lesbian, gay, bisexual and transgender young people than the wider youth population (Council of Europe).</p> <p>A fear of homophobia and the issues listed above can impact on a young person’s ability to participate freely in education, training, employment and other activities.</p>
<p>Marriage and civil partnerships</p>	<p>None</p>	<p>None</p>	

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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 122</p> <p style="text-align: center;">Age</p>	None	<p>Older workers may feel pressure to leave the service now that offers of voluntary severance have been made as part of the developments within Youth Work. Younger workers who may not hold professional qualifications and are currently employed by VCFS providers may be more at risk of redundancy now that the model is moving away from the Retained Employment Model.</p> <p>People who have more limited experience may experience greater difficulty in obtaining a post through the re-deployment pool.</p>	<p>Workforce data for Services for Young People (SCC, August 2014) shows that:</p> <ul style="list-style-type: none"> 13.2% are aged 15- 24 38.7% are aged 25- 39 45.3% are aged 40- 64 2.41% are aged 65- 75. <p>The impact on people who work for organisations currently commissioned to deliver services and the implication of TUPE arrangements are currently being explored.</p>
<p style="text-align: center;">Disability</p>	None	<p>There may be a negative impact on the emotional wellbeing of staff if staffing constraints results in an increased workload</p>	<p>Stress and other mental health issues are now among the main causes of employee absence (CIPD, 2007).</p> <p>Workforce data for Services for Young People (SCC, August 2014) shows that only 2.79% of staff have</p>

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		<p>Increased workload, broadened scoped and work related pressure may result in increased levels of stress and poor emotional wellbeing. The increased workloads and change of role/ location may reduce the level of flexibility available in working which could adversely impact on carers.</p>	<p>identified that they are disabled. By type of role, this equates to:</p> <ul style="list-style-type: none"> 1.64% of those working in frontline roles 5.1% of those working in team leader roles 5% of those who are in middle manager roles. <p>No senior managers have stated that they are disabled. The impact on directly employed staff and those who work for organisations currently commissioned to deliver services will become clear as the project progresses.</p>
Gender reassignment	Unknown at this stage	Unknown at this stage, although moving teams may cause anxiety.	
Pregnancy and maternity	None	<p>There is the potential that it will be more difficult to offer flexible working opportunities in line with SCC policy if staffing is constrained.</p> <p>People may choose not to have children due to concern about what is happening in the workplace.</p> <p>Workers on parental leave may feel out of touch with what is happening in the workplace, feel deskilled/ left behind if they are away during the period when</p>	

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		changes are made, miss out on opportunities to apply for their preferred roles (if this process is needed) and experience less flexibility when they return to work with working patterns.	
Race	Unknown at this stage	Unknown at this stage	Data has shown of those employed within SYP 4.19% have identified themselves as being BME. (SCC, 2014)
Religion and belief	Unknown at this stage	Unknown at this stage, although people who work in VCFS organisations and may be more likely to have a faith may experience greater impact due to the funding available to those organisations being reduced.	Workforce data (2014) has shown that nearly 25% of the SYP staff have said they are Christian, 22% have no religion/ faith and 52% have not disclosed their religion/ faith. The remainder have identified as Buddhist, Hindu, Jewish and Muslim. The impact on directly employed staff and those who work for organisations currently commissioned to deliver services will become clear as the project progresses.
Sex	None	Female staff in front line roles are more likely to be impacted by the recruitment freeze in the YSS and reduction of posts in the Community Youth Work Service.	68% of the SYP workforce is female. Statistics show that of the workforce: 23.35% are female who work full time 44.8% are female who work part time 12.31% are male who work full time 19.54% are male who work part time. Gender analysis by position within SYP:

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			<p>Female front line staff: 68.21%</p> <p>Female team leaders: 73.98%</p> <p>Female middle managers: 50%</p> <p>Female senior managers: 27.7%</p> <p>The impact on directly employed staff and those who work for organisations currently commissioned to deliver services will become clear as the project progresses.</p>
<p>Page 125</p> <p>Sexual orientation</p>	Unknown at this stage	Unknown at this stage	<p>69.29% of the workforce in SYP have not stated or said that they would not prefer to identify their sexual orientation. Of those who have provided this information 29.7% have said they are heterosexual and 1.01% have identified as Lesbian, Gay or Bisexual.</p> <p>The impact on directly employed staff and those who work for organisations currently commissioned to deliver services will become clear as the project progresses.</p>
Marriage and civil partnerships	Unknown at this stage	Unknown at this stage	

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8. Amendments to the proposals

Change	Reason for change
None as yet.	n/a

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Potential negative impact on services being affected for specific groups/ geographical areas should there be an unplanned approach to making savings through the freezing of recruitment.	Undertake an analysis of need and allocate resources accordingly within the YSS to ensure that young people who live in boroughs/ districts with existing vacancies are able to access services. Develop a strategic approach to making savings alongside the freezing of vacancies to ensure that there is a back-up plan should applications for external funding be unsuccessful.	1.4.15	Frank Offer and Ben Byrne
That staff and/ or young people will experience negative impact through a reduction in staffing.	Undertake an analysis of need and allocate resources accordingly within the YSS to ensure that boroughs/ districts with existing vacancies are not penalised by the strategy whilst fully staffed teams are unaffected. Develop a strategic approach to making savings alongside the freezing of vacancies to ensure that there is a back-up plan should applications for external funding be unsuccessful.	1.4.15	Frank Offer and Ben Byrne
Young people who have protected characteristics and access grant- funded provision through the	Ensure that all young people who are identified as being at risk of not participating post 16 or who are not in education, employment or training are		

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<p>Voluntary Community and Faith Sector and Individual Prevention Grants may experience greater barriers to participating in personal development opportunities/ required support, especially those who do not currently access local authority provision/ commissioned services.</p>	<p>identified and actively encouraged to engage in SYP provision. This is likely to involve identifying particular barriers to participation and building trust with families.</p>		
<p>Some Voluntary, Community and Faith Sector organisations may no longer be able to run the services currently funded with grants from SYP. There is a chance that some may fold.</p>	<p>Ensure that there is a clear understanding of the impact of reducing grants paid to the VCFS and if there are particular organisations may be vulnerable should the grants be unavailable. Ensure that these organisations are signposted to alternative sources of funding and informed about the re-commissioning process that is currently underway for SYP in 2015.</p>		

10. Potential negative impacts that cannot be mitigated

Potential negative impact	Protected characteristic(s) that could be affected
<p>A reduction of grants to the VCFS will reduce the range of activities available to young people unless alternative sources are identified.</p>	<p>Age, disability, race, sex, sexual orientation, gender reassignment, religion and belief.</p>
<p>A reduction in posts will reduce the amount of provision available to young people and increase the workloads of the workforce.</p>	<p>Age, disability, race, gender reassignment, sex, religion and belief, sexual orientation, pregnancy and maternity.</p>
<p>Young people will continue to experience barriers to participation as the result of the withdrawal of the Individual Prevention Grants.</p>	<p>Age, disability, race, gender reassignment, sex, religion and belief, sexual orientation, pregnancy and maternity.</p>

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11. Summary of key impacts and actions

<p>Information and engagement underpinning equalities analysis</p>	<p>Staff, managers, partner organisations, young people and stakeholders have been engaged regarding the new structure and delivery of Services for Young People from 2015-2020. Staff within Commissioning and Development and Centre Based Youth Work (what will be the Community Youth Work Service) are currently engaged in a formal consultation process and are vulnerable to redundancy. Once feedback has been received, this will be incorporated into the EIA where appropriate.</p>
<p>Key impacts (positive and/or negative) on people with protected characteristics</p>	<p>Young people will be adversely affected by the £2.66 million saving allocated to Services for Young People which will be achieved through a reduction in qualified and experienced frontline posts, the withdrawal of Individual Prevention Grants and funding allocated to the VCFS. There is a risk that bespoke provision for groups who have protected characteristics will also be reduced.</p>
<p>Changes you have made to the proposal as a result of the EIA</p>	<p>No changes have been made to date.</p>
<p>Key mitigating actions planned to address any outstanding negative impacts</p>	<p>To ensure that the impacts of the savings are actively monitored through management information, engagement with staff, partner organisations, service users, potential service users and their families. Any feedback which shows that individuals and groups who possess protected characteristics are experiencing negative impacts will be used to inform potential changes to the plan.</p>
<p>Potential negative impacts that cannot be mitigated</p>	<p>A reduction of grants to the VCFS will reduce the range of activities available to young people unless alternative sources are identified. A reduction in posts will reduce the amount of provision available to vulnerable young people and increase the workloads of staff. Barriers to participation will remain for young people who would have benefitted from Individual Prevention Grants.</p>



Children and Education Select Committee
26 March 2015

Lead Member's Annual Report for Corporate Parenting

Purpose of the report: Scrutiny of Services

The Lead Member's annual provides an overview of the Corporate Parenting Board and its work through the previous year.

Corporate Parenting and Lead Member

1. Corporate Parenting is the collective responsibility across services and local authorities to safeguard and promote the life chances of children who are looked after. Every elected member of Surrey County Council has legal responsibilities under the Children Act 2004, as a corporate parent to the children in the care of our council. It is the responsibility of all councillors to be satisfied that there is:
 - Effective policy in place
 - Mechanisms to support the participation of looked after children
 - Good scrutiny to inform improvement

2. The Lead Member for Children's Services (LMCS) has a statutory role that was established in the Children Act 2004. The Lead Member has political responsibility for the leadership, strategy and effectiveness of Children's Services. The LMCS is responsible for ensuring that the needs of all children and young people, including the disadvantaged and vulnerable, and their families and carers are addressed. In doing so the LMCS will work closely with local multi-agency partners through various strategic boards to improve the well-being and ultimate outcomes of children and young people. The LMCS is not drawn into day-to-day operational management of Children's Services and education but has to provide strategic leadership, support and challenge to both the Director of Children's Services and the senior management team, as appropriate.

Children and care leavers in Surrey

3. Looked after Children and care leavers who are in the care of Surrey County Council are amongst the most vulnerable and disadvantaged in our community. The life experiences they will have been through before coming into care may have a major impact on their development and ability to grow and succeed in life. In addition, the consequences of being separated from family and community, whether through the need to protect from abuse or to support following neglect, may also impact on their progress.
4. It is essential that this group of children and young people are provided with the right services and the right support in order to support them in achieving well.
5. In order to grow up successful and happy, all children and young people need key things to be in place for their development. They need to be attached to caring and consistent carers, to live somewhere they feel safe and secure, to go to school where they are supported to achieve well and to make friends, to be healthy and happy, able to take part in all the hobbies and activities they would like to, to be a part of their community and to contribute and finally to go to university or further education, to find the right job for them and to leave home at the right time for them, to live independently as adults.
6. As Corporate Parents we need to check on the services and support we are providing to see if they are helping children to achieve the best of their abilities and to provide them with the best opportunities.
7. At the end of December 2014 there were 778 children in the care of Surrey County Council, a slight but not significant reduction from 800 at the start of the year. There were 437 care leavers who were entitled to ongoing support until the age of 21, or 24 when in higher education.

Summary of key points from the Lead Member's report

8. Placement Stability has continued to improve, with a reduction to 9.3% of children who had three or more placements for the year of 2013-14. This places Surrey ahead of the national outcome for this indicator, although further work still needs to be prioritised to continue these improvements. Improving placement stability provides the fundamental basis on which all other improvements can be built.
9. Clinical Commissioning Group (CCG) commissioners have reviewed and strengthened the targeted health services they provide, with a significant increase in resources agreed to improve health outcomes.
10. Permanency orders, both adoption (59) and special guardianship orders (66), reached record high numbers in 2013 -14 and although these will reduce in subsequent years, in line with national trends and new case law, our Adoption and Fostering services show strong achievements.

11. Education outcomes at key stage 1 and for GCSEs have improved, placing us ahead of the national average for looked after children. However, results at key stage 2 are below the national average. This cohort contains many children with special educational needs.
12. Progress in supporting our young people so that fewer of them enter the criminal justice system continues, with a reduction in offending rates to 5.6%.
13. Priorities for the year ahead include refreshing the Corporate Parenting Strategy and the Pledge, which is an integral part of the strategy, and ensuring that work plans and actions to improve outcomes and priorities are in place.

Conclusions:

14. The committee is asked to receive and scrutinise the Lead Member's report on Corporate Parenting for Surrey

Recommendations:

15. That the Committee note the progress and challenges as outlined in the Lead Member's report
16. The Committee is asked to consider what further opportunities they have to support good outcomes for our children and young people in care.

Next steps:

To implement agreed recommendations as required

Report contact:

Sheila Jones
 Head of Countywide Services
 Children's Services and Safeguarding

Contact details:

01483 518691

Sources/background papers:

Children's Act, 2004

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Lead Member's Annual Report

Introduction

Through 2014 Surrey County Council had approximately 750 – 780 children living within its care at any one time. The exact number will change on a daily basis as some children enter into care and others leave for a variety of reason, possibly to return home, to move to live with a permanent new family or because they have reached the age of 18 years and have become care leavers.

We have approximately 450 young people who are aged 18 to 21 years old and who are known collectively as our care leavers.

We all have responsibilities for these children in our role as Corporate Parents, with different levels of involvement according to our own position as members, officers or partners. One of the most important and significant parts of my position as Lead Member and as Chair of the Corporate Parenting Board is to make sure that we are looking after these children properly and, in line with national and local expectations, to ensure that their care is provided to a high standard, as if they were our own children. To do this we need to work with our partners to provide the best possible services to contribute to making sure they can grow up healthy and happy.

All members of Surrey County Council have responsibility as Corporate Parents to ensure the wellbeing of our children in care, with additional responsibilities for those who are members of the Children and Education Select Committee to be informed through understanding and scrutiny of services. This annual report is my report on behalf of the Corporate Parenting Board to outline the progress we have made this year and to highlight specific areas of work and development.

Lead Member of Children's Services (LMCS) Role

The Lead Member has a statutory role that was established in the Children Act 2004. The Lead Member has political responsibility for the leadership, strategy, and effectiveness of Children's Services. The LMCS is responsible for ensuring that the needs of all children and young people, including the disadvantaged and vulnerable, and their families and carers are addressed. In doing so, the LMCS will work closely with local multi-agency partners through various strategic boards to improve the well-being and ultimate outcomes of children and young people. The LMCS is not drawn into day-to-day operational management of Children's Services and education, but has to provide strategic leadership, support and challenge to both the Director of Children's Services and the senior management team, as appropriate.

Corporate Parenting Board

As Lead Member I chair the multi-agency Corporate Parenting Board (CPB), which holds to account the Local Authority and all partner agencies in how they discharge their duties for Surrey's Looked after Children, wherever they are living.

Through this report I will be outlining the key areas of work covered by the Board, for the period January 2014 to December 2014.

The Corporate Parenting Board also has cross party political membership, and I am grateful to Peter Hickman and John Orrick for their commitment and hard work as members of the Corporate Parenting Board. The Chairman of the Children and Education Select Committee can attend as a participant observer.

Care Council

One of the key functions we need to fulfil in our role as Corporate Parents and in overseeing our work through the Corporate Parenting Board is to ensure that children's views and wishes are at the heart of everything we do. We have a strong and established Care Council who have good links with the Board, attending meetings regularly and setting their own agenda for items they wish to discuss as well as contributing to many developments and improvements in our care and our services.

In addition to attending Corporate Parenting Board meetings, I also meet regularly with the Children's Rights and Participation team, including the apprentices who are part of this service, to ensure work to support our children and young people's views and participation is heard and supported strongly.

Several representatives from our Care Council and Children's Rights and Participation service were active members of workshops held on behalf of the national All-Parliamentary group for Looked after Children and Care leavers to consider what children and young people should expect from being in care. This led to a report on Entitlements being published nationally. Whilst we are confident that we do meet the entitlements as described, we have commissioned Care Council to undertake their own research on how well we are doing and will ensure we act on any findings from this work.

An example I am particularly pleased to note this year of how young people can influence the services available to them is through the development of our own Duke of Edinburgh scheme, specifically targeted for our children in care, in response to their feedback to us that more young people may feel confident enough to participate and safer within a scheme specifically targeted for them. The scheme has now launched and our first 9 young people have achieved their bronze award.

We continue to celebrate our children's achievements through a range of events throughout the year and this year has included a party for younger children held in Woking, an outing to Thorpe Park for our young people and a more formal dinner and awards ceremony for our care leavers (held at County Hall). Last year our care leavers reported to us that one of the hardest changes to cope with when moving into more independent living was not having anyone to go on holiday with or to celebrate particular events so we have continued our new traditions this year

with the second annual holiday (to the Isle of Wight on this occasion) and collective meals to celebrate both Christmas and Eid.

Bursary Awards

One of the ways in which all members show their commitment to their role as Corporate Parents is through contributions from allocations to the annual Bursary Fund. Awards from the fund to reward and acknowledge achievements against targets or milestones for individual children are approved through a panel of members who are part of Corporate Parenting Board. This year has continued to be a rewarding year, both to see the achievements of some of our young people and the range of hobbies and activities they evidence through their requests. Awards have been provided for musical instruments and sporting equipment as well as coveted items such as I-pads.

Placement Stability and Social Pedagogy

When the Corporate Parenting Strategy was launched in 2010 one of our most important aims was to ensure that our care provided the best opportunities it could do for our children, and a crucial component of that was to improve our placement stability which was at a low level with 14% of children moving placement three or more times during the year. I am pleased to report that it has now improved to 9.3% as of March 2014, placing us 2% ahead of the national average for this indicator.

As part of our work to improve our care and placement stability, Surrey is one of six pilot sites for a project on introducing social pedagogy. Social pedagogy provides a framework within which to offer holistic care to children, with an emphasis on the strength of the relationships and the shared experiences between children and carers.

A real highlight of the Board's work programme this year was the presentation on Social Pedagogy from our foster carers and Fostering service. The foster carers who attended gave a vivid and engaging description of the training they have undertaken, the learning and support they have accessed and most importantly of all, the difference it has made to them as carers and therefore the difference they can make in providing care for our children. The Board endorses its whole hearted support for this project and will continue to ensure that it receives support as needed as the work reaches the end of its national pilot and moves to become an embedded part of our approach.

In addition, I attended our first social pedagogy conference in Surrey in March 2014 and was so impressed with the support our carers are developing through their training and commitment.

Health Care

2014 has seen a significant step forward in improving health services for our children, an area that has long been of concern and not deemed to be adequate. As a member of the Health and Wellbeing Board I have been a strong advocate for the priority of improving the health of our looked after children.

Guildford and Waverley Clinical Commissioning Group (GWCCG) took responsibility as host commissioner for services for looked after children to lead on a review of services and published their findings in April 2014. This review recommended additional investment towards the Looked After Children health team to support increases in clinical and business personnel and to improve business practices. This increased investment was subsequently agreed by the commissioners and additional staff are being recruited, with co-location planned within the Area teams to facilitate improved working together.

We are confident that the right steps have been taken to address the fundamental problems of sharing information and delayed assessments and expect to see this improvement evidenced through improved timescales and quality of plans in next year's outcomes and report.

Achievements in Education

As a member of the Virtual School Management Board and in close collaboration with the lead member for Schools and Learning, we have focused on the need to improve the educational outcomes for our children and young people, which have not been as high as we aspire to.

I am pleased to report that achievements as measured through national indicators for children in care have shown improvements. For key stage 1 our children achieved at 88% in Reading, 76% in Writing and 88% in Maths, showing significant improvements from the previous year. However, it should be noted that 44% had no Special Education Needs (SEN) in this cohort as opposed to only 21% in 2013 and 29% in 2012.

For key stage 2, a cohort that contains a significantly higher than average number of children with SEN, results are below the national average, with 54% achieving level 4+ in Reading, 42% Writing and 46% in Maths.. This cohort will continue to be a strong focus to ensure they are achieving progress in line with expectations.

For GCSEs, as a consequence of the change in methodology for GCSE calculations this year, national results have reduced to 12%, making Surrey's key stage 4 results above the national average for 2014.

Planning for Permanency

Permanency is an essential component of providing care for children as they grow and in 2014 we reported our highest ever number of permanency orders with 59 adoption orders and 66 special guardianship orders achieved. Fuller details can be accessed through the Adoption Agency annual report, which was endorsed by the Board in October 2014.

Missing Children and Child Sexual Exploitation

The Corporate Parenting Board has always maintained a strong focus on ensuring we closely monitor the numbers of children who go missing from our care and their safe return, seeking to reduce these numbers through effective and responsive care. However, we are mindful of the developing knowledge around this area of concern about children, particularly in relation to Child Sexual Exploitation, and will be seeking to improve our services further. As Lead Member I have a key role with

both the Safeguarding Board and the Corporate Parenting Board to ensure this work is thoroughly embedded across all our services and partners to ensure effective protection of vulnerable children.

Achievements in Participation

I am very pleased to report that for 2013-14, offending by Surrey's children in care fell for the fifth year in succession. Further analysis shows that our rates of offending are highest for those young people who are placed out of county (6.5%) as against those young people who are placed in county (4.6%). This provides further impetus to our work to reduce the number of children and young people who need to be placed out of county to ensure we can provide the right support to them as they grow through their teenage years.

Corporate Parenting Strategy refresh

Our existing Corporate Parenting Strategy has been in place since 2010 and has proved to be an effective way in which to co-ordinate and prioritise our work to improve outcomes for looked after children and care leavers in Surrey. It is now time to refresh this strategy and work is underway to develop our new strategy to ensure it properly reflects the needs and priorities of our children and young people. It will be co-designed with children and young people, carers, staff and partners, with the members of the Corporate Parenting Board.

Looking Forward

2014 has been a positive year in which we have continued to promote the well-being of our looked after children and care leavers through a range of improvements and developing opportunities. We have heard at first hand about the work our foster carers do and the difference they make to a child's life and I am very appreciative of the care and concern they show.

We are not complacent though and know there are many challenges ahead, particularly for our most vulnerable young people with complex and challenging needs. An area of particular focus for us will be to ensure that we are addressing Child Sexual Exploitation, particularly in light of growing understanding and knowledge of the risks and vulnerabilities of children and the responsibilities and requirements for ourselves and partners. As part of this we will be working closely with the Surrey Children's Safeguarding Board who have over-arching responsibility but ensuring that we keep our focus and detail on those who are growing up in our care. Throughout all that we do, we will always place children and young people at the heart of everything we do and ensure their voices can be heard as we plan and improve our care.

Mary Angell
Lead Member for Children's Services

Appendix 1

Our pledge

To our children and young people

- To care about you, be honest with you and keep you in mind.
- Only make promises that we know we can keep and when mistakes are made to make sure we learn from them.
- To provide you with somewhere to live, with people who care about you.
- To involve you fully in plans about all aspects of your life.
- To listen to you and take your points of view seriously.
- To keep you safe and help support you to make the right choice.
- To help you to keep in touch with the important people in your life.
- To ensure you receive excellent education and health advice.
- To ensure your experience of care results in positive outcomes and prepares you for becoming an adult.
- To help and support you to live independently when the time is right.
- To make sure you know your rights and who to turn to when you need help.
- To be there for you and do everything we can to make sure you are happy.

