

Notice of Meeting

Social Care Services Board



Date & time
Friday, 4 March
2016 at 10:00

Place
Ashcombe, County
Hall, Kingston upon
Thames, KT1 2DN

Contact
Ross Pike
Room 122, County Hall
Tel 020 8541 7368

Chief Executive
David McNulty

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We're on Twitter:
@SCCdemocracy

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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 Ross Pike on 020 85417 368.

Elected Members

Mr Keith Witham (Chairman), Mrs Margaret Hicks (Vice-Chairman), Mr Ramon Gray, Mr Ken Gulati, Miss Marisa Heath, Mr Saj Hussain, Mr Daniel Jenkins, Mrs Yvonna Lay, Mr Ernest Mallett MBE, Mr Adrian Page, Mrs Dorothy Ross-Tomlin, Mrs Pauline Searle, Ms Barbara Thomson, Mr Chris Townsend and Mrs Fiona White

TERMS OF REFERENCE

The Committee is responsible for the following areas:

The Social Care Services Board is responsible for overseeing and scrutinising services for adults and children in Surrey, including services for:

- Performance, finance and risk monitoring for social care services
- Services for people with:
 - Special Educational Needs
 - Mental health needs, including those with problems with memory, language or other mental functions
 - Learning disabilities
 - Physical impairments

- Long-term health conditions, such as HIV or AIDS
- Sensory impairments
- Multiple impairments and complex needs
- Services for Carers
- Social care services for prisoners
- Safeguarding
- Care Act 2014 implementation
- Children's Services, including
 - Looked After Children
 - Corporate Parenting
 - Fostering
 - Adoption
 - Child Protection
 - Children with disabilities
- Transition
- Youth Crime reduction and restorative approaches

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 09/12/2015 & 25/01/2016

(Pages 1
- 18)

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 (26 February).
2. The deadline for public questions is seven days before the meeting (24 February)
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 SCRUTINY BOARD

There are no responses to report.

6 FAMILY, FRIENDS AND COMMUNITY SUPPORT INTERNAL AUDIT

(Pages
19 - 36)

Purpose of the report: *Scrutiny of Services and Budgets*

This report summarises the management action plan to address the recommendations raised in the Family, Friends and Communities (FFC) audit and provides an overview of the programme in place to ensure the FFC approach continues to progress and deliver its maximum potential.

7 ADULTS INFORMATION SYSTEM INTERNAL AUDIT AND NEW IT UPDATE

(Pages
37 - 48)

Purpose of the report: *Scrutiny of Services*

The report provides an update on the management action plan in response to the internal audit of assessment recording in AIS and the implementation of the new IT system 'Liquidlogic Adults System'.

8 CHILDREN'S IMPROVEMENT PLAN UPDATE

(Pages
49 - 50)

Purpose of the report: *Scrutiny of Services*

Julie Fisher (Deputy Chief Executive and Director of Children's Services) will provide an update at the meeting on the Children's Improvement Plan and any developments in the Directorate.

9 LEAD MEMBER'S ANNUAL REPORT FOR CORPORATE PARENTING

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.

10 FOSTERING AND ADOPTION SERVICES

(Pages
51 - 92)

Purpose of the report: *Scrutiny of Services*

To scrutinise Adoption Agency and Fostering Service activity as presented in the Adoption Agency Report and Statements of Purpose for both services.

11 ADULT SOCIAL CARE STRATEGIC DIRECTOR'S UPDATE

The Strategic Director for Adult Social Care and Public Health will update the Board with any important news and announcements from the Directorate.

12 SURREY CHOICES

(Pages
93 - 154)

Purpose of the report: *Performance Management*

Surrey's Local Authority Trading Company, Surrey Choices, is reporting on its performance against its commissioned contract for Adult Social Care.

13 SURREY CARE ASSOCIATION

(Pages
155 -
162)

Purpose of the report: *Policy Development and Review*

The Board will hear providers' viewpoints in a discussion on market conditions in Surrey for health and social care providers alongside Surrey County Council Adult Social Care Commissioners.

14 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages
163 -
174)

The Board is asked to review its Recommendation Tracker and Forward Work Programme providing comment as necessary.

15 DATE OF NEXT MEETING

The next meeting of the Board will be held at 10:00 on 12 May 2016.

David McNulty
Chief Executive

Published: Wednesday, 24 February 2016

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MINUTES of the meeting of the **SOCIAL CARE SERVICES BOARD** held at 9.00 am on 9 December 2015 at Council Chamber, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Monday, 25 January 2016.

Elected Members:

- * Mr Keith Witham (Chairman)
- * Mrs Margaret Hicks (Vice-Chairman)
- * Mr Ramon Gray
- Mr Ken Gulati
- * Miss Marisa Heath
- * Mr Saj Hussain
- Mr Daniel Jenkins
- * Mrs Yvonna Lay
- * Mr Ernest Mallett MBE
- Mr Adrian Page
- Mrs Dorothy Ross-Tomlin
- Mrs Pauline Searle
- * Ms Barbara Thomson
- Mr Chris Townsend
- Mrs Fiona White

Ex officio Members:

Mrs Sally Ann B Marks, Chairman of the County Council
Mr Nick Skellett CBE, Vice-Chairman of the County Council

Co-opted Members:

Substitute Members:

Mr Ken Gulati
Mr Daniel Jenkins
Mr Adrian Page
Mrs Dorothy Ross-Tomlin
Mrs Pauline Searle
Mr Chris Townsend
Mrs Fiona White

In attendance

56 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Dorothy Ross-Tomlin, Pauline Searle, Fiona White and Chris Townsend.

57 DECLARATIONS OF INTEREST [Item 2]

There was no declarations of interests to declare.

58 CALL IN OF CABINET DECISION: APPROVAL TO AWARD A CONTRACT FOR THE PROVISION OF COMBINED SENSORY SERVICES AND THE PROVISION OF MOBILITY AND INDEPENDENT LIVING SKILLS [Item 3]

Witnesses:

Dave Sargeant, Strategic Director
Liz Uliasz, Area Director
Anna Tobiasz, Adults Category Lead, Procurement & Commissioning
Clive Boswell, Surrey Deaf Forum spokesperson (assisted by Wendy Anderson, Surrey Deaf Forum Secretary and his interpreter Melanie Clark)
Heather Gerrard and Don Gerrard, Hard of Hearing Forum
Bob Hughes, Chief Executive of Sight for Surrey
Bev Bishop, Head of Adult Services - Sight for Surrey

Mel Few, Cabinet Member for Adult Social Care, Independence and Wellbeing

Key points raised during the discussions:

1. The Chairman informed the Board and the witnesses of the procedures of a call-in and that the Board can make recommendations to the Cabinet however they cannot make decisions.
2. The Surrey Deaf Forum spokesperson was invited to outline the nature of users' concerns. He advised the Board that it was felt that there had not been due regard to service user viewpoints during the tender due to meetings not taking place and they would like this to change post-award. They also had concerns about value for money when there was only one bid for the contract; how the budget would be allocated to meet the needs of deaf people in Surrey, how there would be continuity of care and whether the Social Value Act was suitably considered in the tender.
3. The spokesperson highlighted to the Board that Sight for Surrey had historically provided services to blind and visually impaired people and that the contract could have engaged the existing provider, First Point, to meet the needs of deaf people. Furthermore, the spokesperson suggested that some of the value of the contract could have created work for disabled and deaf people and small businesses in Surrey.
4. The representative from the Hard of Hearing Forum explained that this Forum had initially been left out of the tender process but did take part in the evaluation of the tender in May 2015. However, circumstances changed following this evaluation and the final decision with a sub-

contractor not becoming involved raising doubts about how the primary contractor would meet the needs of the deaf community. The issue is not whether Sight for Surrey can deliver the Council's combined sensory service but the validity of the Hard of Hearing Forum's contribution to the evaluation.

5. The Chief Executive for Sight for Surrey introduced himself and provided a background of the organisation including its history, the services that it provides and its reputation. The Chief Executive understood the concern raised and emphasised that Sight for Surrey would deliver the highest quality of service to its users through key workers who specialise in deaf and hearing impairment services and that most of the key workers would be transferred from First Point from the 1 February 2016.
6. Sight for Surrey's Chief Executive emphasised to the Board that EU tender processes had been followed and Sight for Surrey had indicated a plan to sub-contract but the other provider withdrew for reasons unknown to Sight for Surrey, so they decided to operate the services themselves. These plans to meet the specification would mean one contract, one Chief Executive and a single set of administration costs allowing money to be orientated to the frontline.
7. The Cabinet Member for Adult Social Care, Wellbeing and Independence informed the Board that the decision was the result of a long-term joint tender that was first outlined in 2010 to the Surrey Coalition of Disabled People. The plan was to combine services to provide a person centred service not dictated by local authority structures. A combined service would reflect the needs of service users and those of their families.
8. Regarding the issues raised by the Forums present, the Cabinet Member stated that there was some disconnect between the individuals and organisation involved in the consultation. Involved were the Surrey Vision Action Group, the Surrey Hard of hearing Group, the Surrey Deaf Forum and the Surrey Coalition of Disabled People but contact was lost with the Deaf Forum and the Council were uncertain what had happened. The issue of continuity of service, staff will be able to transfer to Sight for Surrey so there is a choice for existing staff. Finally, the issue of one bidder for the contract – a number of organisations expressed an interest but ultimately did not submit a bid. Sight for Surrey met the criteria required and was tasked with delivering the outcome of the contract therefore how the budget is allocated to deliver these outcomes was a matter for them.
9. The Chief Executive of Sight for Surrey was asked by the Board what provision his organisation had for deaf people. He advised that Sight for Surrey had the staff and equipment for its current client base but that they would upgrade their text resources and add video communications. He expected staff would transfer from First Point but in the event that did not happen they had contingency plans to ensure the right staff were in place.
10. Members queried the level and appropriateness of the consultation carried out by the Council in relation to the tender and what monitoring

arrangements would be put in place once the contract is implemented in February. The Cabinet Member and the Adults Category Lead from Procurement reiterated the discussions, meetings and events held with representatives from three user forums over the last year and advised the Board that Andrew Taylor from the Surrey Deaf Forum had been invited to participate in all of these different ways. The Category Lead also explained how the contract would be monitoring including the Key Performance Indicators that had been agreed. It was suggested that if the contract was awarded that the Vice-Chairman of the Board take a role in the monitoring of Sight for Surrey's delivery of the service.