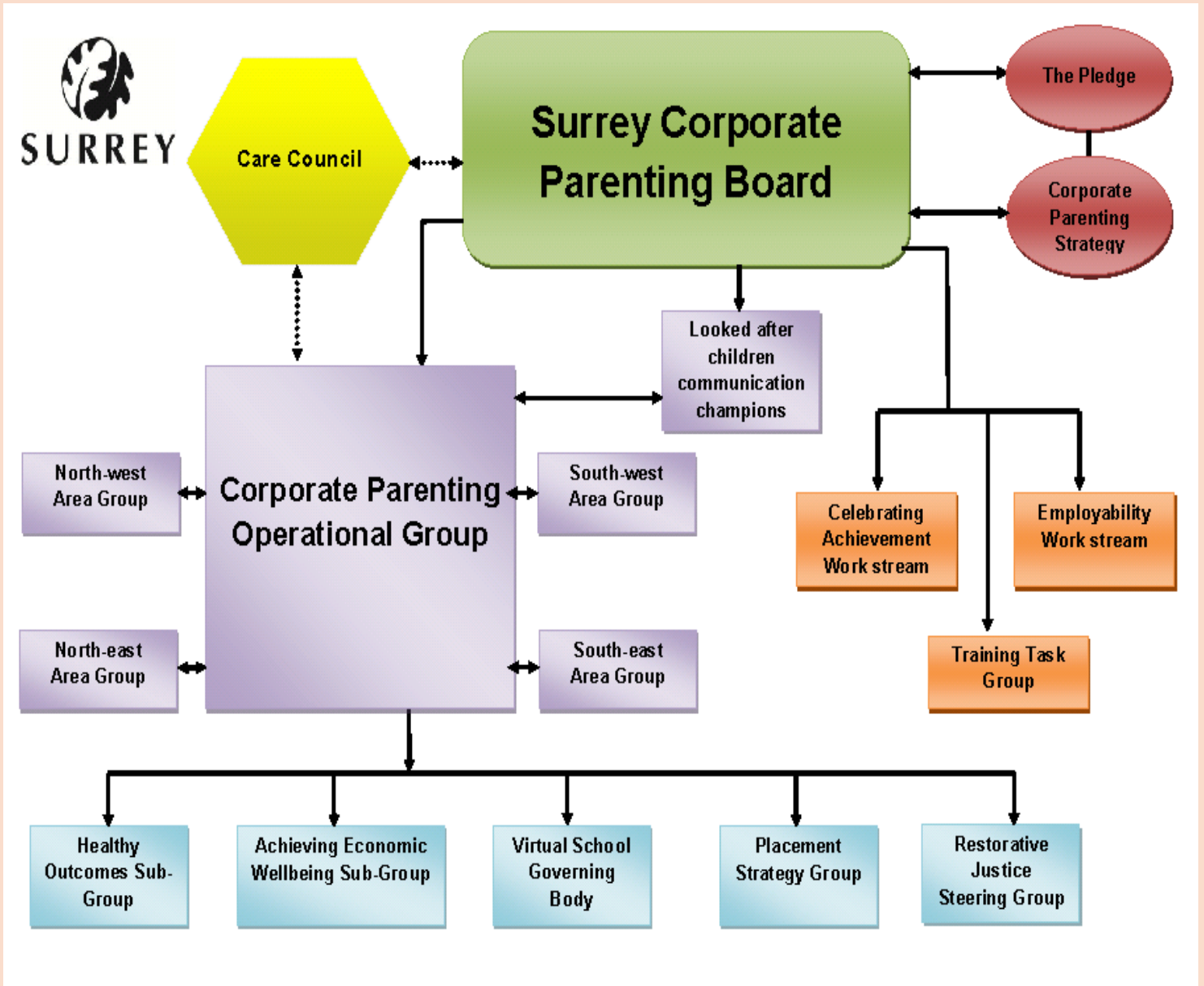


Appendix 2**Corporate Parenting Board Membership**

Councillor Mary Angell	Cabinet Member for Children & Families, SCC
Councillor Yvonna Lay	Surrey County Council
Councillor Peter Hickman	Surrey County Council
Councillor Linda Kemeny	Surrey County Council
Councillor Clare Curran	Surrey County Council
Councillor John Orrick	Surrey County Council
David McNulty	Chief Executive, SCC
Russell Pearson	Head of Fire and Rescue, SCC
Caroline Budden	Deputy Director Children's, Schools and Families, SCC
Carmel Millar	Head of HR and Organisational Development, SCC
Maria O'Shaughnessy	Head of Virtual School, SCC
Ian Banner	Head of Commissioning, Children's, Schools and Families, SCC
Ben Byrne	Head of Youth Support Services, Services for Young People, SCC
Sheila Jones	Head of Countywide Services, Children's, Schools and Families, SCC
Gavin Stephens	Assistant Chief Constable, Surrey Police
Sarah Parker	Associate Director for Children's Commissioning, NHS Guildford & Waverley CCG
Vicky Stobbart	Executive Nurse/Director of Quality and Safeguarding, NHS
Sue Barham	Districts and Boroughs Representative
Dr Christine Arnold	Designated Doctor for Looked After Children

Appendix 3

Corporate Parenting Board Structure



Children and Education Select Committee
26 March 2015

Fostering and Adoption Services

Purpose of the report: Scrutiny of Services

To scrutinise Adoption Agency and Fostering Service activity as presented in the Annual Reports

To note the Statements of Purpose for both Adoption and Fostering Services as required

Introduction:

1. For both Adoption and Fostering services, the Statements of Purpose and the Annual reports highlight the breadth of activity undertaken to serve the needs of looked after children who require care when they cannot live with their birth family. This includes services when a permanent alternative family is needed, whether through adoption, special guardianship or long-term fostering.
2. Both descriptive and performance data is provided to enable the Select Committee to perform its scrutiny role.

Annual Reports

3. The annual reports for both Adoption and Fostering Services provide a comprehensive overview of the services that have been provided.
4. For each service, both locally and nationally, there have been significant changes and developments to ensure continuous improvements in the ways we collectively care for some of our most vulnerable children.

Adoption

5. In terms of performance, 2013-14 saw the highest number of orders, either Adoption (59) or Special Guardianship (65), being made for children from our care. This is in line with national trends, and evidences

the strong emphasis there is on ensuring timely and permanent plans for children as they grow up.

6. In order to meet the challenges of placing children with the right families as they grow up, it is essential to ensure there is a good choice of prospective adopters available to provide the best possible match.
7. One of the main changes through recent legislation has been in the timescales and process for recruiting and assessing adults who wish to become adopters. We have evidenced strong performance in this area through the high numbers of prospective adopters who have been approved.
8. However, this area of our services cannot be measured only through performance data. An essential component is the quality of the experience, as felt by both those adults who are assessed by us and by the outcomes for the children in our care.
9. The needs provided for by our Adoption service do not stop once the prospective adopters have been approved or an order has been granted, but continue through the provision of post-adoption and post-order services.
10. As the numbers of orders have risen, and as the complexity of the needs of adopters and children are changing, there is an increasing demand for these services. This is a developing area of provision, to meet both local and national requirements
11. We have strong engagement and involvement with our adopters, through support groups, service development and peer support and have extended this range of engagement to include children who have been adopted to ensure their views and voices are heard.

Fostering

12. In total throughout 2013-14 our Fostering Service provided placements for 721 children and supported 600+ carers. Within this service the type of care provided can range from placement with general foster carers -- who would not be known to the children before they are placed with them -- to Family and Friends placements, where a member of the extended family may be assessed to be a foster carer.
13. The service is working to widen and develop the placements they provide through a focus on targeted and specialist schemes such as Enhanced carers, Short break carers for children with disabilities and Parent and Child placements as examples.
14. One of the strongest themes for all placements is to provide stability for children and it has been a major area of work to improve children's experiences and outcomes by reducing the number of moves they need to make.

15. Children may need to move, including being placed out of county and at a distance, if there are not the right carers available to match their needs, or if carers are not provided and developing the right skills to meet the needs of children with challenging behaviour.
16. The main priorities of the service have therefore been on working to address these issues.
17. A project to improve our recruitment of carers is now underway, with a specific focus on increasing the numbers of carers we have to provide care for children from targeted groups such as teenagers, sibling groups and those with higher or more complex needs.
18. We are one of six local authorities / fostering agencies who are piloting a four year programme supported by the Fostering Network. This is a national programme intended to implement the approach of social pedagogy within our fostering service to make a difference to the quality and depth of our care for children.
19. This project is called Head, Heart and Hands to reflect the way in which Social Pedagogy is an approach that works with the whole child. It draws together the physical, social, emotional, creative and spiritual needs in the relationship between the primary carers and the child. There is a strong emphasis on relationships and working with all aspects of the child's development and less on the style of procedural led care that has been more traditional in Britain.
20. We are particularly committed to improving stability for children placed in foster care through empowering our foster carers in day to day decision-making and care for the children they look after. Through this programme foster carers are developing increased skills and a different way of thinking about and working with the children we place with them. Shared activities become a vital part of developing relationships and close attachments between carer and child, enabling them to provide essential support for the child as they grow up.
21. Children's and carers views are viewed as an integral part of our service and service development, with foster carer support groups, engagement and attendance at our Corporate Parenting groups and strong links with the Children's Rights and Participation Service, including representation on our Foster Panels.

Statements of Purpose

22. These incorporate a statement of principles which underpin the work of the services, outlines of activity, management and staffing and accountability.
23. These documents are completed by the service in line with Regulations and the National Minimum Standards for each service area.

Conclusions:

24. Both Adoption and Fostering Services are working to a high level, with a strong focus on increasing capacity to provide for children's needs in a variety of ways and in ensuring they meet their regulation requirements and standards
25. Additionally they are working to ensure that users' views, whether as children or adults, are at the heart of services and service improvements

Recommendations:

26. The Committee is asked to receive and scrutinise the Annual reports and the Statements of Purpose for the Adoption and Fostering Services and consider what recommendations it would wish to make.

Next steps:

To implement any recommendations as required

Report contact:

Sheila Jones
Head of Countywide Services
Children's Services and Safeguarding

Contact details:

Tel No: 01483 518691

Sources/background papers:

Adoption Annual Report 2013-14
Adoption Statement of Purpose
Fostering Annual Report 2013-14
Fostering Statement of Purpose
Adoption Services Regulations (2011)
Fostering Services Regulations (2011)

SURREY FOSTERING SERVICE STATEMENT OF PURPOSE

2014/2015

INTRODUCTION

This Statement of Purpose has been produced to meet Surrey Fostering Service's obligations under:

- Standard 16 of the National Minimum Standards for Fostering Services 2011
- Regulations 3 and 4 of the Fostering Services Regulations 2011

It provides a clear statement of the aims and objectives of our Fostering Service and sets out our strategy for meeting those aims and objectives.

The Statement also provides details of:

- Our principles and standards of care
- The services we provide
- The support we provide
- Complaints against the Fostering Service
- The management structure of the Service
- The numbers, relevant qualifications and experience of our staff
- The numbers and types of foster carers provided by the Service
- The number of children using our service
- The procedures and processes for recruiting, approving, training, supervising and reviewing foster carers
- Links with other policies and procedures
- Arrangements for revision and circulation

2. AIMS AND OBJECTIVES

- 2.1 Surrey Children's Service has designated services for children in need and in care to promote their health and development.
- 2.2 For some children remaining at home is not always possible so an alternative placement is required to meet their needs.
- 2.3 The first option for children that cannot remain with their birth parents is within the child's extended family or friendship network and if that is not possible, with Local Authority foster carers.
- 2.4 The objective of our Fostering Service is to recruit, assess, train and supervise a sufficiently large and diverse pool of foster carers able to provide placements to meet the assessed needs of every child appropriately referred to us, ensuring that achieving permanency is the focus from the time that the child becomes looked after.

3 PRINCIPLES AND STANDARDS OF CARE

- 3.1 Fostering is primarily a service for children, and no adult has a right to become a foster carer.
- 3.2 Applicants and approved foster carers do however have the right to respect in all our dealings with them and, providing this does not conflict with safeguarding the welfare of children, our full support at all times.
- 3.3 Children have the right to be protected from harm and abuse.
- 3.4 Local Authority foster carers are key stakeholders in the service. They are volunteers not employees.
- 3.5 When matching children with foster carers we will seek to ensure the following, unless any of these are inconsistent with promoting the welfare of the child:
 - Siblings are placed together
 - Contact with birth family and friends is facilitated
 - Children are placed as close to home as possible
 - Children are placed with foster carers that meet their racial, cultural, religious and linguistic needs
 - Wherever possible there will be a period of introduction before the placement commences
 - The views of the child are sought prior to and, on a regular basis, during the placement

- The educational and health care needs, including any needs arising from a child's disability, are met by the foster placement.

4. SERVICES PROVIDED

- 4.1 Short-Term Foster Care: placements that assist in the assessment of the child's needs and prepare the child for moving on to permanency or return to home in line with their agreed care plan.
- 4.2 Permanent Foster Care: placements, which will continue into adulthood.
- 4.3 Short Breaks
- Short- stay care for disabled children provided by a series of overnight or weekend breaks.
 - Fee Paid Carers Scheme: short break carers who give a commitment to work full-time providing short breaks for severely disabled children one at a time.
- 4.4 Family and Friends Care: carers who were known to the child/young person or their family prior to the placement starting. This includes Special Guardianship and Private Fostering arrangements
- 4.5 Enhanced Fostering – experienced foster carers who are able to take young people with complex and challenging behaviour
- 4.6 Supported Lodgings: providing supported accommodation for 16-18 year olds and care leavers
- 4.7 Parent / Child Scheme: providing placements to enable parenting assessments to be completed in the community

5. SUPPORT PROVIDED TO FOSTER CARERS

Each foster carer will have access to:

- A supervising social worker
- Regular home visits and telephone support
- Support groups for newly approved and existing foster carers.
- Support group for Family and Friends carers
- Support Group for Special Guardians

- Competitive fostering allowances and skills payment in line with Fostering Network's recommended rates.
- A support group and activities for foster carers' own children
- A comprehensive pre and post-approval Learning and Development programme
- Support in meeting the DfE Standards for foster carers including support groups and where needed mentoring
- Out of hours support via EDT.
- Independent support services if an allegation is made against them.
- Activities / Events for foster carers, their birth children and Looked After Children
- A scheme which enables loans to foster carers for adaptations or extensions to their property, to assist in the costs of moving house, or to purchase a vehicle (where criteria are met).
- An insurance scheme that covers damage or loss to the contents of the foster carer's home or car (arising as a result of damage caused by a looked after child)
- Regular updates on developments and useful information through the Fostering OK magazine
- Specialist nurses based in the CCG to assist with health care issues
- A secure web-site providing information and advice for foster carers
- A Resource Library for foster carers offering DVDs and books on loan
- Membership of FosterTalk, an independent organisation offering specialist information, discounts, advice, and help to foster carers, and on-line educational support for children

The following additional support services will be available as appropriate:

- Support from a fostering support worker to work with the foster carers and/or foster child
- Access to a CAMHS Children in Care service

- Support for Asylum seeking young people through a mentoring scheme
- The DfE Standard's mentoring Scheme –assisting in completion of standards
- The Buddy Scheme for new foster carers
- The Head Teacher of the Virtual School for Children in Care advocates for children to ensure that they have sufficient educational support
- Assessment, Treatment and Consultation (ACT): a team which offers specialist consultation regarding children who sexually harm
- Computers and laptops for Looked After Children in their foster homes via the Home Access project
- Consultation with the Ethnic, Language Minority Achievement Team (ELMA) on educational attainment for children from an ethnic minority.
- A Leaving Care Service supporting care leavers with issues around their independence.

6. COMPLAINTS AGAINST THE FOSTERING SERVICE

Complaints are dealt with in line with Surrey County Council policy. All foster carers have access to information on how to make a complaint

7. STAFFING OF THE FOSTERING SERVICE

7.1 Please refer to the end of the Statement for the management structure

7.2 These fall into the following categories:

- 1 Care Service Manager
- 2 FTE Care Services Team Managers
- 8.0 FTE Assistant Team Managers
- 44.0 FTE Qualified Social Workers in the fostering teams.
- 2.0 FTE Social Pedagogues
- 14.8 FTE unqualified social work staff

In addition the Fostering Service commissions the following resources on a part-time basis:

- Independent Chair of the Fostering Panel.

7.3 All social work staff hold a professional social work qualification (DipSW, CQSW or equivalent).

7.4 The experience of our social work staff includes:

- Child-care social work in a range of different settings
- Fostering and Adoption Work.
- Child and Adult Mental Health
- Specialist Attachment Work
- MIM and Theraplay
- Working with disabled children
- Counselling
- Social Pedagogy

8. FOSTER CARERS

In April 2013 the Fostering Service had 342 approved foster care households (excluding short break carers) caring for a total of 490 children. There were also 18 young people over the age of 18 years, continuing to live with their foster carers. In March 2014 the Fostering Service had 416 approved foster care households (excluding short break carers) caring for a total of 425 children. There were also 62 young people over the age of 18 years, continuing to live with their foster carers under Staying Put arrangements

MATCHING

- 8.1 The fostering service matches the needs of children with the competencies of foster carers when making decisions about the best placement for each child.
- 8.2 The fostering service has a dedicated family finding function for children, which identifies permanent placements.

9. RECRUITMENT, APPROVAL, TRAINING AND REVIEW OF FOSTER CARES.

RECRUITMENT

- 9.1.1 The service aims to recruit a flexible and diverse pool of foster carers who are able to meet the needs of all children appropriately referred for a foster placement.
- 9.1.2 To help achieve this aim, the Recruitment Manager has been working with iMPower to recruit foster carers in a more targeted way to increase the pool of foster carers that can meet the needs of the children and young people referred to the Service. The Recruitment Officer works closely with the county Communications Team and is responsible for fostering recruitment activity across the county.

- 9.1.3 General fostering applicants are assessed and a report using the BAAF Form F is written. A new form has been devised for assessment of Family & Friends carers and Special Guardianship Orders
- 9.1.4 The objective of the assessment process is to ensure that we recruit a competent, committed and safe pool of foster carers who are able to respond to the complex needs of children referred to the Service.

APPROVAL

- 9.2.1 Completed assessments are presented to one of Surrey's Foster Panels. The panel considers the application and then refers the applicants' assessment, with their recommendation to the Agency Decision-Maker.
- 9.2.2 The Agency Decision Maker makes the final decision on approval. The decision is confirmed to the foster carer in a letter. Any conditions attached to the decision will be given in writing.
- 9.2.3 Should the Agency Decision Maker be mindful not to approve, the applicant will have twenty-eight days in which to make further representations or to apply to the Independent Review Mechanism (IRM) for review of this decision which is known as a qualifying determination.
- 9.2.4 Following the IRM the Agency Decision Maker takes into account the review panel's recommendation as well as that of the foster panel when making decisions on a foster carer's suitability to foster a child. There is no appeal against the decision of the Agency Decision Maker, although applicants may use the complaints procedure if they feel they have been treated unfairly during the process of decision-making.

LEARNING & DEVELOPMENT

- 9.3.1 The fostering service places a high value on the training of foster carers and we believe that training and skills development are an integral part of the fostering task from the point of application to 'retirement'. The emphasis therefore is on continuous learning and development.
- 9.3.2 A comprehensive Learning and Development programme exists to build the core competencies, knowledge and skills of all foster carers.
- 9.3.3 All applicants are required to attend a series of preparation groups through the Skills to Foster training course, in addition to a basic Safeguarding course before they are approved as foster carers. A preparation session is also available for prospective carers' own children
- 9.3.4 Following ratification of their approval by the Agency Decision Maker, foster carers are given access to the foster carers' secure website, access to of the Fostering Handbook (on the website) and briefed on the Learning and

Development Programme and Support Groups, which they will be expected to attend.

- 9.3.5 For new foster carers there is an expectation they will complete core topics within the Learning and Development Programme, relevant to their role, within a specified timescale and in line with the National Minimum Standards
- 9.3.6 New general foster carers have 12 months in which to complete the DfE Standards. Family and Friends carers have 18 months to complete the Standards
- 9.3.7 Each foster carer has a Personal Development Plan, which is regularly reviewed; outlining their specific learning and development needs, and will be encouraged to build up a training portfolio. This will be linked to the Level they are on for the 'skills element' of the foster carer allowance
- 9.3.8 All new foster carers will be offered a group or mentor to support them in completing the DfE Standards. Existing foster carers may also receive support from a mentor as identified by the supervising social worker.
- 9.3.9 Each foster carer will have a workbook to enable them to evidence their progress in meeting the Standards
- 9.3.10 The Personal Development Plan and progress regarding the Standards will be monitored and signed off by the supervising social worker during supervision visits
- 9.3.11 All training and development is linked to the Standards and is reviewed prior to and within the foster carers' first Annual Review, and annually thereafter.
- 9.3.12 The fostering service ensures that the required learning and development opportunities are accessible to all foster carers. This will be achieved through learning and development being delivered in a variety of formats at different venues and at different times of the days.
- 9.3.13 Regular meetings between the Learning and Development team, the fostering service and representatives of foster carers take place in order to ensure that the Learning and Development programme is tailored to the needs of foster carers.
- 9.3.14 Access to a Diploma qualification is available for all experienced foster carers
- 9.3.15 Practical support will be made available to facilitate learning and development.

REVIEWS

- 9.4.1 The Fostering Service will review the approval of all foster carers not more than a year after approval and thereafter whenever the service considers necessary, but at intervals of no more than a year.

- 9.4.2 The Foster Panel considers the first Annual Review makes a recommendation to the Agency Decision Maker.
- 9.4.3 Supervising social workers will complete subsequent household Reviews and a care services team manager will sign them off.

Foster panel will also consider reviews in the following circumstances:

- 9.4.4 Where there is a proposed change of the terms of a foster carer's approval, which increases the age range or number of children they wish to be approved for
- 9.4.5 When a foster carer resigns
- 9.4.6 Where there is a proposal to terminate a foster carer's approval
- 9.4.7 Where there has been a safeguarding investigation involving the foster carer or a member of their household, or where there are significant concerns about the foster carers' standards of care
- 9.4.8 Any changes to the approval of the foster carer on the suitability to care for a child or changes in the terms of approval are considered a 'qualifying determination'. A foster carer may, if they disagree, make representation to the Foster Panel or apply to the IRM for a review of the decision within 28 days. The Agency Decision Maker will take into account the views of the Foster Panel and/or the IRM when making a final decision. There is no right of appeal but foster carers may access the complaint's procedure if they feel unfairly treated
- 9.4.9.1 In carrying out Household Reviews, the service will always seek to obtain the views of the following:
- The foster carers and members of their household, including their own children
 - Foster children who are living in the foster home
 - Social workers who have had children in placement during the preceding twelve months
- 9.4.10 All Household Reviews will consider the training and development needs of the foster carers. The foster carers' progress in meeting targets outlined within their Personal Development Plan, linked to the DfE Standards, will also be reviewed at Reviews.
- 9.4.14 The support needs of the foster carers' own children will also be considered at Reviews.
- 9.4.15 All checks are updated in line with statutory guidance and the Fostering Service policy.