11. The Board pointed out that reassurance for service users is essential. Uncertainty could persist until the start of the contract in February. Sight for Surrey advised the Board that if they were awarded the contract following the outcome of this meeting they would start to contact staff about TUPE arrangements immediately and had confidence that key people would follow the contract.
12. Members questioned Sight for Surrey's track record of meeting the needs of deaf people and how they could ensure they had the right staff as per previous comments. Sight for Surrey's Chief Executive appreciated that there could be nervousness due to the organisation's orientation towards the visually impaired but they were a highly praised organisation and if awarded the contract would receive the money required to provide statutory services. Regarding staff the Board were advised that they were already advertising for a social worker for the deaf with one already in post and have identified two other potential deaf services sub-contractors. However, it would not have been responsible to spend money on deaf services until the contract award had been made nor to consult with service users. The Chairman recognised the difficult situation Sight for Surrey were in as they had not yet been awarded the contract for this service.
13. The Chief Executive elaborated on the children's aspect of Sight for Surrey's work explaining that there is no existing contract for specialised children's deaf services but that conversations were underway with the Council Children's Services about integrated children into Sight for Surrey's work. He did also note that out of the organisation's charitable funds they provide pastoral services for deaf families.
14. The Surrey Deaf Forum Secretary raised some issues regarding elements of the Care Act 2014 which stipulates the expertise required to complete assessments. The Secretary had concerns that the new service might not have qualified assessors that are sensitive to cultural and linguistic differences. The Cabinet Member reassured the Surrey Deaf Forum that the specification was Care Act compliant and referred to the Monitoring Officers assessment in the papers.
15. The Board reflected that there had been a simple breakdown of communication somewhere in the procurement process but that it was key to now bring together all the concerned parties and their expertise to make sure the new contract delivers the service people need.

Recommendations:

1. The proposed contract for combined sensory services will ensure that Surrey residents continue to receive a timely provision of service and enable Surrey County Council to continue to meet its legal duty to provide appropriate services to people with a visual impairment, hearing impairment, dual sensory loss, people who are deaf and people who use BSL and for children for the provision of mobility and independent living skills, and the Board agrees to support the proposed contract
 2. The Board further recommends to the Cabinet Member for Adult Social Care, Independence and Wellbeing that he ensures vigorous evaluation and monitoring of the services, and that the Vice Chairman of this Board, Mrs Margaret Hicks, be involved with the evaluation and monitoring of the contract on behalf of the service users and that she reports back to the Board
16. In relation to the Board's recommendation to support the proposed contract (Recommendation 1 above) the Chairman called for a recorded vote.

The following Members voted in favour of the recommendation:

1. Mr Keith Witham
2. Mrs Margaret Hicks
3. Miss Marisa Heath
4. Mr Ramon Gray
5. Mrs Yvonna Lay
6. Mr Saj Hussain
7. Ms Barbara Thomson

The following Members voted against the recommendation

1. Mr Ernest Mallett MBE

The recommendation was carried 7 votes to 1.

59 DATE OF NEXT MEETING [Item 4]

The date of the next public meeting will be on Monday 25 January 2016 from 10.00am.

Meeting ended at: 10.40 am

Chairman

MINUTES of the meeting of the **SOCIAL CARE SERVICES BOARD** held at 10.00 am on 25 January 2016 at Ashcombe, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Board at its meeting on Friday, 4 March 2016.

Elected Members:

- * Mr Keith Witham (Chairman)
- * Mrs Margaret Hicks (Vice-Chairman)
- * Mr Ramon Gray
- * Mr Ken Gulati
- * Miss Marisa Heath
- * Mr Saj Hussain
- * Mr Daniel Jenkins
- Mrs Yvonna Lay
- * Mr Ernest Mallett MBE
- * Mr Adrian Page
- * Mrs Dorothy Ross-Tomlin
- * Mrs Pauline Searle
- Ms Barbara Thomson
- Mr Chris Townsend
- * Mrs Fiona White

Ex officio Members:

Mrs Sally Ann B Marks, Chairman of the County Council
Mr Nick Skellett CBE, Vice-Chairman of the County Council

60 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies received from Barbara Thomson. Bill Chapman substituting for Yvonna Lay. Nick Harrison substituting for Chris Townsend.

61 MINUTES OF THE PREVIOUS MEETING: [Item 2]

The minutes of both 30/10/2015 and 25/11/2015 were agreed.

62 DECLARATIONS OF INTEREST [Item 3]

None received.

63 QUESTIONS AND PETITIONS [Item 4]

None received.

64 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 5]

No issues were referred.

65 SOCIAL CARE IN PRISONS [Item 6]

Witnesses:

Jo Poynter, Area Director
Caroline Hewlett, Senior Manager for Prison Social Care

Key points raised during the discussion:

1. The Board were advised that the in the first months of operation the new service had completed the number of assessments expected but developments in the prison sector – closure of HMP Holloway, changes to HMP Downview – could have an impact on future demand.
2. The witnesses were congratulated on the success of the service and asked about the prisoners who were under the threshold for social care. Officers explained that the issues faced by prisoners were broad – learning disabilities, physical disabilities, mental health problems, substance abuse – and they were aware of these. The Senior Manager gave the example of a man with Korsakoff's psychosis who had fallen between services as his needs had been met by the structure of prison and on release these returned, however, now social care was involved due to the existence of this new service.
3. The Board inquired about the recruitment of Support, Time and Recovery Workers (STRs). Members were advised that recruitment of staff had been a challenge nationwide. In Surrey, five had been recruited and organised into two bases: east and west.

4. The Board asked about the role of the Family, Friends and Community Support programme in helping prisoners and whether mental health needs were being met. The Senior Manager replied there was some scope for FFC as this was provided from inmate to inmate. In terms, of mental health there had been support offered for women with perinatal difficulties. There is a medical in-reach service provided by the NHS and there was a very clear boundary. On release the council has strong links with the NHS to meet the people's needs.
5. Members asked whether the council was adequately funded given the number of prisons in the county and the likelihood of people being detained here from other parts of the country. The Board were informed that the funding was allocated on the basis of prison population not residency. Although Care Act funding met the need for the current prison population, there will not be sufficient funding in 2016 to meet the needs of the increased population in Surrey resulting from the closure of HMP Holloway. Officers were working with the National Care Act Funding Team to ensure that a reallocation of money takes place.
6. The Board asked how the Officers could be sure the service was a success – what measurements have they been using? Officers reminded Members that this is a new service so their understanding is developing but they do know Surrey is in the top five nationally for the number of referrals and they have been given positive verbal feedback as part of an inspection of HMP Bronzefield. They have commissioned an evaluation of the service which is not yet due for reporting.

Recommendations:

1. The Board expressed its appreciation of the service's work in the first year of its operation.
2. The Board supports the continuation of the current model of service, for a further two years.

66 ADULT SOCIAL CARE QUALITY ASSURANCE TASK & FINISH OUTCOMES [Item 7]

Witnesses:

Helen Atkinson, Strategic Director for Adult Social Care and Public Health
 Vernon Nosal, Interim Head of Quality Assurance and Strategic Safeguarding
 Rebecca Pettitt, Project Manager, Adult Social Care

Key points raised during the discussion:

1. Before this item began the Strategic Director gave a verbal update to the Board on developments within the Directorate and focused on two

areas: the staff structure and the health & social care integration agenda.

2. The Public Health directorate has been lifted and shifted into a new combined Adult Social Care and Public Health directorate. The Strategic Director has some new direct reports including the new Deputy Director of Adult Social Care who had a operational lead, the Deputy Director for Public Health, Head of Safeguarding and the Principal Social Worker. The Strategic Director would work closely with both the Cabinet Member for Adult Social Care, Independence and Wellbeing and the Cabinet Member for Health and Wellbeing.
3. The Strategic Director advised the Board that there was an action plan to align back office functions and work for example on contract management and intelligence. Increasingly, Adult Social Care and the Clinical Commissioning Groups were working together but the Strategic Director did not envisage savings from co-location instead this would come from demand management which relied on the continued integration agenda.
4. The Interim Head of Quality Assurance and Adults Strategic Safeguarding advised the Board that this project was requested as a result of enforcement action taken in December 2014 that closed a home in Reigate at short notice. The Task and Finish group's brief was to review current arrangements with regard to Quality Assurance in Surrey Providers already had standards to meet to keep people safe. A multi-agency task group was convened to discuss a new model. There was no national precedent for this and other Local Authorities were interested in the outcome.
5. The Care Act 2014 placed a duty on the council to understand the market. In Surrey, there are more than 650 providers, however, the quality assurance team consists of five officers and a manager so for the future a robust relationship agreement was required. It was stated that commissioners needed to develop a communications strategy to outline was good looks like for staff and families.
6. A challenge existed at a time when the council was trying to reduce costs at the same time as trying to develop a pro-active approach with providers and to develop better relationships. The Care Quality Commission inspects against a statutory framework and in the case of Merok Park it was the CQC's judgement that the home was failing.
7. In order to prevent future failings the Interim Head explained that more resource would be provided by joining up with those in contact with care providers by implementing a shared framework across the health and social care system. This would be aided by an e-brokerage

system and the location of the customer relations team under the Interim Head to make optimum use of complaints and soft intelligence.

8. The Cabinet Member for Adult Social, Independence and Wellbeing emphasised to the Board that there was a robust safeguarding already in place but that there were a lot of social care cases across the county so it was essential that all the practitioners that work with Surrey residents work together.

Recommendations:

The Board:

1. Supports the proposals as outlined in the report, concluding the task and finish group work
2. Supports the first phase of implementation and areas of further work, as outlined in the report, to be set up and managed as a new multi-agency project
3. Recommends that Officers return to the Board when they have an implementation plan for the Board to review

Actions/further information to be provided:

Strategic Director to provide the new staff structure of Adult Social Care and Public Health to the Board.

67 THE SURREY FAMILY SUPPORT PROGRAMME [Item 8]

Witnesses:

Yvonne Rees, Strategic Director for Customers and Communities
Sean Rafferty, Head of Family Services
Kim Rippet, Head of Housing Advice Services, Guildford Borough Council
Helen Dowlatshahi, Family Support Team Manager, Guildford Borough Council

Clare Curran, Cabinet Member for Children and Families Wellbeing
Mary Lewis, Cabinet Associate for Children, Schools and Families Wellbeing

Key points raised during the discussion:

1. The Head of Family Services advised the Board that the Family Support Programme (FSP) in Surrey was now four years old, the approach was originally piloted in south west Surrey and then superseded by the national Troubled Families Programme. The FSP in Surrey meets the aims of the national programme. At its core the

programme worked with families that had multiple needs across a number of agencies. The delivery of help was very local, delivered by District and Borough Councils alongside other local public partners. The Surrey programme was one of the highest performing programmes in the country.

2. The Head of Housing Advice at Guildford Borough Council explained to the Board that the programme was not initially thought as being a natural fit with the structure of Surrey's District and Borough Councils but it was aligned with their roles in the community. The different borough and districts councils have placed the project in varied places in their organisations. In Guildford Borough Council the Programme is delivered from within the Housing Advice Service. Over the period they had been involved in the delivery of the FSP the councils had gone from having reservations at the very beginning to being advocates of the programme. They had built new relationships with Guildford schools and that this was the fundamental basis of the work: multi-agency partnership work.
3. The Board noted that the Government estimated the cost of a 'troubled family' to statutory services as being around £75,000. To this end, the Board questioned what savings had been made in Surrey. The Cabinet Member for Children and Families Wellbeing advised that the Head of Family Services was working with the Department for Communities and Local Government (DCLG) on the evaluation of the programme and the actual saving realised by agencies. The Head of Family Services stated that the first phase of the programme made savings for central government through reduced welfare payments and that for local Surrey agencies whilst there will have been financial efficiencies the savings were smaller; spread across numerous public sector bodies and not always readily costed.
4. Board Members stated that the programme needed to have long-term aims and highlighted the reduction of payments from central government in the coming years. Officers were asked what the shortfall meant for Surrey. The Head of Family Services responded that the £1.3m per annum the County Council was due to receive, subject to performance, was adequate to provide continued funding to the existing six intensive support teams. Representatives from Guildford Borough Council did remark though, that they had seen an impact on the prevention of homelessness in their area but they reiterated that all the District and Borough Councils had made a financial commitment to the programme.
5. The issue of people with mental health and, in particular, women with perinatal difficulties was raised and the Board inquired how many people the Family Support Programme worked with that had these conditions. The Head of Family Support advised that 60% of the

families reported individuals with mental health problems and would provide data on perinatal cases. The service monitored the long-term outcomes of the families they work with and the benefits to the communities they lived in with the ultimate aim being to empower families to improve their lives themselves so that they do not need future interventions from the Council or its partners.

6. The Board acknowledged the work done by the FSP but expressed concern over its future especially with reduced government funding. The Head of Family Services reassured the Board that Government funding was committed to deliver the programme until 2020 and that the team would continue to work with Districts and Boroughs for as long as necessary, however, the ambition was for the programme to become business as usual. Additionally, the Cabinet Member felt that the positivity of the model would underpin the improvement plan in place for the Children, Schools and Families Directorate and the ongoing transformation of how local government provides services for its residents.

Recommendations:

1. The Board notes:
 - the success of this multi-agency and preventative approach in achieving the first phase of the Family Support Programme; and
 - the significant contribution the Family Support Programme can play as part of the emerging Preventative and Early Help Strategy and other preventative initiatives across the Council and with Surrey partners.
2. The Board requests further information, following the DCLG's national evaluation of the Troubled Families Programme, regarding the various savings made by the agencies involved in the Surrey Family Support Programme
3. The Board expresses concern regarding the proposed per capita Government funding of the programme and asks that the Cabinet take up this point to ensure the continuance of the programme beyond 2020.

68 SURREY SAFEGUARDING CHILDREN BOARD (SSCB) ANNUAL REPORT [Item 9]

Witnesses:

Elaine Coleridge - Smith, Surrey Safeguarding Children Board Independent Chair

Julian Gordon-Walker, Head of Safeguarding

Key points raised during the discussions:

1. The Independent Chair outlined the structure of the Safeguarding Board, reflected that the size of the Board was appropriate and that in 2015 the Board had sub-groups with specific responsibilities. The Safeguarding Board were looking at introducing similar groups to cover neglect and section sexual exploitation.
2. The Independent Chair highlighted the context that the Safeguarding Board must address in 2016 including child exploitation and neglect as well as checking safeguarding legislation and guidance for child protection was in place. The Independent Chair also noted that they must increase consistency of outcomes in social care in the wake of Ofsted's judgements.
3. The Independent Chair noted four priorities from the report; reduction of domestic violence, early help for children and families below social care's threshold, looking at current processes around child protection and to implement a strategy on child sexual exploitation. The Independent Chair also noted that the Board would step in to provide training and quality assurance to ensure children's safety.
4. The Independent Chair informed Members that the Safeguarding Board's ambition was to gain an Ofsted 'outstanding' grade and to look to develop and to be highly influential in strategic arrangements and make sure improvements were sustained and to provide effective challenge of partners at board meetings. The Independent Chair noted that they were intent on improving training and communicating good practice from the board level to the front line.
5. Members noted that the home educated children annual assessment was not comprehensive and asked what the annual visit covered. The Head of Safeguarding commented that the legislation that covered home education did limit the powers of officers and they would raise this issue to central government. The Head of Safeguarding also noted the difficulty of safeguarding children who were being educated by their parents in their own home.
6. A Board member asked what would happen to children who had come to live in Surrey from outside the United Kingdom. The Independent Chair informed Members that work was underway to revise the Board's website to improve accessibility for schools.

They also want to provide more training for school governors but had found some schools were more difficult to reach than others.

7. A Board member commented that the annual report was out-of-date by the time it reached Members, however, thanked the witnesses for additional verbal information. The Independent Chair informed the Board that the annual report was a requirement but suggested that a further update in six months to report progress on priorities would be useful.
8. A Board member asked what the Safeguarding Board were doing in relation to radicalisation in which the Independent Chair responded that they were doing all they can to communicate with schools and parents regarding the risk of radicalisation and that they provide training to spot the signs and to combat radicalisation. The Independent Chair noted that they were monitoring the situation but reiterated that they can provide guidance and training to boost awareness but cannot force schools to take certain actions in regard to radicalisation. Further to that, the Head of Safeguarding informed the Board that they would look into the issue with a view to delivering effective training.

Recommendations:

1. The Board thanks the Surrey Safeguarding Children Board for presenting its annual report but expresses concern about the lack of local oversight of children who are home educated.
2. The Board recommends that a verbal update is provided by the Independent Chair on the Safeguarding Board's activity in six months time.

69 CHILDREN'S QUALITY ASSURANCE [Item 10]

Witnesses:

Julian Gordon-Walker, Head of Safeguarding

Key points raised during the discussions:

1. The Head of Safeguarding advised the Board that the work undertaken on quality assurance stemmed from the Improvement Plan produced in response to inspection of children's services. Since then the ambition has been to broaden the work on quality assurance across the Children, Schools and Families directorate to make activity more integrated.

2. The Board were advised that the next steps for the review of quality assurance were to meet the actions of the Improvement Plan and produce a revised quality assurance framework. Members agreed that it would be beneficial to consider this framework alongside an update from the Safeguarding Board.

Recommendations:

1. Schedule for scrutiny in six months alongside the update from the Surrey Safeguarding Children Board

70 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 11]

Key points raised during the discussions:

1. The Vice-Chairman reported to Members of the Board that following the 9 December 2015 call-in meeting she had visited Sight for Surrey to check on plans for the implementation of the Combined Sensory Service.
2. The Vice-Chairman confirmed that twelve members of staff from First Point had TUPE transferred to Sight for Surrey and that the speculation about the future delivery of services had quietened down following the discussion at the call-in meeting. Staff would all be working from one building which was due for refurbishment.
3. It was agreed that the Vice-Chairman would return for a further meeting in a few months time and would report back to the Board with her findings.
4. The Cabinet Member for Children and Families Wellbeing suggested that the Board bring forward its next review of the Ofsted Improvement Plan. It was agreed to consider this at the 4 March meeting of the Board.

Actions/further information to be provided:

1. Improvement Plan update item to be added to Forward Work Plan.
2. Vice Chairman to update the Board on Sight for Surrey's delivery of the combined sensory services contract as appropriate.

71 DATE OF NEXT MEETING [Item 12]

The next meeting of the Board will be held at 10am on 4 March 2015

Meeting ended at: 13:36

Chairman

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Social Care Services Board
Friday 4 March 2016

Review of Family, Friends and Communities

Purpose of the report: The Families, Friends and Communities (FFC) programme seeks to increase community capacity and reduce the related cost of care and support.

Introduction:

1. It has been agreed by the Chairmen of the Council's Scrutiny Boards that any relevant Internal Audit reports that have attracted an audit opinion of either "Major Improvement Needed" or "Unsatisfactory", and/or those with high priority recommendations, will be considered for inclusion on the Board's work programme.

Context:

2. Internal Audit undertook a review of Family, Friends and Communities in January 2016. The report produced as a result of this review attracted an audit opinion that some improvements were needed. There were three recommendations made. A summary of the audit findings and recommendations is attached as **Annex A**. The agreed Management Action Plan is attached as **Annex B**. The supporting audit report has been previously circulated to committee members.
3. Officers from the service and Internal Audit will be available at the meeting, and the Scrutiny Board is asked to review the actions being taken to address the audit recommendations made.

Recommendations:

4. Ensure all information on the Surrey Information Point is kept current and links tested to ensure they work. **(M)**
SCC should ensure that all savings targets including those for FFC are realistic. **(H)**

The budgets for Adult Social Care should be revised to reflect additional pressures and realistic savings. **(H)**

Next steps:

The Board will continue to have oversight of any relevant audit report that has attracted an audit opinion of either “Major Improvement Needed” or “Unsatisfactory”, and/or those with high priority recommendations.