10. LINKS WITH OTHER POLICIES AND PROCEDURES

- 10.1 At all times, the Fostering Service in Surrey will operate in a manner that is consistent with the aims and objectives of this Statement.
- 10.2 All policies, procedures and guidance provided to staff and foster carers will accurately reflect this Statement.
- 10.3 The fostering service will work with other parts of the Council and external agencies, including other fostering service providers to ensure that as far as practicable, the services are consistent with this Statement.
- 10.4 This Statement links with the Looked After Children Public Value Review and its recommendations.

11. REVISION AND CIRCULATION

- 11.1.1 This Statement has been produced by managers of the fostering service in consultation with staff and foster carers.
- 11.1.2 The Care Services Manager is responsible for ensuring that the Statement is updated or modified when necessary, but at least annually.
- 11.1.3 The revised Statement will be presented to Members annually for their approval.
- 11.1.4 The Statement will be provided to:
- Ofsted
 - All staff
 - All relevant and prospective foster carers
 - All stakeholders to the Fostering Agency's business
- 11.2.1 A full copy will be provided on request to children or parents using the Service.

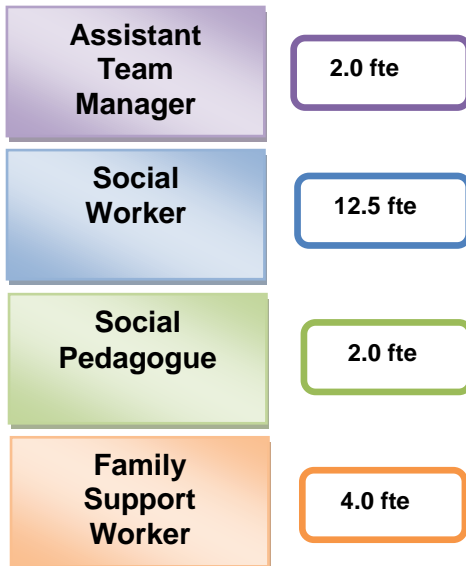
ORGANISATION CHART (Fostering)

Updated May 2014

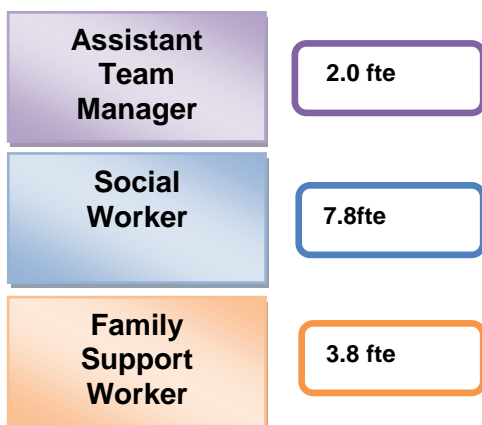
LOUISE WARREN
CARE SERVICES MANAGER

ALISON BENJAMIN

West Fostering Team

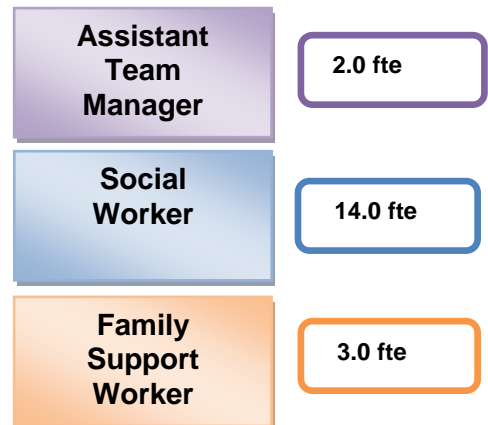


Family & Friends Team

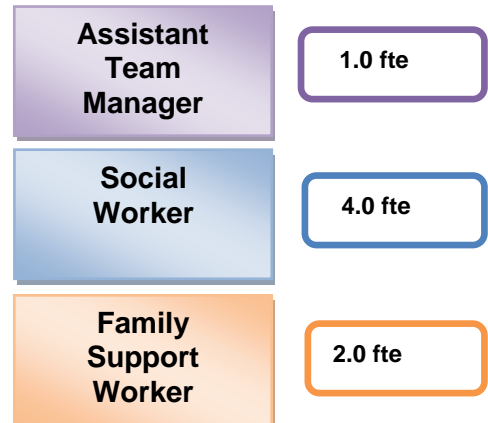


CEA FRANCIS

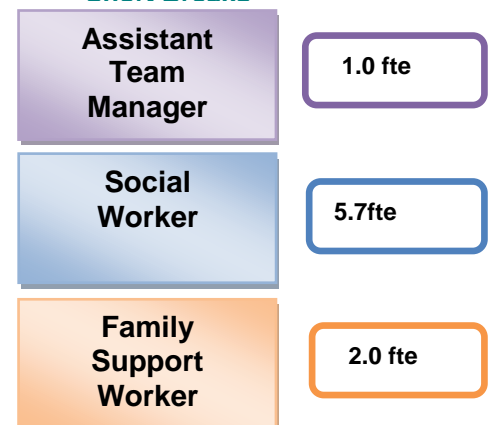
East Fostering Team



Enhanced Fostering Scheme/Parent & Child



Supported Lodgings/CWD Fostering & Short Breaks



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**Surrey County Council
Fostering Service
Annual Report
2013-2014**

**Alison Benjamin
Care Services Team Manager – Fostering**

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INTRODUCTION

The National Minimum Standards for Fostering Services (2011) requires that all fostering agencies provide written reports for their Executive or Trustees on a 3 monthly basis. In the case of local authorities, the 'executive' is the Elected Members of the County Council. In Surrey this is done in the form of a Quarterly Report of statistics and information.

The Annual Report is for a wide audience of stakeholders and other interested parties including Elected Members, service users, staff and colleagues from other agencies. It gives details of activity, performance and developments in the Fostering Service over a 12 month period. This report sits alongside the Statement of Purpose that is updated on an annual basis.

Context

The Fostering Service is part of the Countywide Service in the Children's Schools and Families Directorate.

The Fostering Service works to the following legislation, standards and regulations:

- Children Act 1989
- Children Act 2004
- Children & Young Persons Act 2008
- Care Standards Act 2000
- Fostering Services: National Minimum Standards 2011
- The Children Act 1989 Guidance and Regulations Volume 4: Fostering Services 2011
- The Children Act 1989 Guidance & Regulations Volume 2: Care Planning, Placement and Case Review 2010 & Update 2013

The Fostering Service has been inspected by OFSTED both in its own right and as part of the Looked After Children inspection in 2010. The last fostering inspection was in January 2011, when we were rated 'good' with 2 'outstanding' features.

The Children and Young Persons Act 2008 fulfilled commitments made in the White Paper, 'Care Matters: Time for Change' in imposing a duty on local authorities to find sufficient, appropriate fostering accommodation in the local area. As a Fostering Service we are committed to provide stability, security and nurture to looked after children and ensure that foster carers are able to meet the individual needs of children. Surrey's placement strategy details how we aim to provide placement choice, which promotes children's welfare, giving preference to placing them within their family & friends network, near to their home, with their siblings (if they are also in care) and making all efforts to ensure that their education is not disrupted

The previous Government put in place the Every Child Matters framework:

- staying safe
- being healthy
- enjoying and achieving
- making a positive contribution
- achieving economic well-being.

These were the outcomes against which fostering services were assessed and Standards set. However, the current coalition Government has initiated a wide range of initiatives seeking to improve outcomes for children in care further with added responsibilities upon

fostering services to be able to evidence the impact of improving outcomes, paying careful attention to the voice of the individual children and consider foster carers as parental figures.

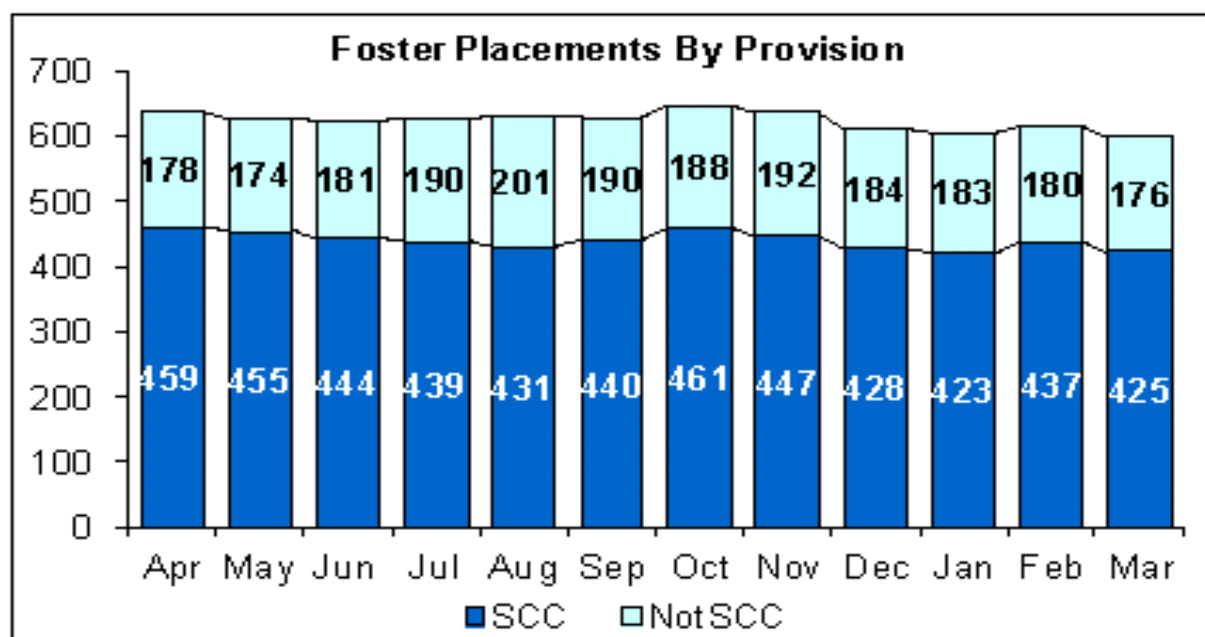
Placement stability is regarded as very high priority, and there are a range of initiatives and training programmes that enhance the ability of foster carers to meet the complex needs of children and young people in foster care

In March 2013 over 60% children needing a foster home were placed with Surrey approved carers. Given that the number of looked After children has risen substantially over the past two years it is positive that such a high proportion of children are placed with Surrey carers.

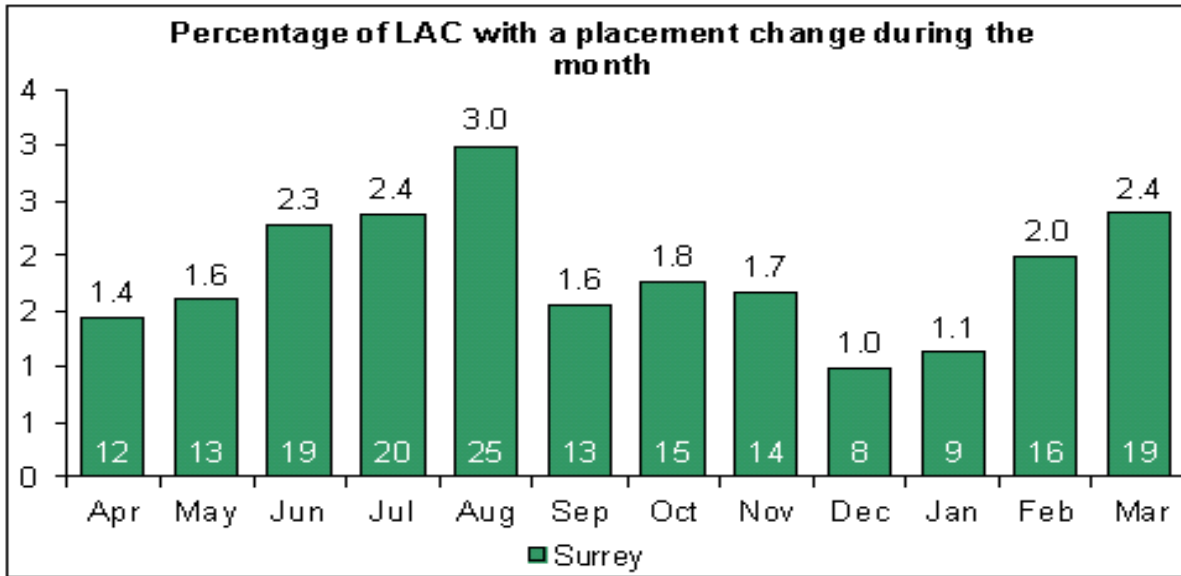
TEAMS IN THE FOSTERING SERVICE

The Fostering Service is based on two sites, in Chertsey and Redhill. The Service has expanded in the last couple of years with specialist schemes and teams focusing on a range of services for children.

The number of Looked After children rose substantially a couple of years ago and has since then remained consistent. The overwhelming majority of children in foster homes are placed with Surrey approved foster carers.



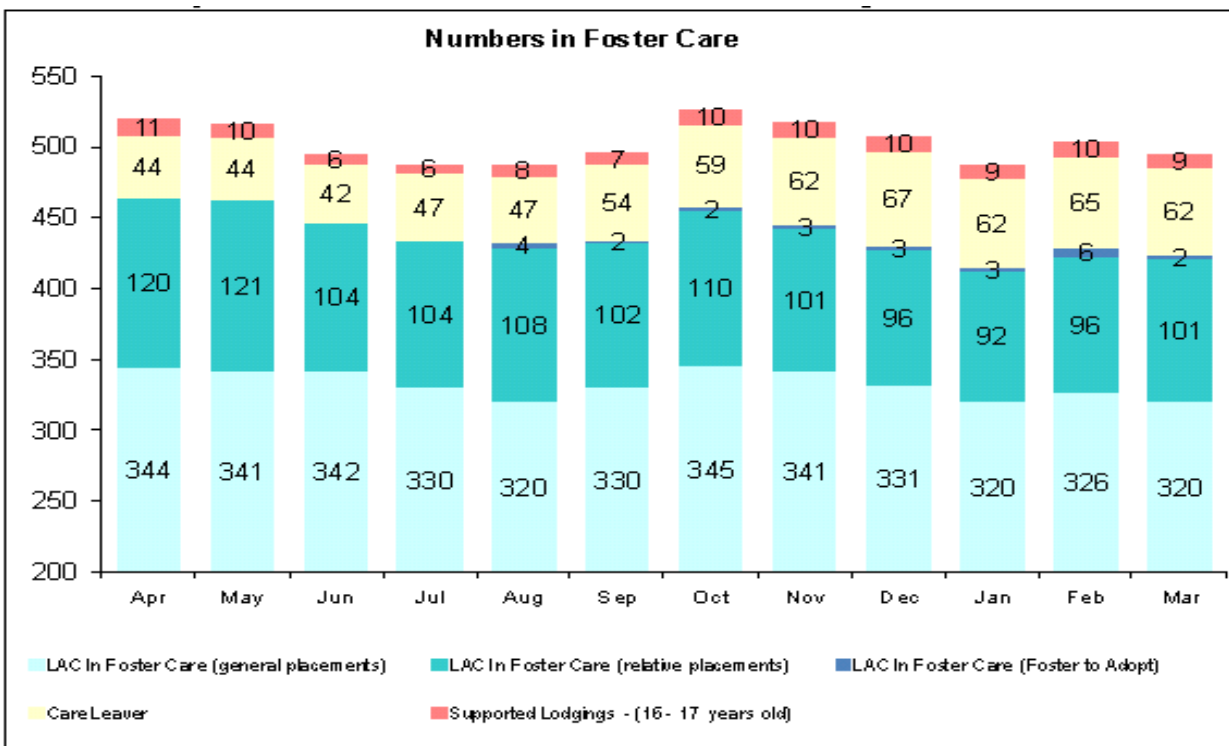
Maintaining stability for children and young people in their foster homes is critical to positive outcomes. The fostering teams work closely with children's social workers, CAMHS 3Cs (specialist mental health team working with Looked After children) and the Youth Service, recognising the importance of the restorative approaches to managing disagreements. The number of children moving foster homes fluctuates month by month but ensuring stability of placements for children is of prime importance.



General Fostering

The Fostering Service has a pool of general foster carers to care for the majority of Surrey’s children needing foster homes. Foster carers are assessed by supervising social workers over a 6 month period; approval is recommended at foster panel and ratified by the Agency Decision Maker. They are encouraged to take a wide age range of children based on their capability. All foster carers have an allocated qualified worker that visits on a monthly basis as a minimum, and access to additional support, training, support groups

Looked after children live with general foster carers, Family & Friends carers and supported lodgings providers. Through the ‘Staying Put’ initiative, a Government initiative for looked after young people to remain with their foster carers post 18 years, a substantial proportion of care leavers (over 18 years old) have been able to remain with their foster carers. This continues to be an area for development



Enhanced Fostering

The enhanced fostering scheme provides specialist foster placements for the most traumatised, challenging and vulnerable young people. There are a small number of looked after children who have particularly challenging needs and enhanced fostering gives them the opportunity to live in a stable home environment.

Enhanced scheme foster carers have experience of working with vulnerable children and young people. To enable the one-to-one support of young people placed with enhanced carers, there are no other children under 16 years of age living in the foster home. One carer is at home full time to support the young person who may not be in full time education or may be at risk from regular exclusion.

Foster carers receive individual intensive support from supervising social workers on a weekly basis and a fostering support worker offers additional support to the children. Enhanced scheme carers have direct links with worker from CAMHS 3Cs and access to an informative training programme to enable them to meet the needs of this small group of young people. The intention is that there will be at least eight foster carers in the scheme and currently there are four foster carers fostering four young people.

Parent/Child Fostering

Parent and child placements are often high risk placements that need to be monitored very closely, and are often complex and intense for the carers to manage with little respite. The supervising social workers split the work, one supporting and supervising the placement whilst the other completes the parenting assessment. Placements are task-focused and last approximately four months. Foster carers have experience of caring for babies and are at home full time. They have specific training, and contribute to the community-based assessment of the parent's ability to care for their child. Some of the parents placed through the scheme are themselves Looked After and others are not either because they do not reach the threshold or because they are over eighteen years old. There are eight foster carers in the scheme, some specialising solely in parent/child fostering and others that are also general foster carers.

Family & Friends Fostering

The family & Friends team is responsible for Private Fostering arrangements, Family and Friends fostering and Special Guardianship.

Private Fostering

The Fostering Service is responsible for the assessment and monitoring of Private Fostering arrangements in Surrey, as stipulated under the Children (Private Arrangements for Fostering) Regulations 2005.

About 50% of notifications of Private Fostering arrangements come from children's services because the young people are known to the Department and the young people have made their own living arrangements. The other 50% are from either the carers themselves, or through language schools as the young people have come to the UK from abroad for their education. Social workers in the Family & Friends team are responsible for assessing the safety and suitability of the arrangement and Family Support Workers then do statutory visits every 6 weeks for the first year and 12 weekly thereafter.

The Local Authority is responsible for awareness raising to ensure that the public is aware of its duty to notify the Local Authority of all Private Fostering arrangements. Over the last year the service has concentrated on publicity through schools and the assistant team manager with the lead for this work has met with Child Protection Liaison Groups across Surrey.

The number of young people in Private Fostering arrangements fluctuates from month to month and this year although there have been many more notifications, the number of young people in these arrangements has ranged from 9-15 at any one time.

Family & Friends Fostering

Local authorities have a responsibility to consider a member of the family or a friend (referred to as a Connected Person), when a child needs to become Looked After.

Before the child can be legally placed an assessment visit is undertaken to ascertain the suitability of the applicant to be temporarily approved under Regulation 24 of The Children Act 1989 Guidance and Regulations vol.2 If a young person is 16 or 17 and no longer in statutory education, a decision may be made to give temporary approval as a Supported Lodgings Providers rather than foster carers. Temporary approval lasts for 16 weeks, during which time a full fostering assessment is completed, concentrating on the carers ability to meet the child's needs on a short-term basis and potentially permanently. This is presented to foster panel towards the end of the 16 week period. Foster Panel may recommend an eight week extension of the temporary approval to allow for any outstanding checks or additional work required to be completed.

Special Guardianship

In January of this year, the responsibility for the assessment for Special Guardianship Orders moved to the Fostering Service.

When the care plan is for a child not to return home the Family & Friends carers are encouraged to apply for a Special Guardianship Order, thereby taking the child out of care and giving parental responsibility to the carer. This has been an area of considerable growth and development.

As a result of the Family Justice Review it has been decided that the Family & Friends team will do the permanency work leading to Special Guardianship Order. This will give continuity of assessing worker and streamline the process.

Connected Persons Referrals 2013

Month	Number of Connected Persons referrals received	Number of Connected Persons referrals temporarily approved	Number of Connected Persons temporary approvals becoming Supported Lodging Providers (for over 16's)	Number of Connected Persons temporary approvals for Foster to Adopt	Number of Connected Persons approved at foster panel	Number of Connected Persons placements still being assessed for approval at foster panel	Number of Connected Persons placements ending before approval at panel where SGO was granted	Number of Connected Persons placements ending before approval at panel where child returned home	Number of Connected Persons placements ending before approval at panel where no ICO made and/or child not placed	Number of Connected Persons placements ending before approval at panel where the arrangement broke down	Number of Connected Persons placements ending before approval at panel where full approval not recommended	Number of Connected Persons placements ending within temporary approval period since placement was intended to be for temporary period only
Apr-13	12	6		1	3				1		1	
May-13	11	7	1		3				1	1		1
Jun-13	4	2							1	1		
Jul-13	21	14	1		8		1	2		1	1	
Aug-13	14	11	1	1	4	0		1	1	1		2
Sep-13	9	6	1		4			1				
Oct-13	11	5	1		1			1	1	1		
Nov-13	13	5	1	1		1		1	1			
Dec-13	4	3				2						1
Jan-14	10	9	1			6	1			1		
Feb-14	8	6	1			5						
Mar-14	7	6				3			2	1		
Total	124	80	8	3	23	17	2	6	8	7	2	4
		64.52%	10.00%	37.50%	28.75%	21.25%	2.50%	7.50%	10.00%	8.75%	2.50%	5.00%

Supported Lodgings

Supported Lodgings offers young people over 16 years old a secure place to live, whilst at the same time providing them with a supportive adult who can help them to develop vital life skills necessary to live independently such as budgeting, cooking, and emotional support. Supported Lodgings providers can work alongside having young people in placement. They are committed to providing a minimum of 6 hours support to young people, helping them to develop into confident independent adults. Having a Supported Lodgings scheme in Surrey offers young people the opportunity to move towards independence in a planned and secure way, whilst remaining close to their network of friends and family

The Supported Lodgings team supports some young people who have been enabled to 'stay put' with their both in-house and IFA foster carers, by their carers becoming Supported Lodgings Providers specifically for those young people. This has been very positive for those young people in that they have been enabled to remain with their former foster carers.