Report contact: Sue Lewry-Jones, Chief Internal Auditor

Contact details: 020 8541 9190

Sources/background papers: Internal Audit Review of Families, Friends and Communities

Internal Audit Review of Families, Friends and Communities

Annex A

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
<p>Families, Friends and Communities (FFC)</p>	<p>The FFC programme seeks to increase community capacity and reduce the related cost of care and support.</p> <p>The Medium Term Financial Plan (MTFP) for 2014/15 included savings for ASC of £42m. The planned savings for the FFC support programme were £13.3m, which made it the most significant element of ASC's overall savings plan. Overall £7m of savings were actually achieved in 2014/15.</p> <p>Building on lessons learnt, a plan for 2015/16 is in place. Regular financial and qualitative monitoring is underway to ensure continued achievement of better outcomes at lower cost throughout 2015/16. The 2015/16 MTFP includes savings for FFC of £10m with a further £4m of additional in-year savings relating to direct payment refunds.</p>	<p>There is clear evidence that there are changes to frontline practice that are having the desired effect. The development of FFC has been managed within current resources. With the uncertainty over the funding in future years it will be important that the momentum of FFC continues.</p> <p>High quality information is pivotal to supporting the FFC approach. Some information available to residents via the Surrey Information Point was found to be outdated and some links did not work.</p> <p>Finance has confirmed that to the end of December 2015 savings from reassessments are £3.848m and savings for new community care packages are £0.076m. The average amount saved per reassessment so far in 2015/16 has been around 18%. This is an improvement on the 15% rate achieved in 2014/15.</p> <p>Total FFC savings (excluding direct payment reclaims) for 2015/16 are forecast to be £4.8m against original planned savings of £10m</p>	<p>Some Improvement Needed</p>	<p>Ensure all information on the Surrey Information Point is kept current and links tested to ensure they work. (M)</p> <p>SCC should ensure that all savings targets including those for FFC are realistic. (H)</p> <p>The budgets for Adult Social Care should be revised to reflect additional pressures and realistic savings. (H)</p>

¹ **Audit Opinions**

Effective	Controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
Some Improvement Needed	A few specific control weaknesses were noted; generally however, controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
Significant Improvement Needed	Numerous specific control weaknesses were noted. Controls evaluated are unlikely to provide reasonable assurance that risks are being managed and objectives should be met.
Unsatisfactory	Controls evaluated are not adequate, appropriate, or effective to provide reasonable assurance that risks are being managed and objectives should be met.

² **Audit Recommendations**

Priority High (H) - major control weakness requiring immediate implementation of recommendation

Priority Medium (M) - existing procedures have a negative impact on internal control or the efficient use of resources

Priority Low (L) - recommendation represents good practice but its implementation is not fundamental to internal control

MANAGEMENT ACTION PLAN

Annex B

Directorate:	Adult Social Care
Audit report:	Review of Family, Friends and Communities
Dated:	January 2016

PRIORITY RATINGS

Priority 1 (high) - major control weakness requiring immediate implementation of recommendation

Priority 2 (medium) - existing procedures have negative impact on internal control or the efficient use of resources

Priority 3 (low) - recommendation represents good practice but its implementation is not fundamental to internal control

I agree the action above and accept overall accountability for their timely completion. I will inform Internal Audit if timescales are likely to be missed.

The action agreed is ~~is not~~ satisfactory.

Head of Service: Shelley Head

Supervising Auditor: David John / Ian Wallace

Date: 26 January 2016

Date: 26 January 2016

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Para Ref	Recommendation	Priority Rating	Management Action Proposed	Timescale for Action	Officer Responsible	Audit Agree?
5.7	SCC should plan for the resources needed to grow FFC in the community ensure resources are in place to support FFC.	Low	<ul style="list-style-type: none"> Continue to embed FFC into frontline business as usual Continue to commit Area Director, project and finance resources to support the FFC programme Prioritise FFC in the ASC 2016-21 Directorate Strategy and MTFP 	<p>On-going</p> <p>On-going</p> <p>31 January 16</p>	Shelley Head	Yes

5.14	SCC should ensure all information on Surrey Information Point is kept current and all links are tested to ensure they work.	Medium	<ul style="list-style-type: none"> • Update the broken links identified by the auditor • Continue to employ a Digital Information Officer to maintain and develop Surrey Information Point • Continue to encourage providers to update their information on Surrey Information Point and to take advantage of the facility whereby records which are frequently updated move up the order in which they appear to residents 	14 January 16 On-going On-going	Kathryn Pyper	Yes
5.34	SCC should ensure that all savings targets including those for FFC are realistic.	High	<ul style="list-style-type: none"> • Area Director, together with Finance Manager for ASC, will continue to raise the challenges with the Strategic Director and Chief Executive 	On-going	Shelley Head	Yes
5.35	The budgets for Adult Social Care should be revised to reflect additional pressures and realistic savings.	High	<ul style="list-style-type: none"> • Area Director, together with Finance Manager for ASC, will continue to raise the challenges with the Strategic Director and Chief Executive 	On-going	Shelley Head	Yes

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Social Care Services Board
4 March 2016

Family, Friends and Communities Programme Update

Purpose of the report: Scrutiny of Services and Budgets

This report summarises the management action plan to address the recommendations raised in the Family, Friends and Communities (FFC) audit and provides an overview of the programme in place to ensure the FFC approach continues to progress and deliver its maximum potential.

Introduction:

1. The Surrey County Council corporate strategy highlights that Surrey's population is both increasing and ageing - by 2020, it is estimated that older people will make up 20% of the population, increasing demand on health and social care services. Alongside this, changing birth rates and people moving into Surrey mean that 13,000 more school places are expected to be needed by 2020. In short, demand is increasing across the board, while financial resources are not keeping up.
2. Residents expect services to be easy to use, responsive and value for money. Corporately we aim to meet these challenges by continuing to work as one team with our residents and partners and investing in early support to ensure residents can lead more independent lives.
3. The Family, Friends and Communities (FFC) programme encourages people to build networks to enable them to maximise their wellbeing and independence in their local community – these networks could be a mix of carers, family, friends, community and if needed, paid support staff. The FFC programme has been embedding a one team approach across the Council and delivering improved value for money, in order to help Surrey manage and delay demand on health and social care services. We remain committed to achieving personalised support plans that promote independence with better outcomes at less cost.
4. To ensure it was delivering on these objectives, the Family, Friends and Communities (FFC) programme was audited in January 2016. The audit summary and recommendations were:

Some Improvement Needed: A few specific control weaknesses were noted; generally however, controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.

5. This report
 - summarises the management action plan to address the issues raised in the audit and ensure the FFC programme continues to progress and deliver its maximum potential.

- outlines how the Family, Friends and Communities programme is working across the whole of Surrey County Council and its partners to deliver better outcomes at less cost, with some specific examples of how the programme is achieving this.

6. Recommendations and Management Action Plan:

Rating	Definition	Recommendation	Para. Ref.	Management Action Proposed	Timescale for Action	Officer Responsible
High	Major control weakness requiring immediate implementation of recommendation.	a. SCC should ensure that all savings targets including those for FFC are realistic.	5.34	Area Director, together with Finance Manager for ASC, will continue to raise the challenges with the Strategic Director and Chief Executive	On-going	Shelley Head
		b. The budgets for Adult Social Care should be revised to reflect additional pressures and realistic savings.	5.35	Area Director, together with Finance Manager for ASC, will continue to raise the challenges with the Strategic Director and Chief Executive	On-going	Shelley Head
Medium Page 29	Existing procedures have a negative impact on internal control or the efficient use of resources.	c. SCC should ensure all information on Surrey Information Point (SIP) is kept current and all links are tested to ensure they work.	5.14	Update the broken links identified by the auditor	14 January 16	Kathryn Pyper
				Continue to employ a Digital Information Officer to maintain and develop Surrey Information Point	On-going	Kathryn Pyper
				Continue to encourage providers to update their information on Surrey Information Point and to take advantage of the facility whereby records which are frequently updated move up the order in which they appear to residents	On-going	Kathryn Pyper
Low	Recommendation represents good practice but its implementation is not fundamental to internal control.	d. SCC should plan for the resources needed to grow FFC in the community ensure resources are in place to support FFC.	5.7	Continue to embed FFC into frontline business as usual	On-going	Shelley Head
				Continue to commit Area Director, project and finance resources to support the FFC programme	On-going	Shelley Head
				Prioritise FFC in the ASC 2016-21 Directorate Strategy and MTFP	31 January 16	Shelley Head

Medium Term Financial Plan (MTFP):

7. The Medium Term Financial Plan (MTFP) for 2014/15 included savings for ASC of £42m. The planned savings for the FFC support programme were £13m, which made it the most significant element of ASC's overall savings plan. FFC savings plans in 2014/15 were comprised of £10m of savings through reassessments of existing community care packages and reduced costs of new community care packages and £3m of planned Direct Payment reclaims. Savings for reassessments and new packages were calculated on the basis of achieving 20% reductions in the cost of community care packages.
8. Overall £7m of savings were achieved in 2014/15 (£8.3m excluding new packages for individuals transitioning from Children, Schools and Families to Adult Social Care). Savings for DP reclaims overachieved. Savings for reassessments did not reach the target, but this was mainly due to delays in the first quarter of the year and good progress was made in delivering savings by year end. The average amount saved per reassessment was 15%. Savings for new packages proved the hardest to achieve due in part to market pressures negating actions taken to incorporate FFC into new care packages that may otherwise have achieved cost savings.
9. By the end of the 2014-15 278 re-assessments had not been fully completed. These cases were transferred to 2015/16 FFC model.
10. Building on lessons learnt in 2014/15, a plan for 2015/16 is in place. Regular financial and qualitative monitoring is underway to ensure continued achievement of better outcomes at lower cost throughout 2015/16. The 2015/16 MTFP includes savings for FFC of £10m (£6m core and £4 stretch) with a further £4m of additional in-year savings relating to direct payment refunds. The £4m stretch target represents the amount of extra savings that would be achieved if 20% savings are on average achieved for community care packages – for both reassessment and new packages. The total ASC savings target for 2015/16 is £37m, so again the FFC programme represents the most significant element of the Directorate's savings plans.
11. Reassessments are being completed as planned, with the service on track to complete over 1,600 reassessments by the end of the financial year. This will be a significant achievement given the increased demands on the social care workforce. The average saving per reassessment so far in 2015/16 is 17% and £4.4m of savings are forecast to be achieved by the end of the financial year. This represents a positive improvement from savings achieved in 2014/15, but is still lower than the 20% stretch target.
12. Including Direct Payments reclaims, which are forecast to achieve £5.5m this year, total FFC savings of £10.3m were forecast at the end of December 2015 against the £14m target. An underachievement of £3.7m is therefore forecast for 2015/16, which mainly relates to underperformance against the stretch target.
13. The 2015/16 savings forecast includes savings achieved from all cases where the re-assessment has been completed in the current financial year and will therefore include savings from those cases not previously completed by the 31st March 2015. Of the 278 reassessments carried forward from 2014/15, 208 have been re-assessed in 2015/16, generating £0.9m savings in 2015/16. The remaining 70 cases carried forward from 2014/15 either relate to individuals who have passed away since the start of this financial year, or the

cases have been reviewed as they were found to be not suitable for a FFC re-assessment at this time, or are still currently in progress.

14. It is evident that FFC savings targets remain very challenging. However, it is important to note the improved performance on reassessments that the service has worked very hard to achieve. This, combined with savings on new care packages, means that the full year effect of the actions taken to deliver savings in 2015/16 is forecast to be £9.3m. So, although FFC savings are not be fully achieved on an in-year basis, a gap of less than £1m against the £10m full year target is forecast for future MTFP budget planning.
15. FFC will remain an important part of ASC's savings plans in future years. FFC savings targets for future years are still in the process of being finalised and will be published as part of the Council's detailed MTFP budget papers which are due to go to the March Cabinet for consideration.

FFC Programme Activities:

The FFC programme has been prioritised within the Adult Social Care directorate strategy, where specific objectives for the programme are identified (see appendix 2). The FFC programme aims to achieve the objectives set out in the Directorate Strategy and MTFP by:

a. Promoting independence and resilience

- Developing community web pages which promote and support active citizenship
- Hosting local partnership forums to engage the wider community in providing the care and support local residents need

b. Signposting people towards informal community based services

- Engaging residents who require care and support in their local timebank
- Supporting staff to take an asset-based approach to support planning
- Ensuring good quality information and advice on local services is available, including through Surrey Information Point.
- Training and up-skilling information and advice providers to offer effective and holistic signposting

c. Offering preventative interventions prior to assessment for longer-term care

- Developing a preventative pathway in the community to ensure support is provided early

d. Improving wellbeing in order to manage increasing demand and care needs

- Delivering Making Every Contact Count training and support to communities across Surrey
- Developing the community skills programme to provide purposeful activity and a step towards employment for vulnerable people

e. Embedding family, friends and communities into all future reviews, reassessments and new assessments

- Ensuring family, friends and communities is part of 'business as usual' and our culture for all reviews, reassessments and new assessments undertaken by ASC. Team performance around this is, and will continue to be, monitored through monthly reports and the team appraisal process.
- Review community care packages commissioned as part of hospital discharge after 6 and 12 weeks
- Embedding an outcome based approach to support planning
- Ensuring digital assessment forms part of our ASC assessments

f. Continuing to develop a range of community assets especially for young people, older people and those with learning disabilities

- Developing a network of timebanks across Surrey to help communities connect
- Developing place-based profiles and an asset-based approach to local support provision
- Engaging corporate social responsibility amongst Surrey businesses to improve the health and wellbeing of local people

g. Promoting the culture change necessary for new models of delivery

- Sharing progress and lessons learnt with colleagues, partners and the wider health and social care sector
- Engaging the public in active citizenship and managing expectations
- Monitoring the impact of the FFC programme on residents

16. In addition to these workstreams, the Family, Friends and Communities Programme is working across the whole of Surrey County Council and its partners to embed a one team approach that delivers on these objectives. Some specific examples of how the programme is achieving this are outlined in appendix 1.

17. The Family, Friends and Communities approach is making a difference to people's lives, for example:

- L suffered with a long term mental health condition and became very anxious around people. Because of this, she struggled to exercise and her physical health deteriorated too. Working with L, her social worker identified some physical activities that may be more suitable for her. One was horse riding as L wouldn't have to interact with lots of other people. The only down side was that horse-riding is expensive and L didn't feel she could afford it from her personal budget. So L's social worker approached a local stable, and agreed for L to become a volunteer there. Because she volunteers, L gets to ride the horses free of charge. So she is getting the exercise she needs to stay healthy, but also gets out of the house a couple of times a week and has something purposeful to do with her time. As a result L's mental and physical health is better,
- B is physically disabled and struggling financially. Because a number of debts were being taken from his benefit allowance, B didn't feel he had enough

money to get out and about. He wants to go to the local community centre but the bus fare was too expensive. So B was becoming increasingly isolated, spending most of his time at home, alone, and reporting feeling increasingly depressed. The social worker signposted B to the Citizen's Advice Bureau who have helped him reduce his debt repayments and optimised his benefits. They also helped him apply for a bus pass so he can travel at lower cost, and signposted him to some free community groups, such as a local healthy cooking group which he now attends every week.

Conclusions:

18. The Family, Friends and Communities Programme has been audited and appropriate actions have been put in place to respond to the recommendations. The FFC programme has been widened across the whole council to deliver a broad range of changes, and savings targets set with a stretch target. We are confident that the programme will achieve its objectives in 2016/17.

Recommendations:

19. It is recommended that the Committee:

- Note the progress of the Family, Friends and Communities programme and continue to contribute local knowledge to the programme
- Consider ways to further support the programme. An FFC Member Champion supports each district and borough area and can help local members get involved in the programme in their area.

Next steps:

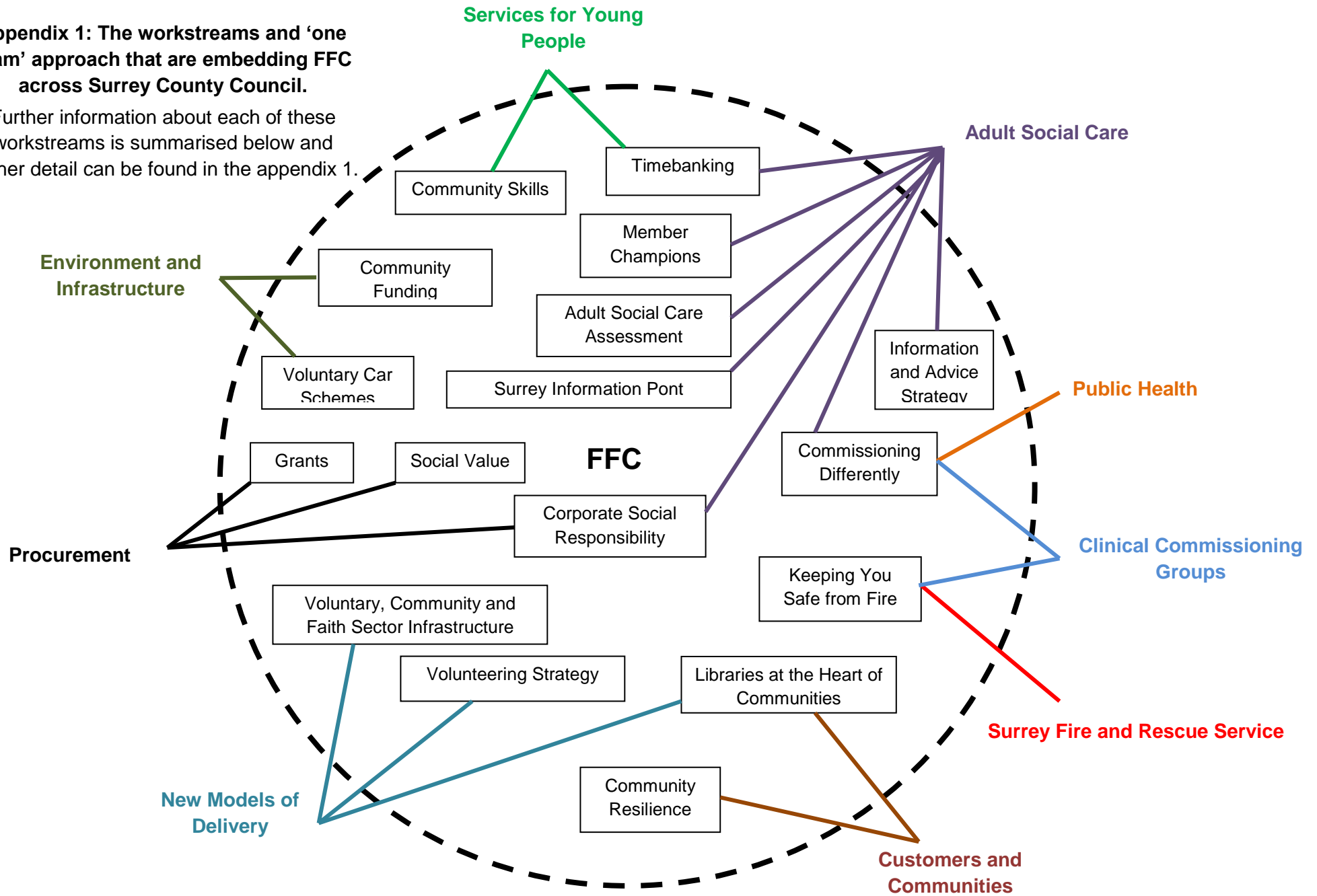
20. Directorates will continue in line with local work plans and progress and opportunities to work as one team will be pursued through the Family, Friends and Communities Programme Board.

Report contact:

- Michelle (Shelley) Head, Area Director for North West Surrey, Adult Social Care
Michelle.Head@surreycc.gov.uk, 01483 518420

Appendix 1: The workstreams and 'one team' approach that are embedding FFC across Surrey County Council.