Young people supported through the Supported Lodgings Scheme are:

Young people that have experienced the breakdown of their adoptive family

Asylum seeking in different stages of the process

Young people who have been trafficked.

Young people with mental health issues and/or learning

Young people attending university and returning to placement at weekends and during holidays

Short Breaks

Supervising social workers for the Short Breaks Service assess and supervise carers who are approved as foster carers and offer regular short breaks to children with disabilities. Carers are matched with a long term view with one or two children who stay the carers for one or two nights each month. The children, who are all supported by a social worker from one of the disabilities teams, remain living with their parents and the regular stay with the carer offers them a new experience and gives their parents a much needed break. Across the county there are currently 30 short breaks carers offering care to 34 children.

Under the umbrella of Short Breaks is a service provided by 'fee paid' carers who are paid an allowance to offer 200 nights care per year to a number of different children, not at the same time. These carers are usually matched with children who have a substantial care plan, managed by social workers from one of the two Children with Disabilities Teams. There are currently 3 approved fee paid carers who offer overnight care to 10 children.

Fostering for Disabled Children

Two part time supervising social workers with additional knowledge and understanding of disability work specifically with carers offering long and/or short term foster care to children with disabilities. Their role is to liaise with the team around the child, including medical professionals, occupational health and social workers who are usually within one of the Children with Disabilities Teams. They support carers to access to necessary equipment and services in order to meet the needs of the children they care for. These workers also take the lead in family finding for children with disabilities

Emergency Duty Fostering

This scheme is provided to ensure the Emergency Duty Team has access to a crisis foster home for a child or young person out of hours. There is a limit of five days that a child can stay, after which time the child or young person has to move to ensuring that there is always at least one carer available to the emergency duty team.

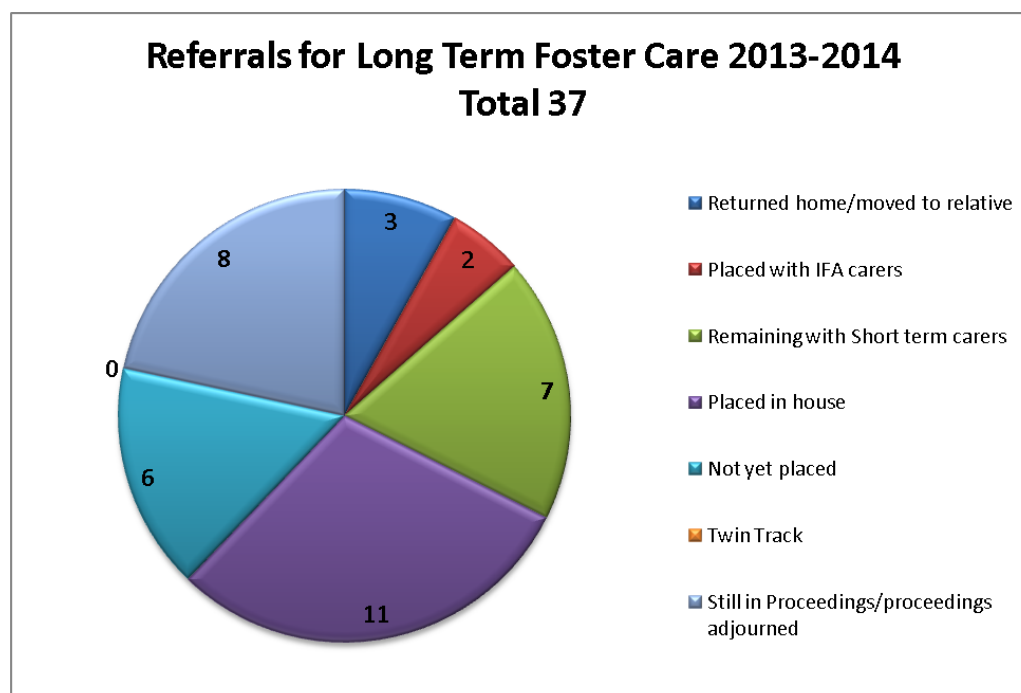
The expectation is that foster carers on call will take a young person but due to the need for the child or young person to be placed in an emergency, there is likely to be very little information known; therefore foster carers do have the right to refuse if they think it would put any members of the household at risk. Very young children who are likely to need a foster placement for longer than a few days are placed with general carer to minimise the disruption to forming positive attachments.

The Fostering Service pays each carer a retainer in addition to an allowance paid if a child or young person is placed with them. The carers on the rota are flexible and support each other by covering when needed.

Long Term Fostering

Surrey's Fostering Service seeks to achieve permanency for children and young people when the care plan is fostering on a long-term basis. Children and young people needing permanent foster care are referred by their allocated social workers. Profiles are created by supervising social workers with input from children's social workers and the child if appropriate. Social workers meet regularly to minimize drift, monitor progress, and ensure that the most suitable foster family is found.

Surrey's Fostering Service is committed to working towards increasing the number of in-house foster families available for children needing long-term foster care, thereby reducing the number of children placed outside of Surrey on a long-term basis.



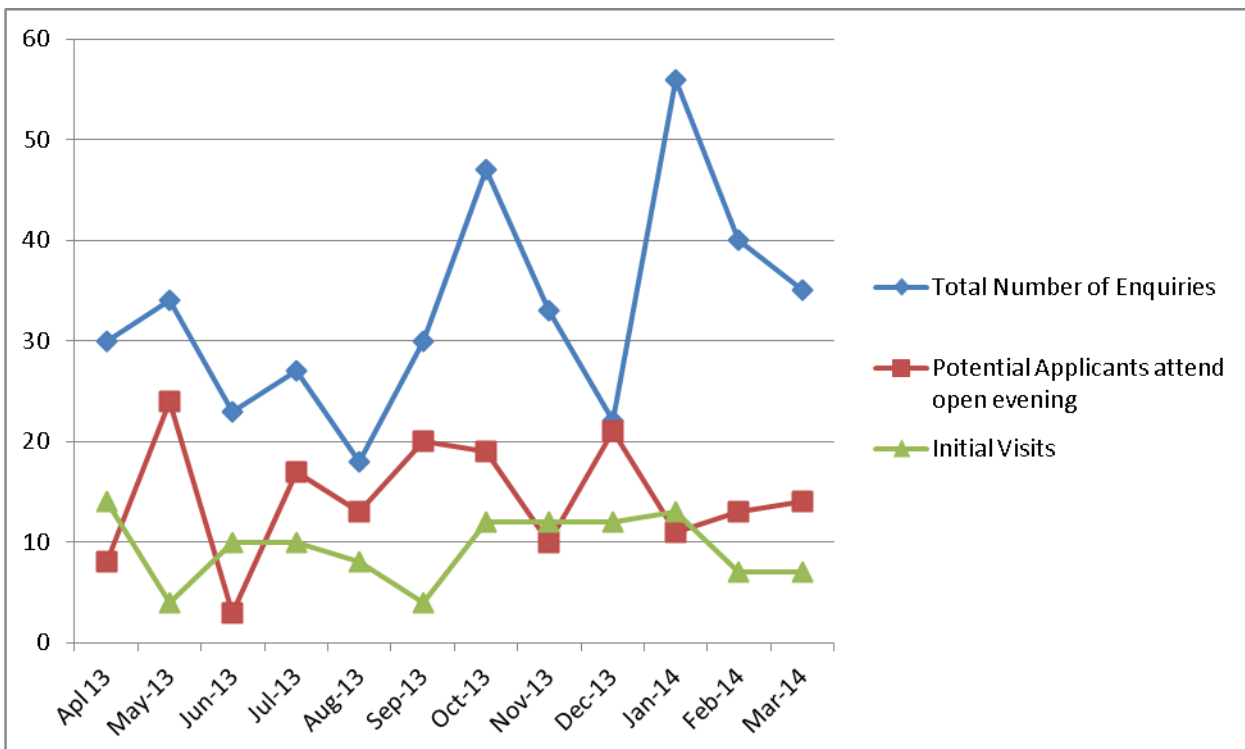
RECRUITMENT OF FOSTER CARERS

Through a comprehensive recruitment strategy that works creatively with our community to provide increased numbers of foster carers. The Fostering Service is committed to increasing the number of foster carers for all ages of children and young people.

The number of children Looked After in Surrey has increased significantly over the last 2 years and therefore the need to recruit more foster carers has become increasingly important. As with other local authorities in the South East, recruiting carers has become an increasing challenge. The economic climate is a major factor, as is the housing market; with house prices rising, salaries not increasing with inflation and people generally struggling financially, resulting in people being more likely to try to find a job rather than be at home and available to foster. There has been a steady trickle of carers transferring to Surrey from independent fostering agencies, which has been positive as they are generally experienced carers. It is also noticeable that the proportion of people taking their enquiry through to approval as foster carers has increased. The Recruitment Manager works closely with Surrey's Communications team to maximum resources when advertising for foster carers.

In the autumn of this year Surrey was chosen to participate in the Department for education initiative to improve recruitment of foster carers. Working with Impower over the next 6 months, the fostering service will benefit from specialist advice and creative ideas to increase our pool of foster carers

MANAGEMENT INFORMATION: RECRUITMENT ACTIVITY

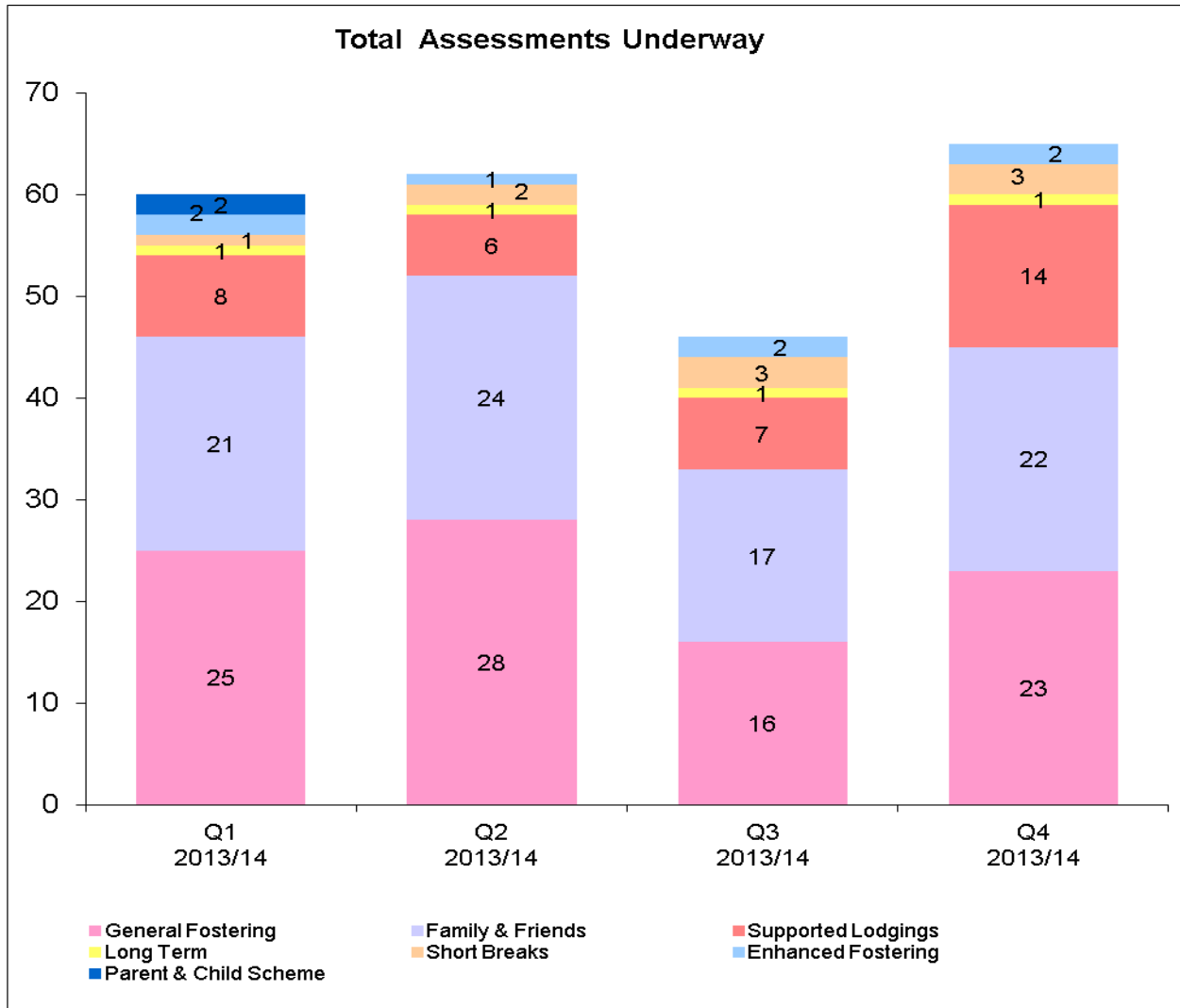


ASSESSMENTS AND REVIEWS

Evidence based and analytical assessments are completed on all prospective foster carers to understand their motivation and ability to care for children. Caring for children that have experienced trauma, loss and that have disrupted attachments requires people with understanding, patience and an intuitive ability to understand and accept behaviours that are not necessarily the norm. In addition to collecting factual information, assessments focus on people's own experiences of being parented, parenting, their understanding of safeguarding children and their ability to create a warm and nurturing home for children.

Assessments are part of the core work of the fostering teams, which enable the supervising social worker to build a comprehensive picture of the applicants. The assessment process is transparent, and prospective carers read the report and attend panel.

References are sought from a variety of relevant organizations, in addition to three personal references supplied by the prospective carers



FOSTER PANELS

Surrey has four foster panels sitting every month, two in the east and two in the west of the county. They are held on different days of the week to give maximum flexibility. To ensure consistency there is the same independent chair for all the panels, although each panel has its own vice-chair.

In accordance with the Fostering Service National Minimum Standards, there is a central list of panel members that include social workers with a minimum of 3 years childcare experience, service users/young people, county councilors and independent members. Panel business includes all assessments of prospective foster carers, temporarily approved Family & Friends carers, 1st household reviews of all foster carers and household reviews of carers wishing to increase their range of approval. In accordance with the National Minimum Standards foster panels make recommendations with ratification given by Agency Decision Makers who are senior managers within Surrey. Applicants are encouraged to attend panel in addition to giving feedback following attendance.

Care services team managers serve as panel advisors and as such do not have a vote. They advise the chair and panel members on Standards, Guidance, Regulations and legislation relevant to their remit

	EAST A	WEST	EAST	WEST A	Total
New Approvals	6	15	7	11	39
Reg 24 Connected Person assessments - initial	3	15	3	9	30
Reg 24 Connected Person assessments - final	6	21	6	11	44
Approval as permanent carers (as part of review and counted in review figures)	3	2	3	1	9
New approvals - deferred or not approved (not counted in placement stats)	0	1	0	0	1
Review of Foster Carers	25	24	25	22	96
Reviews - outcome deferred (not counted in placement stats)	0	1	1	1	3
Changes of approval	0	1	0	0	1
Exemptions	0	5	0	3	8
Variations	1	7	3	12	23
Terminations	23	10	12	27	72
Other	0	0	1	2	3
Total activity	64	100	58	98	320

The high number of terminations partly reflects the number of Family & Friends carers that are approved for the duration of care proceedings, with an SGO being granted at the end of the legal process.

Training is offered to panel members on a regular basis to ensure that they understand their responsibility as panel members and also are up to date with the legal requirements and regulations relevant to children in care

Learning & Development for Foster Carers

Surrey provides a comprehensive programme of learning and development to foster carers. Beginning before they are approved, prospective foster carers attend the Skills to Foster course and training on safeguarding and recording. A specialist Skills to Foster course is available to Family & Friends carers. Foster carers are encouraged to attend classroom training in addition to making use of a wide range of resources for alternative methods of learning including on-line training. The two fostering teams has a library of books and resources for foster carers to borrow

Fostering Changes:

Fostering Changes is a 12 week interactive learning experience for foster carers designed by the Maudsley Hospital and Kings College. The training aims to equip carers with a variety of practical skills for caring/parenting. There are two courses, one for carers of 2-12 year old children and the other for carers of young people aged 12+. The courses provide carers with a framework for understanding behaviour and developing skills to strengthen the relationship with the children placed with them, and enhance their self-esteem using praise, positive attention and tangible rewards. Through the course foster carers develop their problem solving skills, and explore strategies for working through conflict developing more positive patterns of thinking for both carer and child. The programme makes an invaluable contribution to the support and retention of foster carers and will help them to meet children's needs leading to greater security and stability for children in foster homes. All foster carers have access to this training and to date in excess of 50 have participated in it. It will continue to be offered as the evidence is that foster carers benefit from the learning, thereby improving the quality of their relationships with children and young people they foster

Financial Packages for Foster Carers

Allowances:

Foster carers receive a weekly allowance to cover all living costs relating to the child they care for. There are two bands, linked the age of the child, and in addition a birthday and annual festival allowance is paid. Guidance is given regarding the amount to be spent on clothing, activities and given as pocket money. Foster carers are expected to open a bank account and encourage young people to save some of their money.

Skills payments:

Learning and development is closely linked to the skills payments paid to foster carers. Foster carers build credits by engaging in a variety of learning or development activities and the skills payment is linked to the number of credits accumulated on an annual basis

Summer Payment:

The summer payment is equivalent to 21 days at the Level 3 Skills payment for one young person and is paid in June each year. All foster carers who have had a child living with them for more than 2 months placements in the 12 months preceding 1st June each year is entitled to receive it in recognition of the additional costs incurred during the school holidays

Savings Scheme:

All children and young people looked after are eligible to have an ISA. Surrey CC matches the amount saved up to a maximum of £250 annually

Loans for extensions and cars:

Loans, secured on their properties are available for foster carers to extend their homes to take additional children. In addition loans are available for vehicles in recognition of the mileage incurred.

Local Initiatives

Foster Carer Website:

Surrey has a dedicated and comprehensive secure website for foster carers. A range of important information including contains the Handbook, information on training courses, links to useful websites, profiles of children needing long term foster families can be accessed by all foster carers with the use of a unique log-in password.

Fostering OK:

A monthly news sheet highlighting relevant important information for foster carers including training events, support groups and other activities is available to all carers.

Foster Carer Handbook:

Comprehensive information on all aspects of fostering to guide foster carers is displayed on the secure foster carer website and updated on a regular basis.

Support to Children and Young People from Minority Ethnic Groups:

In recognition that Surrey's population is overwhelmingly White British a new initiative has been started to recruit appropriate people from a variety of ethnic backgrounds, cultures, religions and languages to offer informal support to children and young people. In addition there is a specific focus on recruiting foster carers unaccompanied asylum seeking children; this is an ongoing area of development.

One-to-one work with Children & Carers:

The Fostering Service has Fostering Support Workers that work intensively on a one-to-one basis with foster carers and children during particularly unsettled times

Computer Project:

Computers are available to young people to support them with their education

Support Groups:

There are a wide range of support groups to ensure that foster carers are well supported and ensure that they do not feel isolated. In addition to general groups there are groups for the specialist schemes and also a Men's group in recognition that there are areas of care that raise specific issues for men

MIM assessments and Theraplay:

Three team members have completed training enabling them to do assessments to understand a child's attachment and then to work with foster carers on enhancing the attachment through play and daily activities

CAMHS 3Cs:

A multi-professional team, dedicated to working with looked after children and young people that display complex emotional issues and behaviours, and their foster carers. They also run support groups for foster carers

Educational Psychologists:

Foster carers have access to educational psychologists on a consultative basis to help with education-based difficulties

FosterTalk:

Surrey pays the membership for all foster carers to FosterTalk. Benefits range from specialist legal advice for the foster family, educational tools for children and support through allegations, as well as financial benefits for a wide range of goods and activities

Winter Event:

Surrey holds an annual dinner for foster carers hosted by the Lead Member and senior managers in recognition of all they do for Surrey's Looked After children

FEEDBACK/SERVICE USER PARTICIPATION:

The Fostering Services encourages feedback from foster carers to promote ongoing development and learning for staff and managers. On an annual basis for their household review foster carers are asked to comment on the quality of support they receive. In addition foster carers have the opportunity to comment at support groups and a variety of other meetings, including Foster Panel. As foster carers have a named social worker and access to their line manager, Care Services Team Manager and senior managers the feedback loops are varied and plentiful.

Complaints have been very low; in the year 2012-13 there have been 2 complaints, both of which have been resolved satisfactorily.

This year a survey was sent to all foster carers to ascertain their views on a wide range of issues, including the service they receive from the Fostering Teams. To ensure anonymity,

Survey Monkey was used and the results are being analysed to inform about future developments

NATIONAL INITIATIVES

Social Pedagogy (Head, Heart, Hands)

Last year Surrey successfully bid to become one of six national demonstration sites for a three year Social Pedagogy programme in Britain. The programme, supported by the Government, is jointly funded by a consortium, including KPMG, Comic Relief and the Thomas Coram Foundation. The programme is headed by Fostering Network, and evaluated by Loughborough University.

Social Pedagogy promotes working with all aspects of the child; it draws together the physical, social, emotional, creative and spiritual needs in the relationship between the primary carers and the child. There is a strong emphasis on relationships and less on the procedural led care that has been more traditional in Britain. Two qualified social pedagogues, trained abroad, started in January this year on a three year contract. They are primarily focusing on working with forty foster carers involved in the programme and the children they foster, although they will ensure that pedagogic learning and practice is not just confined to that small group as it is important not to create an 'elite' group of foster carers caring for children in a different way to other foster carers. From knowledge of the impact of social pedagogy on the Continent, it is anticipated that this programme will clearly demonstrate that through the use of social pedagogic theory and practice outcomes for children in foster care will significantly improve.

Delegated Authority

Delegated Authority will empower foster carers to take a more active role in care planning and day to day care of the children who they often know best. It recognises the importance of carer/child relationship and the importance of the people that children are living with being an integral part of the care planning process. Foster carers will feel more empowered to provide a more effective parenting approach, and that disagreements amongst carers, parents and professionals about who can make day to day decisions will be reduced.

Children and young people in care often report feeling different from their peers and when there are problems obtaining appropriate consent for activities and sleepovers. For these children and young people, Delegated Authority will provide more clarity for children and young people about who can give permission for school trips, sleepovers and other day to day decisions affecting their lives, and therefore should make it easier for them to participate in every-day activities.