Further information about each of these workstreams is summarised below and further detail can be found in the appendix 1.



Appendix 2: Extract from the Adult Social Care Directorate Strategy 2016-2021

Family, friends and communities – Encouraging people to build networks to enable them to maximise their wellbeing and independence in their local community – this could be a mix of carers, family, friends, community and if needed, paid support staff. Growing a range of community resources, for example time banks, local partnership networks and corporate social responsibility. Our ambition is to develop a new contract with residents and communities in Surrey – it is about developing a model of social care that encourages behaviour, which benefits both the individual and the state, while discouraging behaviour which creates dependency and attracts further costs.

This strategic priority will deliver efficiency savings through:

- **Programme of re-assessments** – Explore opportunities for individuals to utilise their local network of support as part of their re-assessment and in doing so maximise their wellbeing and independence.
- **Embed family, friends and communities into all future reviews and new assessments** – Ensuring family, friends and communities is part of ‘business as usual’ and our culture.
- **Review community care packages commissioned as part of hospital discharge after 6 and 12 weeks** – Time limited arrangements to support discharge from hospital which are reviewed after 6 and 12 weeks, reflecting the individual’s skills gain and increasing independence.
- **Continue to develop a range of community assets** - Grow a range of community resources upon which people can draw to support their ongoing independence and wellbeing.

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Social Care Services Board
Friday 4 March 2016

Audit of AIS Care Assessments

Purpose of the report: Scrutiny of Services

To review progress made against recommendations made by Internal Audit to Adult Social Care in relation to the Adults Information System.

Introduction:

1. It has been agreed by the Chairmen of the Council's Scrutiny Boards that any relevant Internal Audit reports that have attracted an audit opinion of either "Major Improvement Needed" or "Unsatisfactory", and/or those with high priority recommendations, will be considered for inclusion on the Board's work programme.

Context:

2. Internal Audit undertook a review of AIS Care Assessments in June 2015. The report produced as a result of this review attracted an audit opinion that some improvements were needed. There were eight recommendations made in total. A summary of the audit findings and recommendations is attached as **Annex A**. The agreed Management Action Plan is attached as **Annex B**. The supporting audit report has been previously circulated to committee members.
3. Officers from the service and Internal Audit will be available at the meeting, and the Scrutiny Board is asked to review the actions being taken to address the audit recommendations made.

Recommendations:

4. The service must review the essential information fields in light of service wide impact and previous audit recommendations. **(H)**

Next steps:

The Board will continue to have oversight of any relevant audit report that has attracted an audit opinion of either “Major Improvement Needed” or “Unsatisfactory”, and/or those with high priority recommendations.

Report contact: Sue Lewry-Jones, Chief Internal Auditor

Contact details: 020 8541 9190

Sources/background papers: Internal Audit Review of AIS Care Assessments 2014/15

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
AIS Care Assessments	<p>The council provides residents with access to social care advice, assessment and local support.</p> <p>There are a number of ways in which a resident with potential social care needs can be brought to the attention of the council including a self-referral; a referral from a carer, friend or family member; or from a professional such as a GP. Once the council is aware that the resident may have needs, it has a duty to provide an assessment.</p> <p>Adults Information System (AIS) is the software used by the council to manage adult social care. The system records service users' needs assessments; care packages; and, provides management information.</p>	<p>Inconsistencies exist between guidance documents the documents</p> <p>The quality of information recording varies across the Locality Teams. Exception reporting identifies some data recording omissions; however, the report format is inconsistent across the IQ Team. Furthermore, no clear process or deadlines for error correction exists.</p> <p>AIS has inherent system limitations including the absence of forced entry field functionality; management or caseload reporting; and limited hazard flagging capability.</p> <p>Audit testing identified that 34% of individuals do not have a care review planned. A third of individuals do not have progress recorded against outcomes.</p>	Significant Improvement Needed	<p>Guidance notes should be refreshed and consolidated to ensure information is both consistent and up to date. (M)</p> <p>The service should agree specific timescales for data error corrections. (M)</p> <p>The service must review the essential information fields in light of service wide impact and previous audit recommendations. (H)</p> <p>The service must ensure that information collected is appropriately recorded. All consents to share information must be recorded under the appropriate tab in AIS including refusal to provide consent. (M)</p> <p>The service should review AIS records to ensure all cases have an appropriate review date. Team Managers should conduct periodic checks on the review status of service users. (M)</p>

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
AIS Care Assessments cont'd		The majority of fields in AIS default to "no" or "unknown" it is difficult to assess if an officer has actively selected "no" or whether the system has defaulted to this entry.	Significant Improvement Needed	<p>The service should ensure that the recording of progress against an individual's target outcomes is evident in their records. (M)</p> <p>Management should consider arranging refresher training on the specifics of AIS recording. (M)</p> <p>The service should explore the capacity for the system to hold responses of 'undisclosed' this would clarify that the individuals were asked the relevant question and have actively responded by refusing to share the information. (L)</p>

MANAGEMENT ACTION PLAN

Directorate:	Adult Social Care
Audit report:	Audit of AIS Care Assessments
Dated:	June 2015

PRIORITY RATINGS

Priority High (H) - major control weakness requiring immediate implementation of recommendation

Priority Medium (M) - existing procedures have a negative impact on internal control or the efficient use of resources

Priority Low (L) - recommendation represents good practice but its implementation is not fundamental to internal control

I agree to the actions below and accept overall accountability for their timely completion. I will inform Internal Audit if timescales are likely to be missed.

The auditor agrees that the actions set out below are satisfactory.

Lead Responsible Officer (HOS): Michelle Head

Auditor

Revinder Hothi

Date 26 June 2015

Date 26 June 2015

Para Ref	Recommendation	Priority Rating	Management Action Proposed	Timescale for Action	Officer Responsible	Audit Agree?
5.10	Guidance notes should be refreshed and re-issued to ensure information is both consistent and up to date.	M	The best practice guidance will be re-issued immediately. As part of the ASC systems replacement we will have a data cleansing work stream and will be prioritising data for migration. Guidance notes will be issued in the short term to reflect this activity and in the longer term to ensure consistent recording in the new system	July 2015 August 2015 July 2016	Toni Carney	Y

5.20	The service should agree specific timescales for data error corrections.	M	The focus for the next 9 months will be cleansing the existing data and building validation in the new system to remove the opportunities for data error. We will have new measures for data quality for go live.	July 2016	Toni Carney	Y
5.21	The service must review the essential information fields in light of service wide impact and previous audit recommendations.	H	This review is underway and will inform our configuration of the new ASC system later this year.	December 2015	Toni Carney	Y
5.28	The service must ensure that information collected is appropriately recorded. All consents to share information must be recorded under the appropriate tab in AIS including refusal to provide consent.	M	There is a significant Data and Information Sharing project as one of the enablers of the Better Care Fund underway and the issue of recording 'consent to share' is part of that project. We cannot use this information effectively in AIS but will explore the functionality in the new system to ensure information is appropriately recorded.	April 2016	Toni Carney	Y
5.32	The service should review AIS records to ensure all cases have an appropriate review date. Team Managers should conduct periodic checks on the review status of service users.	M	The requirement to ensure all cases have future review dates is mandatory in the new ASC system. In the interim all line managers have been tasked with ensuring all cases have a review date by April 2016.	April 2016	Michelle Head	Y
5.37	The service should ensure that the recording of progress against an individual's target outcomes is evident in their records.	M	Practice guidance needs to be reviewed to ensure that it supports practitioners to understand the requirement to record outcomes. The new ASC	July 2016	Michelle Head	Y

			system will ensure that outcomes are recorded within review documentation.			
5.45	Management should consider arranging refresher training on the specifics of AIS recording.	M	The Information Quality team will lead on cleansing data ready for migration to the new system, negating the need for refresher training at this time. However we will build 'data recording' into the training programme for using the replacement system early next year.	March 2016	Toni Carney	
5.46	The service should explore the capacity for the system to hold responses of 'undisclosed' this would clarify that the individuals were asked the relevant question and have actively responded by refusing to share the information.	L	There will be no further developments in the current AIS system but we will explore this functionality in the new system to support clearer recording going forward.	March 2016	Toni Carney	

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Social Care Services Board
4 March 2016

AIS Care Assessment Audit - Update

Purpose of the report: Scrutiny of Services

The report provides an update on the management action plan in response to the internal audit of assessment recording in AIS and the implementation of the new IT system 'Liquidlogic Adults System'.

Introduction:

1. In June 2015, internal audit conducted an audit of assessment recording in AIS, i.e., Adults Information System, the main case management system for Adult Social Care. The auditor made 8 recommendations to improve recording practice. A management action plan was agreed with internal audit to address the concerns. Many of the actions were directly linked to the replacement of AIS.
2. In 2016, the AIS legacy system will be replaced with a new case management system provided by Liquidlogic and new financial modules provided by Oxford Computer Consultants. The new systems will provide better functionality to streamline business processes and improve our data recording.
3. This report provides an update on the action plan to improve recording and an update on the replacement of AIS with LAS, the Liquidlogic Adults System.

Audit of care assessment recording

Audit of AIS Care Assessments

4. An audit of recording in AIS was conducted by internal audit in June 2015. The audit focussed on specific areas of record keeping in AIS. The areas of concern are detailed in the attached management action plan at Appendix A. The overall outcome of the audit was that significant improvement was needed. However, the auditor acknowledged that limitations in the current system were partly responsible for existing

recording practises and further, that the decision to replace ASC IT systems, provided an opportunity to review our approach to recording and specify improvements.

5. The ambition in June 2015 was to replace ASC IT systems by March 2016 to enable the council to implement the funding reforms scheduled to take effect from 1 April 2016. The management action plan reflected this time frame. However, the decision to defer the funding reforms to 2020 has enabled the service to revise the implementation timetable for the new system to build in further rounds of system testing. The management action plan in response to the audit has therefore been updated to reflect the new time frames. The agreed actions are on track as set out in Annex B.
6. In designing the new system, the project team has taken account of the audit recommendations and internal audit participate in project team meetings where possible.