PLANS FOR THE NEXT TWELVE MONTHS

Recruitment:

In May 2013 the Children's minister Edward Timpson announced a £250,000 contract for the Fostering Network to take foster carer recruitment to the next level in England. Working with the consultancy firm, iMPower to further develop its expertise, and to

improve the sector's knowledge and understanding of how to recruit and retain foster carers, Fostering Network selected Surrey to be part of the project with the aim of boosting local recruitment of foster carers to meet the diverse needs of children needing foster care and to help fostering services share good practice.

Through a benchmarking survey of fostering services, Surrey will contribute towards the painting of a national and regional picture of foster carer recruitment activity and results, and will allow fostering services to compare their performance with national benchmarks, and identify areas for improvement.

Social Pedagogy:

The forty foster carers on the programme will continue to develop tools and skills based on pedagogic thinking and theory. Regular evaluation by questionnaire and interview with the foster carers will monitor progress. One of Surrey's apprentices has been trained to interview the children and young people living with the forty carers and this will also feed into the evaluation. The programme will be funded to continue until the end of 2015

These are two examples of Surrey being at the forefront of national initiatives to improve the lives of Looked After children in foster care



In March 2014 Surrey held its first Social Pedagogy conference, aimed at increasing awareness of pedagogic practice and ideology amongst a wide range of professionals that work with Looked After children. It was attended by over 100 social workers from a range of teams across Surrey, other professionals and foster carers.

Permanence for Children:

The Family Justice Review in 2011 has focused on time scales for Care Proceedings being too long, reducing the time from 40 to 26 weeks. This has had an impact on Family & Friends fostering, necessitating the reduction of time to assess carers to achieve permanence for children through Special Guardianship Orders. In November the decision was made to move the SGO element of the work from the Adoption & Permanency Team to Fostering. This will stream line the process, enabling permanency plans to thread through the assessment from the outset, with one supervising social worker assessing the family from the beginning through to SGO. The two main benefits are that time scales will be reduced and families will have continuity of worker throughout the process.

This year the Government has held a consultation with a view to enhancing the status of Long Term Fostering. If this is adopted as an option for achieving permanence for children, the intention is that foster carers would have greater decision making authority, and the state less involved. Children placed long term would still be in the care of the local

authority but Looked After reviews would only take place once a year and visits from social workers could be greatly reduced. This is in direct response to Looked After children saying that they would like the people involved in the day-to-day lives and care of children to be able to make day-to-day decisions about them and for them to have less involvement from social workers.

Meeting the Needs of Children from Minority Groups:

The population of Surrey is predominantly white British; consequently so are the overwhelming majority of foster carers. To ensure that the needs of Looked After children from different cultural, ethnic and religious backgrounds are met, a working group has been set up to develop a resource to support foster carers in this area. Local people matching the wide range of backgrounds that Looked After children come from are being recruited to work on a sessional basis to support children and young people, and their carers.

CONCLUSION

This year has been a positive, busy and challenging one for the Fostering Service. The service has diversified due to a wide range of initiatives and policy changes at local and national level, all of which will improve the way we meet the needs of children and young people living in foster homes and lead to more positive outcomes for them in adult life. Plans for next year will ensure that the service continues to move forward in line with Government agendas and also in order that the needs of children and young people in foster care are met

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Surrey Adoption Agency Statement of Purpose

2014-15

INTRODUCTION

This Statement of Purpose has been produced in association with the Adoption and Children's Act 2002, Adoption Agency regulations (2003, 2011) Adoption Support Regulations 2005, and National Minimum Adoption Standards 2011. Adoption regulations require adoption agencies to provide a clear statement of the aims and objectives of our Adoption Agency and the strategy for meeting those aims and objectives on an annual basis.

The Statement provides details of:

- The principles and quality standards which underpin the service
- An overview of services provided by the Agency, including support services
- Activity
- Management structure, numbers, qualifications and experience of the staff
- Quality assurance and external monitoring mechanisms
- Procedures for recruitment, preparation, assessment and approval of prospective adopters
- Complaints
- Quality Assurance
- Arrangements for revision and circulation

AIMS AND OBJECTIVES

Surrey's Adoption Service works to secure adoption for children who are unable to live with their birth parents or a connected person.

Through successful adoption arrangements we believe that many children can reach their full potential and to achieve the 5 Every Child Matters outcomes: Be Healthy, Stay safe, Enjoy and achieve, Make a positive contribution and Achieve economic wellbeing.

PRINCIPLES AND QUALITY STANDARDS

- Legal permanence represents the best outcome for children, whether this means placement with birth parents, a connected person, or a substitute family claiming the child under adoption, fostering or special guardianship arrangements.

- Striving for permanency for children is therefore the business of all Surrey Children's Services staff.
- The child's need for permanency from as early an age as possible is key to our thinking and practice.
- In recruiting and assessing prospective adopters, the needs of looked after children and the ability of the prospective carer to meet these needs are the primary consideration.
- The recruitment needs of the Agency should be subject to continual review in order that the Agency is able to respond to the placement needs of children.
- Enquiries are welcomed from a diverse range of families, reflecting the varied and individual needs of children requiring permanency.
- In matching children with prospective families, their needs must be considered holistically taking account of a broad range of factors, rather than focussing on single issues such as family structure, or ethnicity.
- Whilst there will not be a requirement for adoptive families to reflect the child in all respects (e.g. with regard to ethnicity, culture, religion or language) there must be consideration of the ability of the family selected to acknowledge and promote the child's needs in these respects.
- Practice should be informed by the best available research and be evidence based.
- Applicants are entitled to receive a professional, timely and respectful relationship which adopts a partnership approach.
- When there is no local match, family finding should be extended beyond Surrey in the interests of ensuring that the child is not left waiting for a match, or indeed for the perfect match
- By making Surrey adopters available to other placing agencies, and promoting use of the National Adoption Register, the national pool of adopters is enhanced and there is better placement choice for looked after children generally.
- Placement stability for children placed for adoption is prioritised through careful matching and provision of a range of support services.
- Support is acknowledged as important for all those whose lives have been touched by adoption.
- In addition, Surrey Children's Service has created a set of quality standards to underpin its work with children and young people, the key principle being that '**the Child is the central focus of our work**'. To this end the wishes, feelings and views of the child are explicit, recorded and respected in all the work we undertake.
- We work with children, young people, parents and carers to consistently promote equality of opportunity and social inclusion whilst respecting their culture and background.
- Children are safeguarded whilst allowing for risk and challenge as appropriate to the capabilities of the child. Particular attention is paid to safeguarding children with a disability
- Corporate parenting responsibilities are fulfilled to ensure safety, security and stability of care where possible within their family network and community. Particular attention will be given to good quality care planning and achieving permanency for a child
- We promote effective partnership working, within the community network and with partner agencies to achieve optimum outcomes for children

- Children's Service staff are supported, trained, managed and supervised to provide the best possible outcome to children and young people within the legislative framework and available resources
- The Children's Service is led and managed by managers who strive for quality and excellence, demonstrate integrity, a detailed understanding of processes and resources and provide a clear direction to constantly improve service delivery

SERVICE OVERVIEW

The following services are provided to children and young people:

- A Family Finding Service for Surrey Looked After Children in need of adoption.
- Operation of an adoption panel
- Support for adopting families pending and following placement.
- A range of post order services

In addition, adults whose lives have been touched by adoption (their own or that of a close relative) can also access services as follows:

- Counselling and Support services for adopted adults
- Support services for birth relatives of adopted children
- An agency and non-agency adoption service for adults seeking to adopt

Family Finding:

Children in need of adoption are referred to the adoption service, either because of a request from the birth parent(s) or as a result of authority from the Courts to place a child for adoption. Our aim then is to secure a placement for a child as quickly as possible, given research indicating that timeliness in achieving permanency is linked to positive outcomes for adopted children. Accordingly, we follow national minimum standards. These state that it should take no longer than 12 months for a child to join their new family once the Agency has made a plan for adoption.

Given the concerns that black and minority ethnic children typically face longer delays before being placed in a family, we adhere to current adoption guidance, enabling children to be placed within a family that can support their cultural, ethnic, linguistic and religious needs, without the requirement that the family must match the child in every respect. To help us make sure we consider the child's needs holistically, use is made of a matching tool. This approach ensures that placements are made that are both timely and well considered.

Children are placed with their siblings wherever possible unless there are clear indications that this would not be in their best interests, mindful that for most children this is a life long relationship which confers considerable benefits to the child (research indicates that placement together can have benefits in terms of promoting placement stability.)

For some siblings shared experience of early neglect, trauma and abuse coupled with complex sibling relationships as witnessed within the current placement can indicate a need for caution in placing together. This means that careful consideration is needed which looks at both the risks and benefits of placement together. Sometimes this needs to be informed by expert advice, and the service will seek this in order to give the children the very best chance of a successful outcome.

Whilst finding a family for a larger sibling group is challenging, family size and limited placement options should in themselves not be a reason to move quickly to a plan of separation. Where there is a belief that placement together is in the children's best interests it is important to make every effort to find a family, before reviewing the plan. Where it is considered to be in the best

interests of children to grow up in separate households from their siblings, care should be taken to record the rationale behind the decision making and contact between siblings placed separately actively promoted.

For a small number of children no match is identified from the pool of local adopters, and so given the need to ensure that children do not wait longer than absolutely necessary, the search is extended and the child assigned to a named worker from the adoption service to work alongside the child's social worker to identify a family. Children most likely to wait for a family longer are:

- Over 4s
- Siblings with a least one child of school age
- Children with health issues, developmental delay or uncertainty
- Children with complex emotional needs
- Children from black and minority ethnic groups

Family finding for these children is likely to require creating profiles and DVD recordings of the children (to be shared with other adoption agencies who might have prospective adopters available and able to meet the child's needs). For example, Surrey is a member of a consortium with Hampshire, Oxfordshire and a voluntary adoption agency based in Reading: PACT (Parents and Children Together) and it is to these agencies that we would turn first, followed then by non consortium agencies. (Within the year 2014-15 the consortium arrangements are planned to change to enable a larger consortium 'Adoption South Central' to be created.

Children may also be featured at events such as regional adoption exchanges-designed to bring the children to the attention of potential adopters or attend an adoption activity days with their foster carers. Adoption activity days have been trialled across the UK including Surrey over the past year and have encouraged 'adopter lead matching' whereby adopters express interest in specific children. Use of a national adoption register and a second commercial register (Adoption link) also provide opportunities for children to be matched with adopters beyond their own local authority. In the event that a match is secured with adopters from a different agency by any of these methods, a fee is paid to the agency.

Where foster carers express interest in providing a long term home, this is quickly followed up as we know that research indicates that placements which were carer lead, and based on an existing relationship often are amongst the most successful. The addition of special guardianship orders from 2005 has enabled many placements to become long term, backed by a legally secure order. This has been the means by which many children with complex health or developmental needs have been able to find a permanent home who might otherwise have waited much longer or in vain for an adoptive family.

Adoption panel:

Surrey has an adoption panel which draws on a central list of members, as required under National minimum standards for adoption. Currently panels make recommendations as follows:

- Whether to approve applicants as prospective adopters
- Whether to continue or withdraw approval in where there has been a significant change of circumstances, or where there has been no placement made within a year of approval (and annually thereafter)
- To consider whether a child should be placed for adoption in the event that there is a request from the child's birth parent(s) for the child to be adopted
- To consider whether a proposed match should proceed

- To hear cases of placement disruption which occurred prior to the making of an adoption order
- To hold regular reviews of agency activity, including updates on cases presented previously

In accordance with national minimum standards and adoption guidance there is an independent chair of panels, with a vice chair to ensure continuity of provision, plus

- Panel Adviser (non voting)
- Medical Advisor
- Legal Advisor
- County Councillor
- Independent Members
- Children's Services Representatives

The Independent members include a number of adoptive parents, with lived experience of the adoption process and the complexities and joys of raising adopted children, and members who were themselves adopted as children. All panel members undergo an application process including the taking up of references and DBS checks. In accordance with national minimum standards they are required to have annual appraisals and the agency must maintain files for each panel member which can be made available for inspection by Ofsted. Annual training is provided.

Legal and medical advice is made available to the panel, and the panel can make use of additional advice as required from additional disciplines such as education. The panel are assisted by a part time administrators who provides detailed minutes from each panel meeting.

The panel meets most weeks in order to ensure that there is no delay in cases being heard.

Support (pending a child being placed for adoption, and following placement):

The adoption worker remains in contact with the family following approval through to adoption. If there has been no match with a Surrey child within 3 months of approval, or if the background and heritage of the family is such that we agree a match is more likely to result from placing a child from another part of the UK, the family are entered on the National adoption Register, with their consent.

Meanwhile, there is a regular training programme provided to adopters waiting for a match, and prospective adopters are encouraged to make good use of this to continue their preparation for life with a child and to ensure that adoption remains a 'live' issue following the end of the application process. Sessions typically run monthly and are held in the evenings as part of a rolling programme. The subjects are chosen to build on the earlier 4 day training with sessions such as: Introductions, Attachment, Information for friends and family of adopters, Matching, Social networks and adoption, Use of the post box, Contact and Life story books.

The adoption worker will discuss any possible match with the family in the first instance, ensuring that they receive information about the child or children, to enable them to decide whether they can make the life long commitment to the child that is needed.

The worker also facilitates a planning meeting following the formal decision to proceed with the match, and co-ordinates introductions over a period of typically 10-14 days. A post order support plan is also agreed at a meeting in which the prospective adopters participate.

Meanwhile, the child's social worker and foster carer carefully prepare the child to move onto their new family, using story books and a welcome book which has been made by the adoptive family.

Regular visits are required under adoption regulations following an adoption placement, weekly for the first 4 weeks of a placement, with a looked after child review held within the first 28 days of placement. Visits to the family are usually shared between the adoption worker and the child's own social worker during this period.

Prospective adopters share parental responsibility with the local authority and the birth parents for this period pending the making of a final adoption order and therefore there remains a role for the adoption worker, the child's worker and the independent reviewing officer pending adoption.

In some instances additional support may be provided, dependent on individual circumstances such as provision of financial support, visits from a family support worker, or therapeutic guidance on how best to parent the child given their particular needs, and some families participate in a training package (Safe base) designed to teach therapeutic parenting of children with attachment difficulties. Finally, many families choose to attend our fortnightly parent and toddler group which is specifically for adopting families and find this both a helpful social activity as well as a further means of remaining in touch with the agency.

At such time that the family and the agency are of the shared view that the child has settled and been 'claimed' the family are encouraged to make an application to the Court for an adoption order. This is reviewed at the child's looked after child review - which happens at prescribed intervals-within 28 days of placement, thereafter 3 months later and then 6 months after that.

The court cannot hear a case before the child has been in placement for at least 10 weeks, and in practice the timing of an application varies to reflect the complexity of the child's needs and the decision making about when and why the child would no longer benefit from continuing to remain 'looked after'. When the time is right however, applicants are assisted to submit their application, and briefed as regards the court process, legal representation and preparing themselves and the child for attending court.

Support following adoption:

In many instances following the making of an adoption order there will be no need for an ongoing social work service, although often families may choose to remain in contact with the agency and other adopters/carers through attending training, social or support events, or they receive an indirect service as a result of an ongoing post box or receipt of financial payments to support the placement.

In the event that additional needs arise following adoption, the adopters/carers may request a review of the child or family's support needs from the service at any time until the young person reaches the age of 18.

Adoptive families with whom there has been no recent contact or who have moved into the area following adoption often contact the local area to request support. If it is unclear at the outset whether specialist adoption support is needed (rather than more generic advice on parenting matters) an initial assessment will be arranged which would be led by the local referral assessment and intervention team, but might involve the adoption service. Where it is clear that the main issues of concern involve adoption matters and there is a need for signposting or for casework with an adoption focus the case will usually be transferred to the adoption service.

An Adoption Support Services Adviser (ASSA), currently Debra Hale, acts as a point of contact for those affected by adoption and with a right to be assessed for services in relation to adoption (See appendix 2.) The ASSA also provides information, advice and signposting to relevant services.

Eligibility for support where another agency acted as the placing agency:

Adopters caring for children placed by other agencies or who move into Surrey remain the responsibility of those agencies for the first 3 years following the adoption Order.

A placing agency may however seek advice from the ASSA as regards accessing local support services on the child's behalf. Following three years from the date the order was made, responsibility for assessing support needs passes to Surrey if the family continues to live here.

- Advice and information within Children's Services in relation to adoption support issues
- Co-ordination and facilitation of adoption support services within the Children's Service and on a multi and Inter-Agency basis.

Examples of current post order support services provided locally include:

- Post box service to facilitate an indirect contact-referred service.
- Facilitated direct contact-referred service.
- Financial support (subject to child-based criteria and means test)-referred service.
- Access to regular Post approval training and social events.
- Buddy Scheme (provided through Adoption UK)-referred service.
- Parent consultation service (provided by Adoption UK)-self referral/referred service.
- A parent and toddler group for adopters -available to agency adopters.
- Individual membership of Adoption UK-referred service, available to all adopters.
- An in-house social work service, working with families on parenting strategies, promoting attachment and other interventions post order-referred service.
- Access to monthly support surgeries (provided by the Post Adoption Centre–available to all agency adopters and special guardians.
- TAP (the attachment project) a specialist Multi-Agency consultation panel, designed to facilitate and promote attachment between children and their permanent families-referred service.
- An Education psychology service to assess adopted children experiencing difficulty in school. Referred service.
- A monthly drop-in service-available to all agency adopters.
- All support packages are reviewed 3 monthly with the individual families concerned. Feedback from service users is used to improve individual support and develop adoption support services.

Adopted adults are able to access the following:

- Birth records counselling.
- Support and advice to adoptees in relation to adoption records held in the Surrey archive, or with regard to accessing alternative registered intermediary services
- Access to independent counsellors
- Access to a monthly support group
- Signposting for Intermediary services for adopted adults

Birth relatives affected by adoption can access:

- A specialist Birth Relative Parents worker,
- Counselling via a service level agreement with an independent adoption support agency
- Assistance with maintaining contact through facilitated meetings or through the Surrey post box with their child's adoptive family, including assistance with letter writing if this is needed.

Agency and Non Agency Adoption:

Non agency adoption is a service to families applying to adopt a child who was not placed by an adoption agency. Applications are generally driven by the wish of somebody who is caring for a child, to formalise the relationship through adoption and acquire parental responsibility in the process.

This service is mainly accessed by step parents, followed by a small number of children being adopted by a close relative (following placement under a private arrangement,) and lastly inter country adopters who have adopted a child from another country but where the adoption does not have legal recognition. (Depending on which country an overseas adoption took place in, there may be a requirement for a further adoption order to be sought in the UK courts as not all such overseas adoptions are recognised in the UK.)

With children to be adopted from abroad there are additional visiting and reviewing requirements as specified under the adoption with foreign elements regulations.

All Non Agency Adoption applicants are required to give the local authority 3 months notice of their intention to make an application for an adoption order, and this provides a window for counselling and information gathering, ahead of the need to respond to a request for a report from the court.

The need to make enquiries about the applicant, to meet with the child to gauge their needs and understanding of the process, to trace and interview the absent birth parent are often poorly understood at the outset, as is the social worker's responsibility to make recommendations as to whether an alternative legal order should be considered (such as a parental responsibility order, a contact order or exceptionally, a supervision order).

Enquirers complete an initial questionnaire and are invited to attend an office appointment to review their motivation for applying to adopt, to consider possible options and the process involved. In practice, when the appointment has taken place and potential applicants have given the matter further consideration, some decide not to pursue an application at least for the present time.

When an application is placed before the court, the service provides a comprehensive report to the Court based taking account of the welfare checklist. As with agency adoption extensive checks are made, with other agencies and personal referees. Applicants undergo DBS checks, and in some instances a medical examination is required

In writing their report, the social worker is required to consider how the making of the order will impact for the child in the present and in future years, to consider whether there are alternative legal arrangements which could better meet the child's needs or if additional orders are required for the benefit of the child. They must also consider the impact of the order for the applicant, the birth parents, and the wider family network.

Special Guardianship

Special Guardianship Orders were introduced as a new legal permanence option within the Adoption and Children Act and came into being on the 31st December 2004. Due to the nature of the Court process the assessment and preparation process for family and friends (kinship carers) as potential permanent carers is different from that of adoption.

From 2014 special guardianship applications in respect of for looked after children have become the responsibility of a new Friends and Family Team, reflecting the growth in

applications from so called 'connected persons' (usually a former foster carer or someone known to the child previously through their local network)

ACTIVITY 2013-14

Children

- 56 looked after children from Surrey were matched with adopters and placed in new families
- 6 children with disabilities, special educational needs or significant developmental delay were considered as in need of adoption, and 4 were matched with a family within the period
- 3 BME (Black or minority Ethnic) children were matched and placed, 1 with Surrey families and 2 with a family approved by another agency.
- 5 groups of siblings were placed together in new families, and an additional 2 children were placed in the family who had previously adopted their birth siblings.
- 2 children (siblings(experienced placement disruption and one sibling group of two who had been matched did not join their prospective adoptive family as they felt unable to continue during the introductions period
- 3 sibling pairs and 1 single child were placed with foster carers who were also approved adopters prior to the plan for adoption being approved, thus allowing them to potentially join their permanent families earlier if the plan for adoption is agreed.
- Post Box Exchanges – there are now over 750 Post Box folders requiring over 2000 exchanges with birth relatives given that some children have exchanges set up once or twice a year with several family members.
- Supervised Contact: the service supported over 50 families
- 57 statutory Post Order Support Needs Assessments were completed. This was in addition to those already receiving a service from previous years, and those who were accessing services directly from contracted services (such as the Post Adoption Centre and Adoption UK) or a one off/non targeted service such as training, the drop-in surgery or the adopters parent and toddler group
- The Attachment Project (TAP) provided monthly consultation slots for carers and workers in relation to children with complex attachment needs, this included consultation around issues of sibling placement-together or apart, placement support and stability and therapeutic needs of the children

Adults

- The Agency received initial adoption enquiries
- We approved 57 families. The adopters ranged in age from late 20s to mid 50s.
- Successful applications included 49 heterosexual couples 5 single adopters and 4 same sex couples.
- 8 foster carers were approved to adopt 9 children who had already been living in their care.
- Reflecting the local demographics most applicants were from white British backgrounds, with successful applications received from 3 couples of mixed heritage.
- We also received over 300 referrals for support from adult adoptees, these included requests for birth records counselling, intermediary work or birth relative initiated contact.

- Referrals were received and support provided to over 60 birth relatives

QUALITY ASSURANCE

A number of mechanisms exist to monitor the work of the Agency, and to ensure that service delivery is consistently of a high quality and meets national and local performance indicators.

- The Adoption Panel, including elected members provides feedback to the operational teams on the quality of work submitted
- Panel receives updates on approved adopters waiting for placements on a quarterly basis
- Independent reviewing officers for the child review the adoption plan 6 monthly, and where adoption is no longer considered to be in the child's best interest an application to revoke the placement order is made.
- A quarterly adoption forum provides a strategic interface between the Agency and the panels
- Twice yearly Annual Adoption Agency Reports and updates are provided to elected members
- Disruption Reports are provided in relation to any adoption placements which fail to result in an adoption order
- Performance data information in relation to key performance indicators is collected and reported within the monthly children's social care 'Report Card '

Feedback mechanisms for service users are built in to all key stages of the adoption process and have recently been revised to improve opportunities for young people to be give feedback on the service

In addition, there is an active focus group for service users which meets quarterly and provides feedback on service delivery and development.

Service users are routinely involved in information events and meet applicants during their assessments to bring the experience of adoption to life for applicants.

EXTERNAL MONITORING OF THE WORK OF THE AGENCY

The Independent Review Mechanism was launched on 30th April 2004. It is being operated by BAAF on behalf of the Department of Education. The Independent Review Mechanism (IRM) is a review process, conducted by a Panel, which prospective adopters can use when they have been told that their adoption Agency does not propose to approve them as suitable to adopt a child. In 2013-14 there were no cases referred to the IRM

In addition:

- An annual data set and commentary on performance is provided to Ofsted
- Quarterly performance data is provided to the Department of Health
- The Agency is inspected three yearly by Ofsted, most recently in 2011, with the result that an overall rating of 'good' was awarded
- We receive an annual ' Scorecard' from the Department of Health

The current scorecard which can be seen on the Department for Education Website has aggregated performance over 3 years. Currently Surrey meets all thresholds (these measure timeliness of placement for children with adoption plans.)

MANAGEMENT AND STAFFING

(See appendix 1) The Service is managed within the Care Services part of Countywide Services, which forms one arm of Surrey Children's Services

Louise Warren, Care Services Manager was appointed in 2014. She has over 20 years experience as a qualified social worker/manager, and manages all the regulated care services including: adoption, fostering and residential services. Her qualifications are as follows:

BA Hons in Social Policy & Administration: University of Leeds 1982
Diploma in Social Studies / CQSW from University of Leeds in 1986

NVQ Management Level 4

Suzanne Chambers, Team Manager is the operational and policy lead for Adoption and Permanency and registered manager following appointment in 2010. She has been qualified as a social worker since 1987, and a manager since 2004. Her qualifications are as follows:

B.A. (Hons) Psychology: University of Durham 1981
MSc Social Policy and social work studies and Certificate of Qualification in Social Work: London University (L.S.E.) 1987
Diploma in health and social care management level 5

4 Full Time Equivalent Assistant Team Managers (5 posts given that some are part time) complete the management team, each holds functional leads as well as providing regular supervision to staff.

Casework and group work functions are provided by 15 full-time equivalent Social workers, assisted by 3 Assistant social workers and a Referral and Information officer. The team is also supported by a dedicated team of business support staff

In addition the following are commissioned by the adoption Service:

- Independent Chair of the Adoption Panel
- Adult psychotherapist -1 day per week provides consultation for adopters and carers
- 2 educational psychologists-seconded 1 day a week each
- 2 mental health CAMHS workers-half a day a week each
- Plus consultation from a clinical psychologist half a day a month each.

All social workers are appropriately qualified for their posts and registered with the Health and Care Professionals Council. A high percentage hold post qualifying awards such as the Child care Award, or higher degrees and many have additionally undertaken specialist courses/training including Practice Teaching, Diploma in Adoption and Attachment, Counselling, Play Therapy, and Theraplay.

Most of our staff have held positions across the range of Children's Services prior to joining the team and therefore are knowledgeable as regards the roles of colleagues in the following areas:

- Key working children in child care / child protection / Court cases
- Key working Looked After Children in residential settings
- Fostering and Adoption Work.
- Child and Adult Mental Health.

A satisfactory enhanced disclosure and barring service (DBS, previously known as CRB) check is required for all staff including business support workers employed within the service.

PROCEDURES FOR THE RECRUITMENT, PREPARATION, ASSESSMENT AND APPROVAL OF PROSPECTIVE ADOPTERS

The Service aims to recruit a flexible and diverse pool of adopters to meet the needs of looked after children with adoption care plans. In recent years, the agency has received more enquiries from members of the public hoping to adopt a pre-school aged child than we have such children. Like most other adoption agencies we sadly receive fewer enquiries with respect of children in our priority groups, despite ongoing efforts. It is important therefore that in communicating with the general public we are transparent about the needs of our children whilst encouraging enquirers to think about how adoption could enrich both their own and a child's life.

Initial enquiries are received by telephone or e-mail. All enquirers are offered an opportunity to attend a Learn2adopt session-held weekly in which we share detailed information about adoption and the needs of adopted children.

Following this, enquirers can choose to register interest and in doing so they provide permission for background checks. Those accepted progress to a 2 stage process, the initial stage lasting 2 months is adopter lead, and consists of the adopter furthering their knowledge about adoption, providing further information about themselves-through a series of self assessment tasks and undergoing background checks. A medical is also undertaken by the applicants' own GP and reviewed by our medical adviser.

On completion of stage one the agency reviews all the information held and determines whether or not to progress the applicant to stage 2-which is adopter lead and results in presentation of a completed assessment to the adoption panel. Stage 2 should be completed within 4 months, and includes attendance at preparation groups.

Eligibility criteria:

We provide a service to Surrey residents but will consider non Surrey residents in exceptional circumstances particularly if they are wishing to consider a child from any of the priority groups highlighted on page 4.

- Applicants can be single, married, in a civil partnership or be an unmarried couple (same or opposite sex)
- There is no upper age limit, but applicant(s) must be aged 21 or over,
- They should be domiciled or habitually resident in the UK
- Have no declared specified offences against children or convictions which might indicate unsuitability to work with children or vulnerable adults. (Formal checks are made later if the Agency accepts an application.)
- The applicants should not still be undergoing fertility treatment or investigations of fertility. (We generally consider that a minimum of 6 months should have elapsed since the last treatment.)
- We consider applicants who have children living as part of their household on a case-by-case basis.
- The applicant(s) need to be able to commit to having a parent at home full time for a minimum of 6 months following placement of a child for adoption.
- Declared health status is such that there is no reason to believe that they could not meet the physical and emotional needs of a child placed for adoption now and through their growing years (this would need to be further evidenced following formal application by a medical assessment)
- If applicants declare a health condition or disability that might impact on ability to parent, we take advice from our medical adviser at an early stage of the process with their agreement. (We follow current evidence based guidance from BAAF on the detrimental effects of passive smoking for children under 5 and children with respiratory problems)

and refer any enquirers wishing to be considered for these children to their general practitioner with a view to working to the goal of cessation for a minimum period of 12 months before they seek to register interest).

- Enquiries are welcomed from single applicants and those applying as a couple (irrespective of whether the relationship is one that is legally recognised or whether it involves a same sex or different sex partnership).
- The applicant(s) should be settled in their accommodation, with suitable and sufficient accommodation for a child to be placed
- They must show willingness to engage with the process and to facilitate statutory and agency checks.
- Already have good levels of childcare experience or be able and willing to extend this.

If the agency thinks that enquirers are unlikely to be a resource for the children currently most in need of adoption it may decline to consider the enquirer further. If this is the case, feedback is given and we may suggest an approach to other adoption agencies whose needs may be different. (Since 2013 a national adoption gateway named First4adoption has existed to provide advice and sign post potential applicants to agencies accepting expressions of interest.)

As part of any assessment process visits are arranged to foster carers and experienced adopters to hear real life stories. Applicants are also invited to attend the Parent and Toddler group we run fortnightly for our families, and most recognise that this group is a very friendly and accessible way to build additional support, from like-situated families.

Applicants and the assessing social worker work together during stage 2 with some meetings taking place in the applicants home, others in the office. An analysis of the information collated and shared is undertaken, the result being a comprehensive prospective adopter's report. The report is seen and commented upon by the applicants, and any amendments agreed. In practice, applicants contribute significantly to their reports.

The assessment is overseen by a manager and a manager's oversight report is also provided to the panel. Where there is complexity, or the Agency has some unresolved concerns a manager may undertake a second opinion visit.

Where the agency considers it is unable to support approval it has the option to present either a full or a brief report to the panel detailing its enquiries and the reason why it does not propose to complete a full assessment, if this has not been completed.

The Adoption panel's role is to consider all the information before it and to make a recommendation as to whether the application should be approved.

Applicants are given the choice whether to attend panel. In recent years it has been the case that all applicants have elected to attend and this has been considered very helpful by panels, enabling them to gain a sense of the applicants and what they have to offer.

The panel has three options available to it in every case it hears: to recommend acceptance, rejection or to defer the case for additional information. In all instances the practice of panel is to provide the applicants with verbal confirmation of the recommendations following its deliberations, with the proviso that ratification will need to take place.

The agency decision maker, a senior member of Surrey Children's Services, then decides whether to ratify the panel's recommendation, taking account of all the available information including the minutes of the adoption panel meeting before taking a final decision. The decision is then confirmed in writing within 7 working days.

In the event that the Agency does not approve an application or decides not to complete a partially assessed case the applicants have the choice of seeking a further determination, by a review panel (see IRM).

All approved adopters who have not had a child placed with them within 12 months of their date of approval are required to have an annual review of their approval. This is completed internally within the adoption service, unless there has been a significant change of circumstance or the

approval is of 3 years duration in which case a fuller review is required and must be presented to panel.

COMPLAINTS

The adoption service adheres to the Council's corporate complaints procedure. All service users as a matter of routine are given a copy of Surrey's complaints leaflet.

A children's guide appropriate for the age and needs of the children we work with is provided, either directly to the young person or their carer.

Complaints relating to children are handled under the provisions of the Children's Act S.26 (1989), further defined in the Representation Procedure (Children and Young Persons) Regulations (1991). With the introduction of the Children and Adoption Act 2002 and the Health and Social Care (Community Health and Standards) 2003 came an extension of the previous provisions. In addition complaints can be made to:

Ofsted
Piccadilly Gate
Store Street
Manchester
M1 2WD

Telephone: 0300 123 1231

Email: enquiries@ofsted.gov.uk

REVISION AND CIRCULATION

This statement has been produced by managers of the service in consultation with staff and users of the service, in compliance with National Adoption Standards and the relevant Adoption legislation. Members of the Social Services Executive will be asked to formally approve the Statement, (the revised Statement is presented to Members annually for their approval).

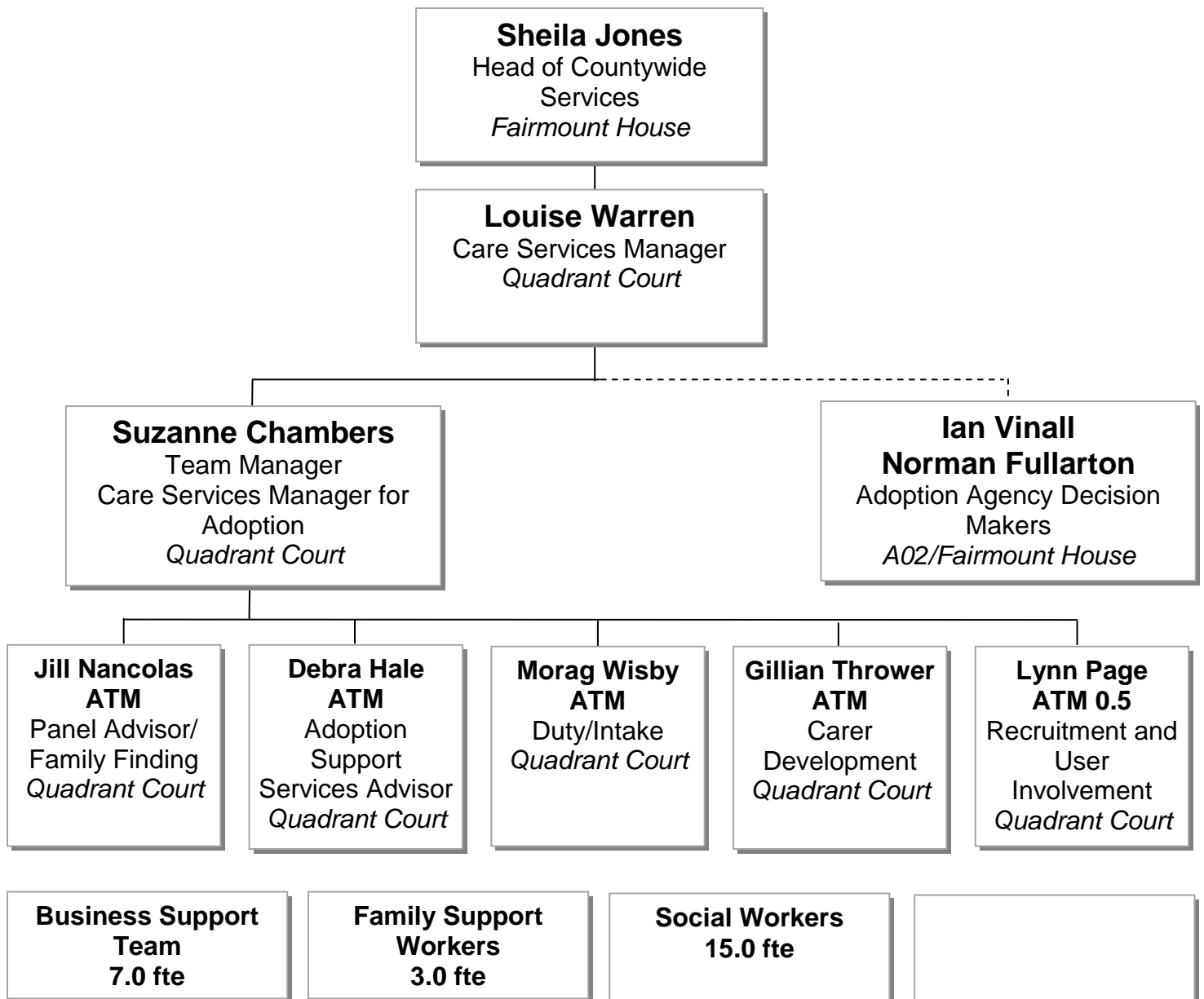
The Care Services Manager and Team Manager are responsible for ensuring that the Statement is updated or modified when necessary, but at least annually

The Statement is provided to OFSTED. Amended Statements will be provided to the Commission within twenty-eight days of approval by Members.

The Statement will be provided to:

- All staff including independent specialists engaged in the adoption process.
- All current and prospective adopters and permanency carers.
- A copy of the statement of purpose is posted on the Adoption pages of the Surrey County Council website

Management Structure



Adoption Assessment Services

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Person being assessed	Services for which they are entitled to be assessed						
	Services to enable discussion of matters relating to adoption	Assistance in relation to arrangements for contact	Therapeutic services	Services to ensure the continuation of adoption relationship	Services to assist in cases of disruption	Counselling, advice and information	Financial support
Agency adoptive child	◆	◆	◆	◆	◆	◆	
Adoptive parent of an agency adoptive child	◆	◆		◆	◆	◆	◆
Child of adoptive parents				◆	◆	◆	
Natural parents or guardians of an agency adoptive child	◆	◆				◆	
A relative (or someone with whom the Local Authority consider the child to have a beneficial relationship) of agency adoptive child		◆				◆	
Intercountry adoptive child			◆	◆	◆	◆	
Intercountry adoptive parent				◆	◆	◆	
Natural sibling of an adoptive child		◆				◆	
Non-agency adoptive children, their parents and guardians						◆	
Prospective adopters						◆	
Adopted adults, their parents, natural parents and former guardians						◆	
A relative (or someone with whom the Local Authority consider the child to have a beneficial relationship) of a non-agency adoptive child						◆	

Surrey County Council

Adoption Agency

Report

2014

Introduction:

The Adoption & Children Act 2002 (implemented 2005) requires that Local Authority Adoption Agencies present regular reports of agency activity to Elected Members. Since April 2011, reports are provided twice yearly. This report and the statistics contained within it capture the period April 1 2013 to March 31 2014. A mid year report will be provided in a further 6 months, capturing activity in the first half of 2014-2015.

Context:

The Adoption Agency operates as part of the Countywide Services (Children's Social Care). As such, we are sited within the Directorate of Children's Schools and Families, Children's Services and Safeguarding under the leadership of Strategic Director Nick Wilson and Deputy Director, Caroline Budden.

In common with all agencies concerned with promoting the wellbeing of children under the Every Child Matters (ECM) agenda, we reference activity against the 5 ECM outcomes: being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well being. As an Adoption Agency we are additionally required to comply with the following legislation, standards and associated regulations:

- Children Act 1989
- Children Act 2004
- Adoption and Children Act 2002
- Care Standards Act 2002
- National Minimum Adoption Standards, Adoption Agency Regulations and Department of Education Adoption Guidance-all updated in 2011 with statutory guidance updated again in 2013
- Restrictions on writing adoption report regulations 2005
- Inter-Country Adoption (Hague Convention) Regulations 2003
- Adoption Support Services Regulations and Standards 2003

As a regulated service we are subject to inspection by OFSTED, the last inspection having taken place in June 2011, with the outcome that we were rated as 'good with outstanding features'. 3 recommendations were made which have since been addressed, namely to write and implement an education policy for adopted children, to ensure that the views of young people inform service delivery and to ensure that birth parents are informed verbally within 2 working days of Agency decisions in relation to adoption. All recommendations have duly been acted upon.

The Adoption Agency operates within the framework of Equal Opportunities legislation and Surrey County Council's Equal Opportunities Policy – the Agency does not discriminate in any way on the basis of race, religion, gender, disability, sexual orientation, marital status or age in relation to staff and service users and we have recently completed an Equalities impact assessment to ensure that our practice is consistent with this.

Service Overview:

Surrey provides a busy and thriving adoption service covering the following areas of business:

- **Recruiting adopters** who can offer placements to Surrey's looked after children, or children placed from other local authorities.
- **Family Finding** for children in need of adoptive placements
- **Adoption support services** Support services range from financial allowances to therapeutic services and support groups for their carers.
- **Non-agency adoption.** Assessment and preparation of welfare reports for the Court in respect of proposed adoption arrangements, which were not made by an adoption agency.

- **Services for birth parents whose children have been placed for adoption.** This is required by the Adoption & Children Act 2002, which places on the Local Authority a duty to provide a service to all parties affected by adoption.
- **Facilitating direct contact** between birth families and children placed for adoption where it is deemed appropriate.
- **Operation of a 'post box' service** whereby birth families and their adopted children can exchange letters, photographs etc. with the adoption service acting as an intermediary in order that confidentiality can be maintained.
- **Inter country adoption** - non agency adoption welfare reports (as discussed previously) and post placement reports to the child's country of origin
- **Services to adopted adults:** the adoption service undertakes a significant amount of work with adopted adults. The law allows any adopted adult over the age of 18 who wishes to trace their adoption records and/or family of origin to contact their local adoption service
- **Support to relatives of adopted adults** In addition to adopted adults being able to access information and request assistance to make mediated contact with their family of origin, birth relatives of children adopted in the past, who may now be adults, can now approach us for a similar service which is provided by the adoption service.

National context: the Adoption Action Plan and Family Justice Review

March 2012 saw the publication of the Adoption Action Plan by the Department of Education. This was preceded by the Family Justice Review- published late in 2011. Jointly, they inform the current policy context with regard to reform of the family courts and the adoption process.

Adoption regulations and statutory guidance were most recently revised in 2013 with further amendments expected. This has resulted in the first instance in the removal of the role of adoption panels in scrutinising children's adoption plans, driven by a wish to avoid duplication of decision making (between panels and courts.) From September 2012 therefore the role of the panel became restricted to recommending adopter approvals and matches between children and adopters.

Current clauses within the children and families bill before parliament will introduce a requirement to consider placing children with dual approved (for fostering and adoption) families during care proceedings, a requirement to inform adoptive families for their right to an adoption support needs assessment and provide that the adoption recruitment function of local authorities could be removed by agreement of both houses of parliament, if there is a failure to provide a sufficiency of placements for children. (Given an estimated shortage of 6,000 adopters across the country there was concern that many children with adoption plans were waiting too long to be placed in their new family or were not placed at all and therefore remained looked after). As such, both local authority and voluntary adoption agencies have been incentivised to recruit more families rather than focussing on local need.

In line with the coalition government's 'Adoption Action Plan', the adult adoption pathway was reformed from July 2013 to create a new 2 stage pathway, the stages to take 2 and 4 months respectively to complete with a fast track process for former foster carers and second time adopters.

A one-off ring fenced adoption reform grant was provided in 2013-14 to support the extra work needed and a national adoption gateway was also created with Department of Education funding, to provide initial information for would be adoption applicants and help direct them to recruiting agencies. Extra support for adoptive families was also introduced through the extension of priority school admission status for former looked after children and the extension of pupil premium plus to the same children.

Adoption performance of local authorities is now monitored by the Department of Education through league tables (which look at the percentage of looked after children and young people who exit care through adoption) and an annual scorecard (which aggregates data for the past three years to give average timescales for the child's adoption journey.) –see performance section of this report.

Surrey meets the current thresholds as set by the Department of Education, one of only 36 local authorities to do so. Surrey has also elected to submit quarterly data on a variety of performance measures collected in a Voluntary Adoption Survey, conducted by Ofsted. This contributes to a national picture of adoption, as well as enabling us to track our own performance throughout the year pending the annual publication of the adoption scorecard in November. The result has been a fast moving landscape, with many challenges to deliver on alongside maintaining 'business as normal'.

Local Activity:Children

With over 800 looked after children by the end of the reporting year, we saw correspondingly high numbers of adoption care plans for 0-7 year olds, with an average of 5% of the total looked after population placed for adoption over the reporting period. Adoptive placements were identified and ratified for 57 children by 31st March 2014, with many more provisional matches already identified and booked into adoption panel for matching by that date. By the end of the period 59 children had received final adoption orders after a settling in period with their new families.

All but 2 children were placed following legal action on the part of the local authority, which is a reflection of modern day adoption with very few birth parents requesting adoption for their children. The range of ages at which children were placed for adoption was broad with the youngest placed at 5 months of age and the oldest 6 years. 3 children were adopted by their foster carers

31 children moved into new families by themselves and 21 children moved as part of a sibling group. Whilst generally it is considered best to seek placements of siblings together, in some instances the children's care plans are for separate placements. The reasons for this can be wide ranging from having older siblings living elsewhere - in adoptive or long term foster families, or placed with relatives where it may not be possible for the child to join their sibling. In other instances the needs of the children may be significantly different or in conflict with each other prompting a decision to seek separate placements.

It is also generally recognised that families who reflect their ethnicity and cultural, spiritual and linguistic backgrounds of a child are likely to be in a position to enable the child to develop an appropriate sense of identity, however taking account of the difficulties encountered in achieving exact matching, particularly where the child has a rich and complex heritage, we consider any family that we consider able to promote their identity and cultural needs alongside all other needs. In doing so, we hold in mind the primary need for a family and resist the thought that the child should wait for an indeterminate length of time for a perfect match- which might in all reality not exist. Taking this approach has meant that all our children have an equal chance of placement within the national minimum standard timescales.