Replacement of ASC IT systems

Timetable for replacing ASC IT system – Phase 1

7. On 26 May 2015, Cabinet agreed to the replacement of ASC IT systems with a new case management system provided by Liquidlogic and new financial modules provided by Oxford Computer Consultants [OCC]. Replacing ASC IT systems is a major undertaking for the council and significant resources from ASC, IMT and Finance are committed to this project. The first phase of the project is to deliver a new case management system and financial system by the summer of 2016.
8. There are three major work-streams to the first phase of the project; to migrate all relevant care and financial data from AIS to the new systems; to design our business processes, forms and interfaces and to train more than 2,000 staff in the use of the new systems.
9. Key design principles for the new system are to keep recording simple, avoid duplication, achieve efficiencies and enable consistency. The system is not delivered, 'ready to use out of the box' and requires a substantial amount of configuration design by the project team to ensure the system will support frontline staff in managing their work.
10. A significant benefit of the new system is the transparency around workloads and outstanding tasks, for example, it is not possible to finalise a case without setting a review date. This means that 100% of cases will have a planned review date. Managers will have complete oversight of outstanding work and will be able to transfer tasks to other workers when required.
11. To help us design a system that is fit for purpose, we have over 60 'system champions' who work on the frontline and act as advisers to the project to make sure our decision making reflects good practice. The system champions will be trained up to be 'super users' to support their colleagues when we go live in the summer.

12. This is a challenging project and not without difficulties, not least the tight time frames and fitting legacy data into a new system but the project team are extremely hard-working and should be commended for their commitment to date and keeping the project on track.

Phase 2 - ASC IT system

13. In addition to the main case management and financial systems we have purchased a number of modules to enable us to work in a more automated way. These include a Provider Portal to facilitate e-invoicing; a Citizens Portal to enable residents, particularly self-funders, to find information and services for themselves and a Client Portal to enable the people we support to undertake self-assessments, financial assessments and reviews on line and to directly access their own support plans.
14. Work on phase 2 will start over the next few months in parallel with the current project to enable residents, providers and the service to benefit from the new functionality at the earliest opportunity. However, this second phase will involve a significant element of co-design to optimise accessibility and usage and is expected to go live in the autumn 2016.

Conclusions:

15. The ASC IT replacement project team will continue to work together to deliver a replacement system that will support the frontline teams, provide effective financial and audit controls and meets the needs of all areas of the service as efficiently as possible.

Recommendations:

16. It is recommended that the Social Care Services Board:
 - a) Note the progress made to date against the management action plan arising from the internal audit
 - b) Receives an update on the management action plan and the ASC IT replacement project in October 2016.

Next steps:

17. To agree project timeframes and milestones for phase 2 of the project.
-

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Sources/background papers: Cabinet Report 26 May 2015 – [Provision of a New System for Adult Social Care](#)



Social Care Services Board
4 March 2016

CHILDREN'S IMPROVEMENT PLAN – UPDATE

Purpose of the report: Scrutiny of Services

Julie Fisher (Deputy Chief Executive and Director of Children's Services) will provide an update at the meeting on the Children's Improvement Plan.

Introduction:

1. The Council published an Improvement Plan in September 2015 as part of its response to an Ofsted multi-agency inspection of safeguarding. It described the urgent work already completed and the action the Council would take next to improve practice and outcomes for children, young people and families. In January 2016 a review and stock take of progress was completed in order to determine the priority actions for further improvement.
2. The [Children's Improvement Plan](#) published in September 2015 set out the stages of improvement required to embed a culture of practice where we, and all partner agencies, are consistently and confidently doing the right things for children and young people, in the right way.
3. Key actions in the plan have been delivered over the last six months with progress continuing to be overseen by the Children's Improvement Board. The membership of the [Improvement Board](#) was expanded in September 2015 to include representatives from key partner agencies and the external advisor from the Department for Education (DfE) who is working with the Council (Rose Durban). Ofsted have also continued to provide support and challenge through monthly monitoring visits.
4. Through January and February we completed a stock-take and review of our progress to date. Through this we have identified six specific areas that we will give a particular focus to over the coming months:
 - Recruitment and retention ("Right numbers of skilled people")
 - Capacity and demand ("In the right place")
 - Clear expectations, including the practice manual ("Doing the right things")
 - First line management ("Supported in the right way")
 - Leadership ("Led effectively")

- Partnership and engagement ("Working productively with all our partners")
5. These are not new areas of work but are the six specific elements of our overall Improvement Plan which we have prioritised for additional and urgent attention over the coming months. Further detail on these areas of work will be published on our website shortly.
 6. We plan to complete a further review and stock take of progress in the summer and following that will publish an updated version of our Improvement Plan. Meanwhile the Improvement Board will continue to oversee progress, in addition to the arrangements in place within the Council and across our partnerships to ensure robust oversight and scrutiny of progress. These arrangements include further updates to the Social Care Services Board (12 May), an update report to full Council (17 May) and Member seminars (25 April, 12 September).

Recommendations:

7. That the Social Care Services Board continues to receive updates on the progress of the Children's Improvement Plan.

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Sources/background papers:

- [Children's Improvement Plan](#)
- [Improvement Board updates](#)

Surrey County Council

**Adoption Agency
Report**

2014 - 2015

Introduction:

The Adoption & Children Act 2002 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 this report capture the period April 1 2014 to March 31 2015. A midyear report will be provided in a further 6 months, capturing activity in the first half of 2015-16.

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. As an Adoption Agency we are required to comply with a comprehensive range of legislation, statutory guidance and national minimum standards and are subject to inspection by OFSTED, the last inspection having taken place in 2014 with the outcome that we were rated as Good.

Service Overview:

Surrey provides a full 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** for all whose lives have been touched by adoption, including adopted children and their adoptive families, birth relatives of children who have been or are likely to be adopted and adopted adults.
- **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-typically step parent adoption or adoption by a connected person.
- **Inter country adoption** - non agency adoption welfare reports and post placement reports to the child's country of origin

Special Guardianship:

Mindful that adoption is not the only means by which children find a secure home, it is important to highlight the increasing use of special guardianship (SGO) to promote permanency. An SGO confers parental responsibility on the special guardian until the child reaches their majority. However the legal relationship with the birth parent continues (unlike adoption), albeit that the birth parent is limited in the extent to which they can intervene in decision making or care arrangements. This has made special guardianship a popular order for children who have enduring ties with their birthparents and is often favoured in situations where a former foster care or relative is offering a permanent home. 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. 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

National context:

Adoption Action Plan

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 and aim to make the journey of both children in need of adoption and adults wishing to adopt more timely and to increase the number of children who are adopted overall.

Accordingly from 2014 a 26 week limit was set for care proceedings given that the length of court processes was identified as a significant cause of delay for children. The adult adoption pathway was

reformed from July 2013 with the implementation of a 2 stage application process: to take 2 and 4 months respectively to complete.

Adoption reform grants were provided to local authorities and voluntary adoption agencies to support the agencies to recruit additional adopters and close the gap between numbers of children with adoption plans and numbers of adoptive families available. A 'national adoption gateway' was also created, with Department of Education funding, to provide initial information for would be adoption applicants and help them identify assessing agencies. This resulted in higher than normal numbers of adopters recruited and approved both locally and nationally with the result that by the end of the reporting period the so called 'adopter gap' previously estimated at 6,000 families had been eliminated.

Again with the aim of reducing delay for children, the newly implemented Children and Families Act (2014) introduced a requirement to consider placing children with dual approved (fostering and adoption) families, and also made provision for the removal of the recruitment functions of local authorities who did not respond adequately.

Further government support was provided as an incentive for placing authorities to make placements with adopters approved by voluntary and other local authority adoption agencies by the equalisation of the 'interagency fee' payable in cases where an authority 'buys' a placement from another agency rather than placing a child with its own adopters. Adoption agencies were also encouraged to employ creative methods of family finding for their children, notably through the roll out of Adoption Activity Days whereby prospective adopters were able to meet children at specially designed and supported events.

Adoption support:

A national study of adoption breakdowns and adoption support was published in 2014 by Professor Julie Selwyn of Bristol University which reported that although overall breakdown rates following adoption were low, nonetheless significant numbers of families experienced considerable challenge as a result of the long term additional needs of their children, which were often poorly understood and they found it difficult to obtain adequate support.

With the needs of adopting families in mind, a requirement to inform adopters of the right to an adoption support needs assessment was introduced in the Children and Family Act, and from May 2015 an Adoption Support Fund will provide £19 million pounds of additional funding to enable better access to therapeutic support for adopted children. (The money to be applied for on a case by case basis by local authorities, following assessment of the child's support needs).

The extension of priority school admission status for former looked after children and pupil premium plus to the same children were further supportive measures designed to promote confidence to adopt children beyond infancy and with additional needs.

Measuring performance:

Adoption performance of local authorities is now monitored by the Department of Education and a National Adoption Leadership Board through annual league tables. These highlight percentage of looked after children and young people exiting care through both adoption and special guardianship-another legal order conferring parental responsibility. Each local authority also receives 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.

Recent trends- the court process:

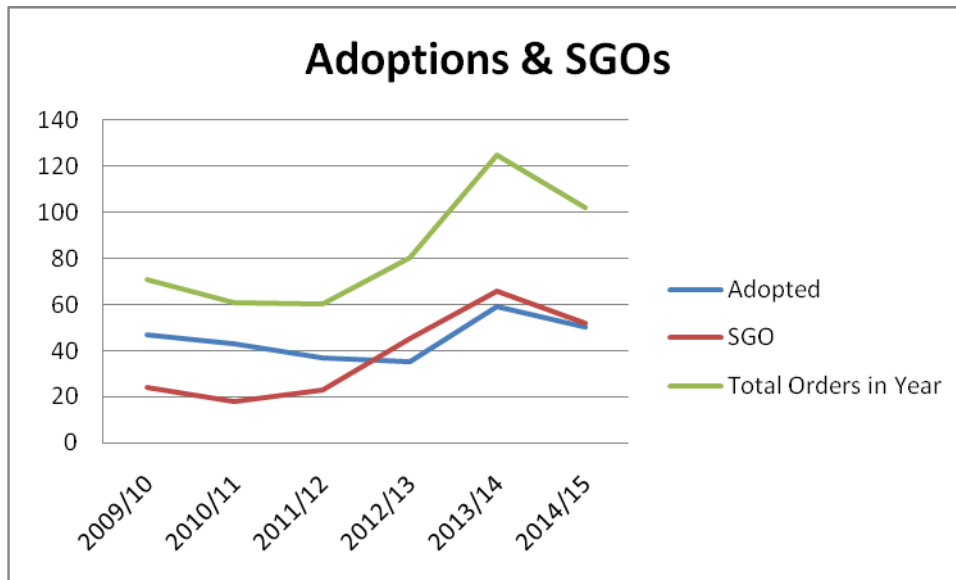
After a period of significant increase in safeguarding activity with more cases resulting in adoption outcomes, there has been a recent and dramatic reversal in the second half of the reporting period- both locally and nationally.