3 children with an adoption took over a year to place, the reason were as follows: 2 children were placed for adoption following a previous failed adoptive placement and the remaining child was claimed for adoption by his foster carers following an initial period of seeking adopters. As they had cared for him from birth, this was considered a good outcome as the child did not then experience a move.

Sadly the placement of 2 children placed for adoption disrupted prior to the adoption order being made, and these children have been placed with foster carers pending a further attempt to secure legal permanency.

Special guardianship

Mindful that single measures do not tell the whole story, and that adoption is not the only means by which children exit care, we can report that special guardianship is increasingly used to promote permanency. Indeed following recent rulings in the court of appeal, there has been a very significant shift in favour of special guardianship as an alternative legal outcome. This has resulted in a slowing down of adoption activity towards the latter part of the reporting period, and whilst adoption figures for the year were at their highest ever, they were nonetheless eclipsed by special guardianship (66 orders), with the expectation that in 2014-15 there will be significantly fewer adoptions than for this period.

Special guardianship work transferred from the adoption service to a newly created friends and family team in 2014, in recognition of the growth in this area of work.

Placement challenges:

As in previous years, children over 4, those with health and developmental uncertainty, complex emotional and behavioural needs, children from BME backgrounds and large sibling groups risk waiting longer for a family. We therefore designate these as 'priority children'.

Experience and research shows that children whose health needs are particularly high are often 'claimed' by foster carers who have already formed a close relationship and approximately 20% of adoptions from 2013-14 related to foster carers who adopted known children. These often are very successful placements, not least because there is no element of fantasy about the child, which can sometimes be the case if the child is previously unknown to the adopters. We aim therefore always to explore whether the current carer is minded to request consideration, and think creatively around removing obstacles (such as lack of resources or support) which might otherwise deter the carer from offering permanency.

However, not all our priority children are able to be adopted by their foster carers and so we have engaged a management consultancy 'Impower' to help us identify how we can work better with prospective adopters, with the aim of encouraging them to adopt an open minded approach to matching, thus enabling more children to benefit from adoption, and faster. (The current situation is that like most agencies we remain over-subscribed with applicants for pre-school aged children without additional needs, yet have a number of waiting children at any given time.) This work involves building a better understanding of the motivational attitudes of potential adopters and the key messages that need to be used when recruiting, assessing and matching adopters.

For children for whom there is no immediate match, regular family finding meetings are held. These are chaired by an assistant team manager from the adoption service and attended by the child's current carer and social worker and an assigned family finder. The meetings review measures to identify a family and a record of the meeting is made and shared with the independent reviewing officer for the child (whose role is to ensure that a proactive approach is taken to achieving an adoption care plan).

Family finding activity aims to bring the child to the attention of as many potential families as possible. We will consider families both within and beyond Surrey borders, who are approved or under assessment in order to maximise the child's chances of finding a family with minimal delay.

We have been very pleased that a booklet distributed to adopters on a regular basis of 'waiting children' has been very effective. This appears to help encourage adopters to think beyond their original acceptance range, and has resulted in several matches. It also meant that in 2013-14 only 3 children needed to be placed with adopters from other agencies. We have also developed a secure website, access to which is restricted to staff, approved adopters and applicants under assessment. This has enabled us to feature information which adopters and applicants can access independently, identifying children whom they wish to receive further information about. Meanwhile, the child's profile is circulated to other adoption agencies, including our consortium partners (Hampshire, Oxfordshire and Parents and Children Together- a voluntary adoption agency based in Reading and London.)

From November 2014 we expect to have enlarged the current consortium to include additional local authority and voluntary adoption agency members which will give our children access to a wider still range of adopters.

In March 2014, we ran our first Adoption Activity Day with our consortium partners and BAAF (the British Agencies for Fostering and Adoption.) Activity days were pioneered in the USA and seek to bring together prospective adopters and children for a day of supported activities in the hope that potential links will emerge to be considered further. Given a 19% success rate for children who participated in pilot schemes we regard this as a worthwhile initiative.

Alongside our sending out profiles, children are also referred to the National Adoption Register, which is administered by BAAF and seeks to identify possible matches between waiting children and approved adopters.

When a match involving a Surrey child and adopters from another agency is made a £27,000 fee is paid to the agency supplying the placement (the level being set annually by BAAF.)

Given high levels of adopter approvals in 2013-14, a number of Surrey adopters adopted children from other authorities, as a result of adopter lead matching. When Surrey adopters chose to adopt children from other authorities we are able to recoup the £27,000 inter agency fee to recoup costs with respect of the time and investment needed to prepare, assess and support the family from the placing authority. The placing authority then remains responsible for the child's post- adoption needs for the first 3 years following adoption, but thereafter if the family continues to live within Surrey this responsibility shifts to Surrey.

Foster2adopt

A further development has been the increase in foster2adopt placements. This involves approved adopters assuming care of a child under fostering regulations, pending court authorisation to place a child for adoption. This approach has been deployed in a number of situations where an existing foster placement (or placement with relatives) cannot continue, and the court has not yet agreed to adoption as the care plan. Prospective adopters agree to carry the risks (that the court may order that the child is returned to the care of their birth family), and also to support any ongoing contact arrangements, pending the final hearing in court. In the event that the court approves an adoption plan, the family then applies to formally adopt the child (at court with agreement of the agency)

Foster2adopt is considered a 'big ask' for those who wish to adopt given that adopters mainly identify themselves as 'parents in waiting' rather than carers, and the outcome of the court process is far from guaranteed. Nonetheless, a number of such arrangements have been successful, with the benefit that the child is placed earlier than otherwise, and experiences fewer moves.

Post placement:

We also support families as they manage the realities of parenting their adopted children; many of whom still exhibit complex needs. Support is considered prior to the making of the order, and appropriate services put in place under a support plan, but there is additionally a statutory entitlement for a re-assessment of adoption needs at any time during the child's growing years.

Recent research by Professor Julie Selwyn has provided the first national study of adoption breakdown. Whilst this research demonstrates that adoption is a very positive and stable placement option for most adopted children and young people, it also highlighted that for a relatively small number the outcomes are less favourable, with the risk either that the placement breaks down (usually in adolescence) or that quality of life for the adoptive family is severely compromised.

A number of risk factors linked to adoption breakdown were identified by Professor Selwyn which reflected our practice experience, notably age at the time of being placed for adoption-early placement being a protective factor, the quality of pre-adoptive care and whether or not there was been exposure to domestic abuse in the birth family. Professor Selwyn kindly visited us to share the findings of her research, to thank the service for its role in providing access to families and professionals during her study. This research has provided a stimulus for us to review how local adoptive families access support, mindful that when a placement breaks down the child or young person may return to being 'looked after' and require a high level of support from a variety of services.

At the current time, services which families may access through the adoption service include:

- post approval training for adopters
- Membership of Adoption UK with access to group support-(for adopters)
- Access to a Buddy Scheme/parent consultation service (provided by Adoption UK)
- Parent and toddler group for adopters -fortnightly
- A monthly drop in with surgery slots (social work/educational psychologist)
- An in-house social work service

- Access to adopter surgeries provided by PAC (post adoption centre) under terms of a service level agreement-monthly
- TAP (the attachment project) a specialist multi-agency consultation panel, designed to facilitate and promote attachment between adopters and adopted children
- An education psychology service to assess adopted children experiencing difficulty in school.
- We supported contact: typically setting up and supporting face to face meetings between children and birth family members and 700+ post box cases involving over 2,000 exchanges annually.

Adopters

Week by week the number of families ready and waiting for a child varies. However from a low resource base 3 years ago, we have successfully increased numbers of families available for placement with children. Across the year we approved 60 adoptive families, an increase of one third on the year before.

This has been possible given higher than normal levels of enquiries and an increase in our number of 'intakes' over the year from 5 to 6. In so doing, we hope to continue to ensure placement choice for most children referred to us, as well as respond to the call from central government for local authorities to recruit beyond their own local needs in the interests of enabling more children nationally to benefit from adoption.

Most enquiries we receive are in relation to one or two children of up to 5 years of age. The majority of applicants were childless, with a smaller number with one or more children of their own. Some families sought approval for a second child (having adopted through us previously), in such instances the assessment process is generally shorter given that much information about the family is already known.

Of the successful applicants the majority were heterosexual couples, however we have been pleased to welcome a rising number of same sex couples as well as single adopters.

Several applicants were born overseas (or have relatives living in other countries) and given the increasingly complex backgrounds of children referred for adoption and the need to value their heritages, this is welcomed.

Some families, including a number of foster families, sought approval for specific children. As with 'second time' adopters the assessment of foster carers is generally shorter.

1 family converted from inter-country to domestic approval, (because of the long wait for a match to be forthcoming from China.) In recent years we have seen a number of such conversions.

The average age of an adopter in Surrey is 45; this is in line with the national average, and the reality that there is no upper age limit for adoption so much as a need to focus on the health and wellbeing of applicants.

Revised Adult adoption pathway:

From 1st July 2013 we have offered weekly information sessions for anyone interested in adopting with us, and have seen up to 30 potential applicants a month since the revised process commenced. We call these sessions 'learn2adopt'.

The sessions are a response to a requirement for adoption agencies to provide detailed information within 10 working days to anyone seeking this. Our objective in the sessions is to enable enquirers to decide if adoption is for them, whether this is the right time to register interest and finally whether Surrey is the right agency with which to work, (mindful that they are not restricted to working with us as their local authority service).

Checks and references are taken up and a medical performed following a 'registration of interest' which starts off the 2 stage process. Stage 1 lasts 2 months, and applicants attend an information

event and an informal meeting with experienced adopters before the agency makes a formal decision about whether or not to progress them to a second more intense stage (lasting 4 months) This is led by an allocated social worker, and results in preparation of a report by the social worker with recommendations and any comments that the applicants wish to add for the panel's consideration. Applicants are given the option to attend panel, which most chose to do.

The role of panel is to make a recommendation as to whether the applicants are suitable to adopt and they may also provide advice e.g. as to the range of issues that applicants are best suited to manage, however the final decision is taken by a senior manager in the agency (agency decision maker) in line with adoption regulations. The agency must then inform the applicants of the outcome verbally within 2 working days, and in writing within 5 working days.

Appeals

If adopters are not approved, the applicants are entitled to appeal via Surrey's own internal appeals system or via the Independent Review Mechanism (known as the IRM) an appeals system set up by central government in 2003 and currently operated by the British Agency for Fostering and Adoption. In the period covered by this report there were no Surrey cases heard by the IRM. Adoption matters that are not within the remit of the Adoption Panel or the Independent Review Mechanism are handled via Surrey's complaints system.

Adult Adoptees

We continue to receive a very high volume of enquiries and service requests in respect of historical adoptions-mainly from adoptees wishing to learn more about their past or perhaps to initiate contact with relatives from the family of origin. (In 2013-14 we dealt with a total of 373 enquiries).

This is sensitive work which provides us with a reminder that adoption is a lifelong issue for many adoptees, even when their adoption experience has been a positive one. The work in this area is managed mainly by a full time specialist worker and a part time colleague, with assistance from family support workers and the referral and information officer. Activity is always high throughout the year, peaking at times when adoption reunions are featured in the media as was recently the case with a series of programmes about people seeking relatives. Adult adoptees can access the following services:

- Birth records counselling
- Support and advice in relation to adoption records held in the Surrey archive, or by other adoption agencies
- Intermediary services for adoptees who have received support and counselling from our service
- Access to independent counselling
- Access to a monthly support group.

Birth Relatives

We have a duty to provide a service to relatives who are or have previously lost children to adoption, with many referrals coming during the course of care proceedings in relation to parents who are in need of support, but would not chose to seek this via their child's worker. In addition, we support relatives who come forward seeking support, often many years following adoption of their children. This might be through direct provision or signposting to counsellors, or offering more practical assistance - such as helping them to write a letter to the family who adopted the child and enabling contact through this means. This work is mainly undertaken by a further specialist social worker, with support from family support worker colleagues.

In 2013-14 we provided a service to over 60 birth relatives.

Finance

Under adoption regulations (Adoption and Children Act 2002,) adoption allowances can be paid if children meet the threshold criteria for an allowance (e.g. children who have exceptional needs such as a disability, significant emotional needs, large birth groups, or to enable a person known to the child

to offer them permanency) The adopters undergo a means test, in order to determine whether they qualify for payments on the basis of need. All allowances are reviewed annually.

Currently Surrey is paying adoption allowances in respect of over 200 children. These encompass children who might have been placed for adoption at any time over the past 18 years. Some allowances are paid for a time limited period, perhaps to enable a parent to remain 'at home' during the child's early years, in other instances the allowance might continue up to the child leaving full time education.

Service user involvement:

We continue to have an effective and vocal service users group, who meet with us quarterly and take an increasingly active part in service delivery-participating in the production of a newsletter, information, training and social events. We were very pleased to support an adopter lead initiative this year to introduce 'meet the adopter' sessions during stage one of the application process, enabling first hand experiences of adoption to be shared with new applicants.

Staffing:

At the close of 2013-4 the team was fully staffed albeit that we had some staff absences owing to maternity leave, the staff group being comprised of:

1 Team Manager (the responsible individual)

1 Agency adviser

3.5 full time equivalent Assistant Team Managers

15 full time equivalent Social Workers, all whom are qualified for their posts and registered social workers with the Health and Care Professionals Council.

1 post adoption support worker (who is trained in counseling but not a qualified social worker)

3 FTE Assistant Social Workers

1 Referral and Information Officer

In addition the following staff are commissioned by the Adoption Service:

Independent Chair of Adoption Panel,

Psychotherapist for consultation with carers.

A high percentage of our staff hold post qualifying awards and higher degrees. Specialist courses/training undertaken include Child Protection, Management, Practice Teaching, Child Care Award, Diploma in Adoption and Attachment, Counselling, Play Therapy, and Theraplay.

Service development:

In 2013-14 we developed a number of practice 'hubs' within the service whereby staff can take forwards a special interest in an area of service delivery and development, under the leadership of our assistant team managers. Staff specialisms are as follows:

- Stage 1: initial recruitment and the first stage of the adoption application process.
- Training: provides preparation for becoming an adoptive parent, and post approval training.
- Family finding: identifying families for children at risk of waiting for an adoptive placement
- Adults affected by adoption (adult adoptees and birth relatives)
- Post order: works with families returning in search of support.

Adoption Panel:

Panel currently operates most Tuesdays, over half day sessions, with additional sessions added where volume of business requires this to avoid unnecessary delay. Since April 2011 we have maintained a

'central list' of panel members in line with Adoption National Minimum Standards to ensure that we can offer sufficient panels. Under adoption regulations the panel must be chaired by an independent: chair Judy Wright, who is supported by 2 vice chairs, who are also independent members. As our current chair plans to step down in July 2014 after 10 years, we are currently in the process of recruiting a replacement.

The non-voting agency adviser role is filled by Jill Nancolas, one of the managers within the adoption service. A medical adviser also sits as a full member. Legal advice is provided to the panel by the corporate legal team, but advisers do not routinely attend panel.

We have been fortunate to have committed participation throughout the reporting year from our elected member representative and we believe their participation creates a helpful link between the service and elected members.

Social workers from each of the 4 areas also sit as panel members as it is a requirement for there to be social worker representation at each panel, as well as independent members.

Independent members all have a personal interest in adoption, and include adoptees and adopters. In selecting independent members we seek to achieve a diverse representation of people with different backgrounds and life experience. All our panel members display considerable commitment to Panels, not least given that each panel meeting they attend requires several hours of reading before the meeting. The role of the Adoption Panels is as follows:

- To make recommendations with respect of children with adoption care plans where a parent (rather than the court) has authorised the agency to place for adoption.
- Recommendations with respect of approval of prospective adopters
- Scrutinising proposed matches between individual children and prospective adopters
- Consideration of disruption reports identifying learning (in the event of placement breakdown.)
- Consideration of Agency activity through a quarterly review.

Any general themes or trends in relation to quality assurance of work presented to panel are discussed with the Agency through the Quality Adoption Forum (see communication section) of which the independent chair is a standing member. This ensures that there is satisfactory communication between panel and agency. It is panel policy to ensure praise is given when appropriate and to give any criticism as constructively as possible. From 2014 we are introducing a more formal process of feedback on the reports and presentations of social workers, which will be shared as a learning process and to inform appraisals and supervision.

All applicants and social workers that attend panel have an opportunity to complete a questionnaire to feed back on their experience of the panel process which is shared with panel and informs the annual appraisals of panel members.

Communication:

There is an expectation that there is a regular dialogue between the panel and agency with regards to both day-to-day business, quality assurance and development. Regular business meetings between the panel chair, panel adviser and the adoption team manager ensure that the panel process operates effectively. In addition, a Quality Adoption Forum instigated in 2011, is attended by senior managers in Children's Services, agency decision makers and panel's chair to look at issues from a more strategic perspective.

Feedback:

The service endeavours to be a listening and learning service. We therefore seek feedback at key points in the service users journey with us, notably at information events, following adopter preparation and attendance at panel, and we are introducing a further feedback loop following the making of adoption orders to gather feedback from both the adults and where possible the child too.

As discussed previously, we have an active service users group which meets quarterly and this provides helpful insights into the user experience as well as suggestions and help with service

development. We aim to ensure that different perspectives are represented within the group by inviting participation from those who have been adopted as well as those who are or have, adopted.

In the event of any placement disrupting before an adoption order has been made, whereby the child returns to being looked after by foster carers the service commissions an independent chair to conduct a disruption meeting to try to identify learning for the agency, and invites the participation of the adoptive family in whatever form works for them. The report that results from the meeting is shared with all the participants and relevant parts of the service.

Complaints

The adoption service received 15 complaints in 2013-14, all concluded within stage 1 of the complaints process. In many instances the primary aspect of the complaint related to another part of Children's Services, typically the case holding team for a child with an adoption plan (it is not uncommon for members of an adopted child's family to complain that their child has been adopted against their wishes having exhausted the legal process) or involved complaints in relation to special guardianship applications that the service was unable to support.

It is not uncommon that in cases involving removal from parental care and where adoption is being considered that birth parents or relatives complain in the hope that this will lead to a change of decision. In such situations it may be necessary to provide a sensitive response, whilst making it clear that the outcome they seek is not within the remit of the complaints process.

One complaint involved a special guardian complaining about the level of financial support provided, and although the complaint was not upheld (given that the service had complied with the plan as set out previously at court), a way forward was agreed through a review of the support plan.

As noted elsewhere, we have a birth relatives worker attached to the service and they are available to relatives at any stage of the adoption or special guardianship process for support purposes, but have no actual casework involvement with the child or its adopters.

Two complaints were made by adult adoptees, which resulted in explanation (of what the service was able to provide) and in one instance an apology was issued acknowledging that information sent out by letter could have been clearer, with the corrective action that the template for this letter was amended.

Complaints from adopters involved a variety of issues and outcomes, including revision of the review process for adopters (i.e. those not matched within a year of approval) the service having acknowledged that the process of review in this instance had not been satisfactory.

A further complaint from an adopter focussed on the risks of children failing to receive continuity of services when they move between authorities through adoption. This provided helpful learning and discussion with health colleagues given that in this instance health provision failed to be provided promptly following the child arriving in Surrey from another local authority.

Compliments:

We also are pleased to receive compliments with respect of individuals who have delivered exceptional service, as well as comments on the service generally.

Compliment from step parent adoption applicant:

'I wish to place on record my heartfelt appreciation for the immense efforts made on our behalf by V. V has been a tower of strength during the past months leading up to the successful adoption of my son T (those words are thrilling); her professional advice coupled with her experience and wisdom was invaluable'

Comments from adopters

'we have appreciated the support given in the last year from Surrey Children's Services. He (child K) has flourished with the support of school, Surrey and us'.

'The way you (social worker) treated us was impeccable. You were professional in helping steer us through what was a complex and time consuming process'

Media:

We were also pleased to support the work of the Wall to Wall production team which has filmed and screened a 4 part TV series on modern day adoption, in the interests of raising public awareness of the complexities of adoption and the needs of children who risk waiting for a family. The series screened in May 2014, featuring the story how a family was sought for a child (Joshua), happily now placed with adoptive parents.

Conclusions:

The adoption service continues to manage a very high workload, despite the loss of special guardianship work from January 2014. In practice an increase in the volume of adoption enquiries has more than filled the capacity vacated by special guardianship.

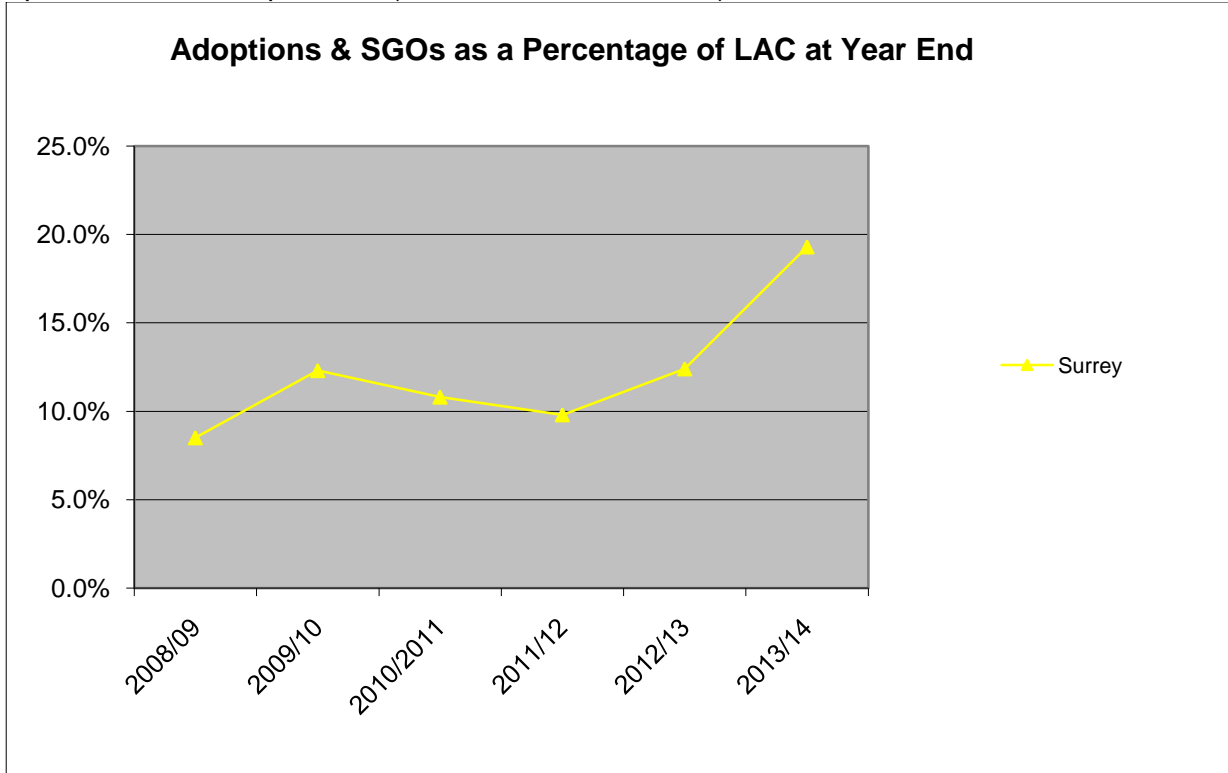
Changes introduced in July 2013 (with respect of the adult adoption pathway) are currently being embedded, with early indications being that the coming year will continue to see a high volume of enquiries and applications compared with previous years.

The challenge for the service will be to translate this activity into stable and enduring placements for a wide range of children.

Adoptions & Special Guardianship Orders – Notes on Performance to March 14

1. Orders Granted

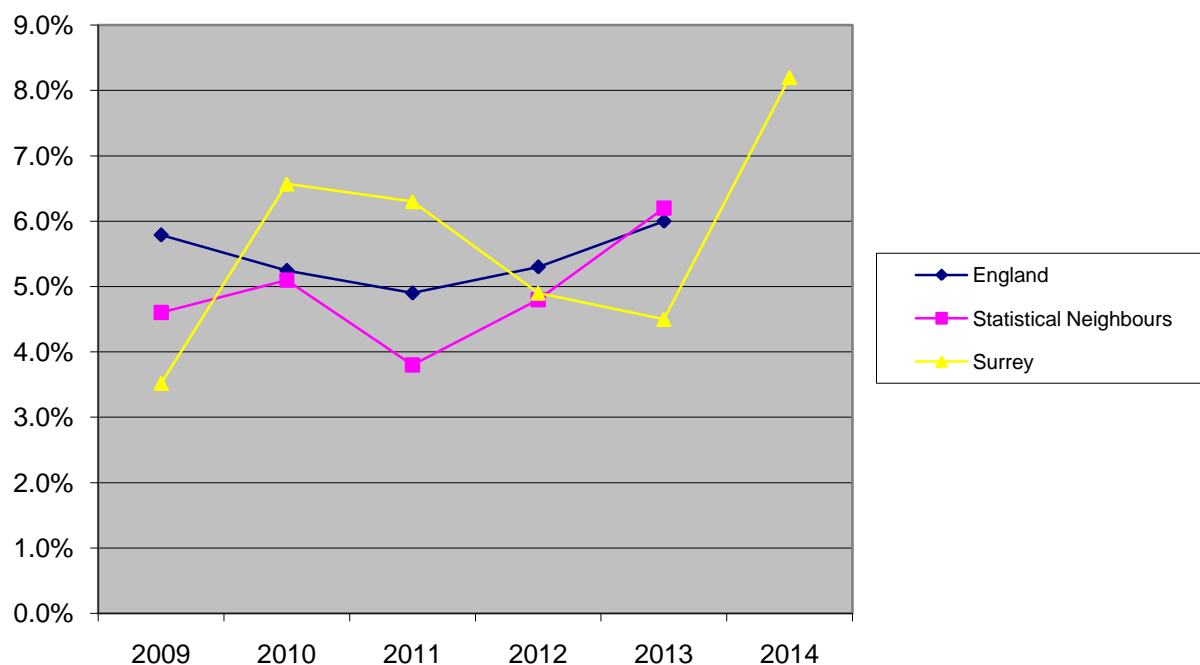
The former C23 Performance Indicator shows the number of Adoption/Special Guardianship Orders (SGOs) granted, compared to the cohort of looked after children at the period end (children in care for at least 6 months, excluding unaccompanied asylum seekers – “UASC”). In Surrey, over the last 6 years, performance has been in the DfE “Very Good” band. Surrey’s performance was again a record for 2013/14, 19.4%, compared to 12.4% for 2012-13. There were 59 Adoptions (24 more than in 2012/13) and 66 Special Guardianship Orders (21 more than in 2012/13), 125 in total.



NB COMPARATOR INFORMATION PROVIDED BY THE DfE CEASED FROM 2008/09 -PAF C23 NO LONGER MONITORED NATIONALLY.

For Adoptions only, we can compare the number of adoptions to the total LAC population (excluding UASC). In 2012/13, adoptions as a percentage of LAC (excluding UASC) fell for the third year to 4.5% (LAC numbers rose by 98 over the 3 years). In 2013-14, there were 59 adoptions (a 68% increase), to 8.2% of LAC (with a fall of 41 in LAC numbers in the year).

Adoptions in year as % of LAC excluding UASC



The table below gives the actual numbers of orders granted in the last 6 years.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Adopted	26	47	43	37	35	59
SGO	25	24	18	23	45	66
Total Orders in Year	51	71	61	60	80	125
% of LAC cohort at year end	8.5%	12.3%	10.8%	9.8%	12.4%	19.4%

In 2012-13, SGOs exceeded adoptions to make up 56% of total orders, indicating their increasing significance in achieving permanence for children. This significance continued in 2013/14, when SGOs once again exceeded adoptions, to make up 53% of orders granted.

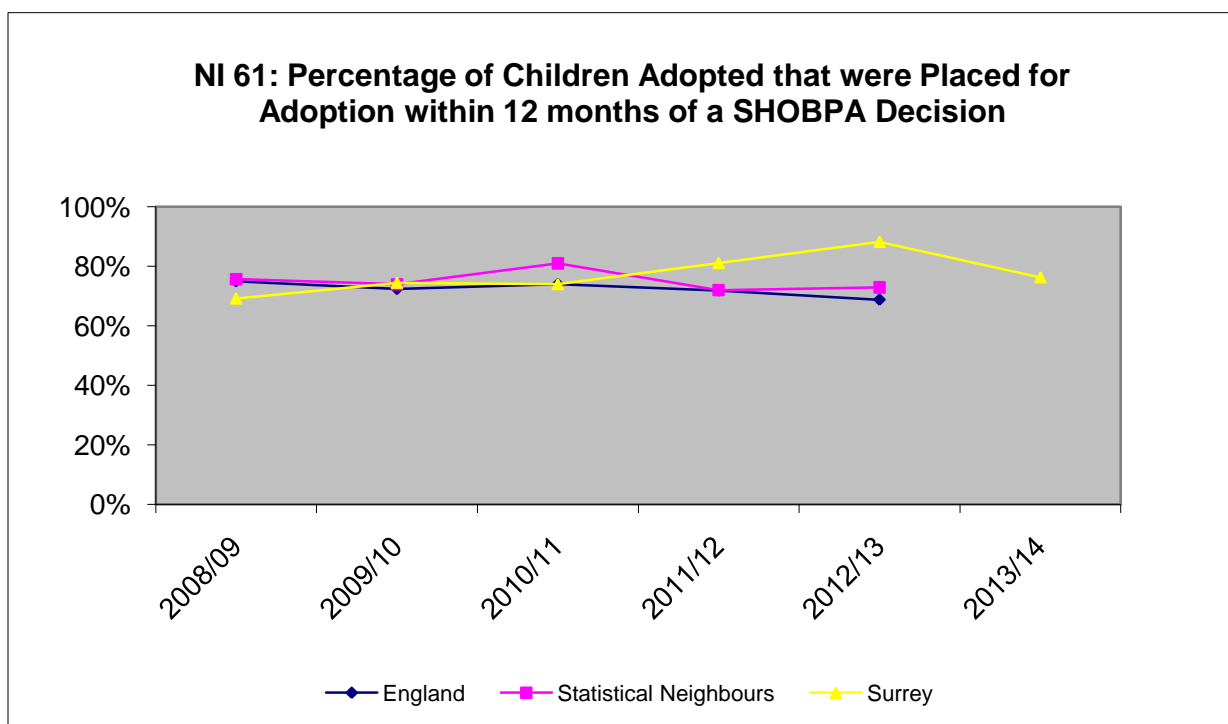
2. Time from Should be Placed for Adoption Decision to being Placed For Adoption – NI 61

Performance for this aspect of adoption is measured by former National Indicator NI 61: Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption.

This indicator looks at the percentage of children adopted in the year that had been placed for adoption (with their eventual adopters) within 12 months of the local authority's decision that the child should be placed for adoption (SHOBPA).

Timescales for placing children for adoption will be affected by how easy or difficult it is to place them. Older children with more complex needs, sibling groups, disabled children and children from black and ethnic minority groups could be more of a challenge to place. Delays could also occur due to availability of in-house adopters, availability of funding for external placements and court delays.

Surrey's experience had broadly mirrored the performance by its Statistical Neighbours for a number of years, and in 2011/12 and 2012/13 exceeded them by 9 and 13 percentage points respectively. However, in 2013/14 Surrey's performance fell back to 76%, primarily due to delays in placing older children for adoption: the average age at being placed for adoption for those adopted was 3 years old, but for those taking more than 12 months, the average was 5 years old.



3. CURRENT NATIONAL MEASURES

There are two new sets of measures which cover aspects of adoptions and SGOs: Children in Care & Adoption Performance (League Table) Indicators, and the Adoption Scorecard. NB Some indicators are repeated across the sets, and they are reported by the DfE as three-year averages, rather than giving figures for individual years.

3.1 League Table Indicators

This replaces the “National Indicators” set for Children’s Services, and contains 3 indicators relating to adoption and SGOs, including the former NI 61:

	Average 3 years to 2011		Average 3 years to 2012		Average 3 years to 2013		Actual 2014
	SCC	England	SCC	England	SCC	England	SCC
League Table Indicators							
Adoption 1 – the percentage of children who ceased to be looked after that were adopted (high figures are preferable)	12%	12%	13%	12%	12%	13%	14%
Adoption 2 – the percentage of children who ceased to be looked after because of a special guardianship order (high figures are preferable)	7%	6%	7%	7%	9%	8%	16%
Adoption 3 – the former NI 61 – see section 2 above.	72%	74%	N/A	N/A	N/A	N/A	76%

3.2 Adoption Scorecard

There are a number of measures relating to children in the Adoption Scorecard (AS):

Adoption Scorecard Measures	Average 3 years to 2011		Average 3 years to 2012		Average 3 years to 2013		Actual 2014
	SCC	England	SCC	England	SCC	England	SCC
Children 1 – For those adopted, the average time from entering care to being placed for adoption (days)	565	625	567	636	551	647	617*
Children 2 – Average time from court authority to place child and LA matching to an adoptive family (days).	N/A	N/A	173	195	180	210	186*
Children 3 – children who wait less than 20 months between entering care and moving in with their adoptive family.	N/A	N/A	68%	56%	N/A	N/A	51%
Related information 1 – adoptions from care (number adopted and % of all care leavers)	N/A	N/A	130 (13%)	9,740 (12%)	115 (12%)	10,540 (13%)	14%
Related Information 2 – children for whom the permanence decision has changed away from adoption.	10%	7%	11%	7%	14%	9%	14%
Related Information 3 – average time between a child entering care and moving in with its adoptive family (or foster carers that go on to adopt), in days.	N/A	N/A	474	546	479	545	N/A
Related Information 4 – adoptions of children from ethnic minority backgrounds compared to BME care leavers (ie any non-white ethnicity)	8%	7%	8%	6%	8%	7%	12%
Related Information 5 – adoptions of children aged 5+, compared to all care leavers aged 5+ years	4%	5%	4%	4%	3%	4%	7%
Related Information 6 – average length of care proceeding (weeks).	N/A	N/A	58	53	57	51	N/A
Related Information 7 – number of children waiting adoption (as at 31 st March).	N/A	N/A	55	5,750	40	6,890	54

* Provisional DfE figures – the remainder in the “Actual 2014” column are calculated in-house.

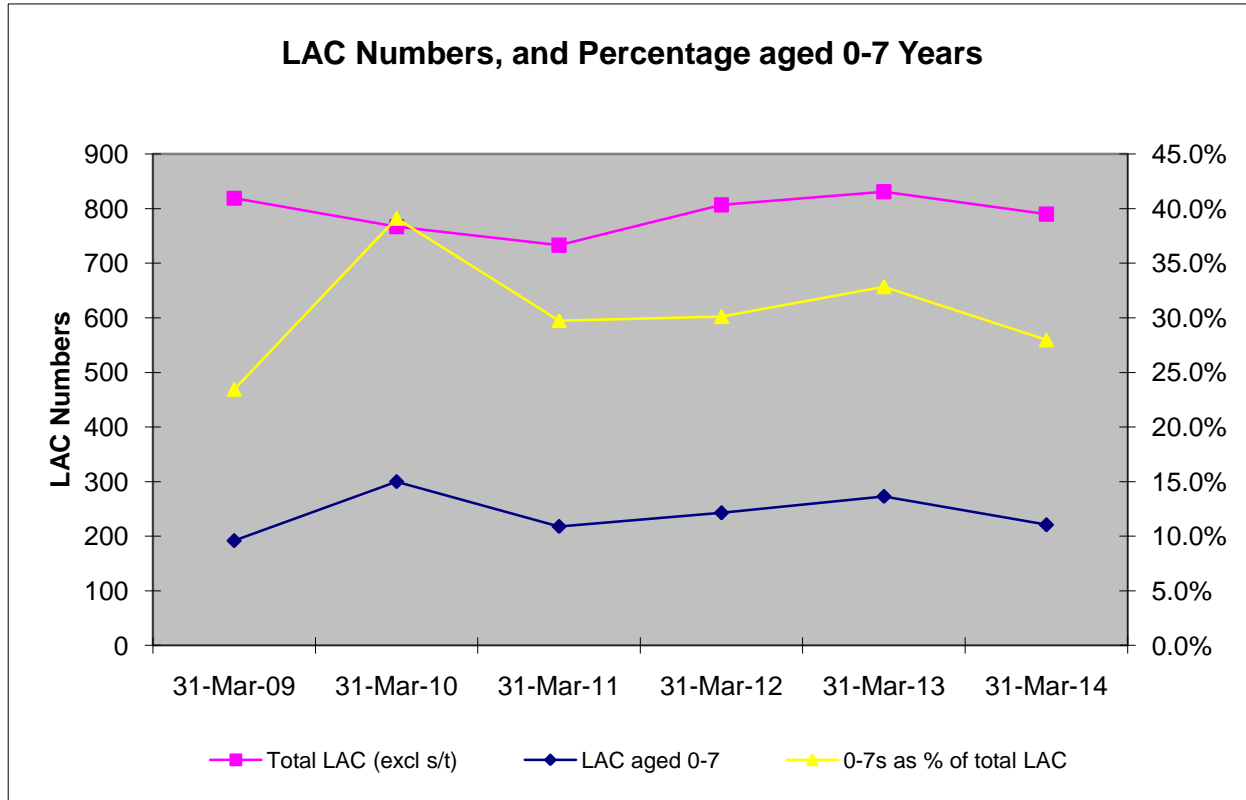
NB The above figures are provided by the DfE, who round any “child count” figures to the nearest 5 or 0 (ie RI 1 & 7).

4. LAC POPULATION

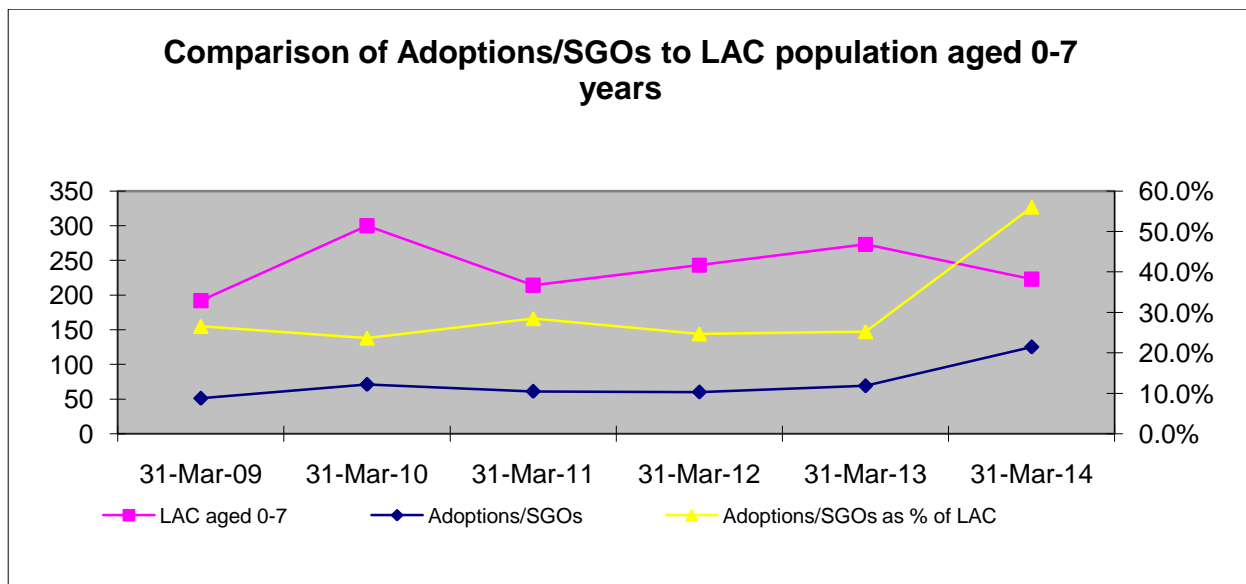
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4.1 LAC Age

After broadly rising for the 5 years to March 2013, Surrey's LAC population (excluding those on short-term agreements) decreased by 38 children, to 793, by 31st March 2014. For children in the likely adoption age range of 0-7 years, over the year, the figure fell from 273 to 223, hence in comparison to the total LAC population, the percentage of 0-7 year olds fell from 33% to 28%.



In the 6 years to March 14, the proportion of Adoptions/SGOs in comparison to the size of its "core" 0-7 age group rose by 30 percentage points. For 2013/14, the 0-7 figure was 56.1%, more than double the 2012/13 figure (25.3%), however this rise will in part be due to the increase children aged 8+ leaving due to adoption or SGO. In 2013/14, for those aged 8+, there were 6 adoptions (1 in 2012/13), and 12 SGOs (18% of all SGOs), compared to 10 in 2012/13.



The average age at Order date for the SGO group in 2013/14 was 5.6 years (5.5 in 2012/13). The average age at Order for the adoption rose in 2013/14 to 4.0, compared to 3.5 years in 2012/13.

The age range of children granted SGOs in 2013/14 was 0-14 years, whilst the age range for children subject to Adoption Orders was 0-11 years. In 2012/13 the range for SGOs was 0-16 years, and 0-9 years for adoptions.

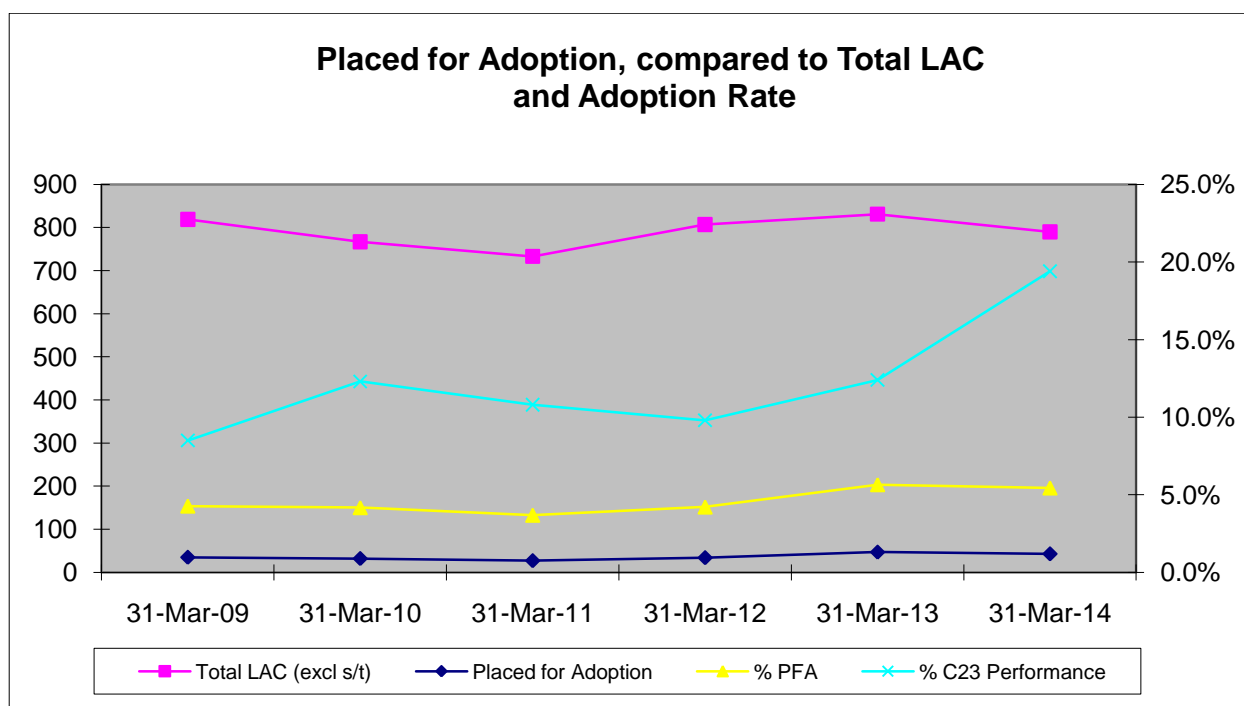
4.2 Duration Looked After

Another aspect for consideration is the relationship between adoption numbers and the length of time looked after.

Looking at the average length of time a child is looked after prior to adoption, for adoptions in 2013/14, the average time was 2.5 years (2.3 years in 2012/13). The average for Special Guardianship Orders in 2013/14 was 1.7 years (from 2.0 years in 2012/13).

4.3 LAC Placed for Adoption

The number of children placed for adoption, as at March 2014, had risen by 23% overall in the past 6 years. There doesn't appear to be any direct or inverse link between the number of SGOs and those placed for adoption in the period. There were 43 children placed for adoption as at 31st March 2014.



5. Kinship Care as an alternative to Adoption

One factor that the Adoption & Permanency Service believes has impacted on Surrey's adoption numbers in recent years has been the move, where appropriate to the child, to seek a kinship care placement rather than adoption/long term foster care.

This affects the numbers of (particularly young) Looked After Children in two ways: firstly, the availability of an appropriate kinship placement (usually outside the LAC system) is now routinely explored (without the child ever entering the LAC system, if this is appropriate to the child's circumstances).

Then, secondly, for children identified as never being able to return home, a kinship placement with the legal & financial support of a Special Guardianship Order (from Dec 2005) has given families an alternative to an Adoption or Residence Order. The SGO is intended to give relative carers greater security than the Residence Order can offer, without the perceived awkwardness of becoming the legal parent of one's own niece, grandson etc. Of the 66 SGOs granted in 2013/14 fifty nine (89%) were to kinship carers (the remainder to other former foster carers).

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