Recent case law (Re B and Re BS) has had the effect of reducing both the number of applications for placement orders (an order which enables local authorities to make adoptive placements in the absence of parental consent), and the number of instances where placement order applications are

successful. This has flown in the face of the very clearly articulated government objective (of ensuring that higher numbers of children can be adopted) with courts exerting their independence, and taking the view that adoption is only appropriate when it is the only option available.

The outcome has been that there are now more instances where a child remains within their family of origin following care proceedings, either because they return to live with a parent or as a result of being placed with a relative following a successful assessment. In most cases this would be under the terms of an SGO. In other instances children have continued to be looked after in a long term with foster carers and the relationship with the birth family is maintained by supported contact.

ACTIVITY



The above graph indicates that the past year saw high levels of activity with respect of both adoption and special guardianship, albeit it nearly a fifth lower than the previous year (which represented an all time high for both adoption and special guardianship, reflecting high levels of safeguarding activity in previous years).

When safeguarding levels (as indicated by high numbers of cases in care proceedings) are high, the number of young children in the looked after population typically rises. When the percentage of under 7s in the looked after population is high the likelihood is that there will be a high number of adoptions the following year.

Currently the looked after population has declined somewhat, and the proportion of under 7s is also lower, making for lower numbers of adoption orders expected in 2015-16. The table below gives the actual numbers of orders granted in the last 6 years.

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Adopted	47	43	37	35	59	50
SGO	24	18	23	45	66	52
Total Orders in Year	71	61	60	80	125	102
% of LAC cohort at year end	12.3%	10.8%	9.8%	12.4%	19.4%	18.0%

National performance indicators

There are two new sets of national measures: Children in Care & Adoption Performance (League Table) Indicators, and the Adoption Scorecard. 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.

League Table Indicators

League Table Indicators	Average 3 years to 2012		Average 3 years to 2013		Average 3 years to 2014		Actual 2015
	SCC	England	SCC	England	SCC	England	SCC
Adoption 1 – the percentage of children who ceased to be looked after that were adopted (high figures are preferable)	13%	12%	12%	13%	12%	14%	13%
Adoption 2 – the percentage of children who ceased to be looked after because of a special guardianship order (high figures are preferable)	7%	7%	9%	8%	12%	10%	14%

The figures indicate that Special Guardianship in Surrey is used more than most other authorities and adoption slightly less. This reflects a local tendency wherever possible to place children with connected people (with whom there is a prior relationship) in preference to so called 'stranger' placements-most commonly for adoption.

Taken together however, permanency orders are higher than the national average.

Adoption Scorecard

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

Adoption Scorecard Measures	Average 3 years to 2012		Average 3 years to 2013		Average 3 years to 2014		Actual 2015
	SCC	England	SCC	England	SCC	England	SCC
Children 1 – For those adopted, the average time from entering care to being placed for adoption (days)	567	636	551	647	568	628	480
Children 2 – Average time from court authority to place child and LA matching to an adoptive family (days).	173	195	180	210	175	217	163
Children 3 – children who wait less than 18 months between entering care and moving in with their adoptive family.	55%	47%	56%	49%	56%	51%	64%
Related information 1 – adoptions from care (number adopted and % of all care leavers)	130 (13%)	9,740 (12%)	115 (12%)	10,540 (13%)	130 (12%)	12,530 (14%)	50 13%
Related Information 2 – children for whom the permanence decision has changed away from adoption.	11%	7%	14%	9%	18%	12%	11%
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.	474	546	479	545	492	525	372

Related Information 4 – adoptions of children from ethnic minority backgrounds compared to BME care leavers (i.e. any non-white ethnicity)	8%	6%	8%	7%	7%	8%	2%
Related Information 5 – adoptions of children aged 5+, compared to all care leavers aged 5+ years	4%	4%	3%	4%	4%	5%	3%
Related Information 6 – average length of care proceeding (weeks).	58	53	57	51	54	48	N/A
Related Information 7 – number of children waiting adoption (as at 31 st March).	55	5,750	40	6,890	35	4,680	75

Local performance with regards to timeliness of child placement is above the national average, particularly when figures are adjusted for cases where the child is adopted by their foster carer.

Of note however is the high percentage of changes of plan away from adoption (local 3 year average of 18%) which can be due to a number of factors including the local preference for special guardianship in cases where there is a connected person – typically a relative willing to offer permanency. Sometimes this happens late in care proceedings whereby it is necessary to re-consider the child’s plan.

In 6 children cases children’s plans changed to long term foster care as no adoptive family could be identified after a period of active family finding. The children in these cases were mainly older children in adoption terms, aged between 6 and 8 years and of these all had complex emotional and behavioural needs. One child remained with the same foster carer as a long term arrangement, and 4 went to live with other foster carers on a long term basis.

The remaining child was still in infancy, but with very significant medical and developmental needs and she also remained with her foster carer.

Children placed in 2014-15:

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 4 months of age and the oldest 8 years.

3 children were adopted by previous short term foster carers, and a further 4 by so called foster2adopt carers.

38 children moved into new families by themselves and 17 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.

Whilst we recognise the value of adopters reflecting the ethnicity and cultural, spiritual and linguistic backgrounds of a child-in the interests of promoting these aspects of a child’s sense of identity, we also appreciate that it can in some instances be difficult to achieve exact matching, and that to delay placing a child in a permanent family is itself detrimental. However, recently the percentage of BAME (Black, Asian and Minority Ethnic) children exiting care through adoption has been low reflecting a rise in the BAME numbers across the looked after children population-the majority of whom did not have adoption plans.

Sadly the placement of 1 child placed for adoption disrupted prior to the adoption order being made, and this child's care plan has subsequently changed to long term fostering.

Disruption:

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. In 2014-15 1 child's placement disrupted prior to adoption.

Adoption orders:

Orders are made by courts, after a child has spent several months settling into their new family. As such the number of orders also reflects the activity of the previous year when the children were actually matched and placed. In 2014-15 50 adoption orders and 52 special guardianship orders were made.

Placement challenges:

As in previous years, children over 4, those with health and developmental uncertainty, complex emotional and behavioural needs, children from BAME 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. Sometimes this is through adoption, and in other instances through special guardianship.

These often are typically 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.

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).

Alongside our sending out profiles to other adoption agency, 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. From last year we have also subscribed to a further register Adoptionlink which enables adopters to conduct their own search for children across the UK.

Family finding activity aims to bring the child to the attention of as many potential families as possible. We will routinely 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.

From November 2014 we have been part of a large consortium of adoption agencies (Adoption South Central) which includes 10 local authorities and 2 voluntary agencies and will give our children access to a wider still range of adopters. Since last year we have run a further 2 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.

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).

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 1 couple successfully appealed an initial decision not to approve.

Approvals:

We approved a record number of adopters in 2014-15 at 68, the high numbers representing a response to high numbers of children with new adoption plans at the time, and the national context of central government directing adoption agencies to approve more families.

Given that we were successful in recruiting above and beyond our own local needs, a significant number of Surrey adopters chose to adopt children from other placing authorities, as a result of adopter led matching meaning that in addition to the 55 Surrey children placed over 20 more arrived from elsewhere.

However moving into 2015-16, national data from the Adoption Leadership Board is indicating that the so called adopter gap has been closed and accordingly we have revised our recruitment target for this year to 50 new families taking account of waiting families approved last year and who are not as yet matched with a child from Surrey or beyond.

This means that at the present time we are taking a targeted recruitment approach, limiting entry to applicants willing to consider children at risk of waiting for a family. We will be reviewing this position 3 monthly and communicating our needs to the general public via the Surrey CC adoption website.

Most enquiries we receive are from applicants hoping to adopt one or two children, typically below school age. The majority of applicants continue to be childless couples although we also receive significant numbers of enquiries from families with one or more children already. Some families seek approval for a second child (having adopted through us previously), and 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.

Approvals include a number of foster families seeking approval for specific children placed with them as foster placements. As with 'second time' adopters the assessment of foster carers is generally shorter.

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

Foster2adopt:

The past year has seen increasing use of foster2adopt placements. This involves approved adopters assuming care of a child under fostering regulations, pending court endorsement of the adoption plan whereby the current carers then adopt the child, removing the need for the usual move between foster carers and adopters. 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. 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 support:

We 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. Typically we end our formal involvement with most families after the adoption order is made but retain contact with many through informal groups and training events.

Allocation of a social worker or sign posting to alternative adoption support services is typically the outcome of an assessment of need, given statutory entitlement for adopters to request re-assessment at any time during the child's growing years. In 2014-15 we conducted 29 such assessments, and taking account of support plans agreed over this period and support packages carrying over from the previous year 70 families received a service - whether provided directly by our own staff, or from services from whom we contracted a service.

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.

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. Consequently, we are currently engaged in an analysis of local need with our colleagues in the commissioning team to inform our post order strategy for the next 5 years. This work will focus both on identifying need and market engagement with potential providers, in order to take advantage of new funding to be accessed on a case by case basis through an Adoption Support Fund from May 2015.

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

- post approval training for adopters-Surrey provision

- 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, Surrey provision
- A monthly drop in with surgery slots (social work/educational psychologist) Surrey provision
- Social work service-Surrey provision
- Adopter surgeries provided by PAC (Post Adoption Centre) under terms of a service level agreement
- TAP (the attachment project) a specialist multi-agency consultation panel, designed to facilitate and promote attachment between adopters and adopted children. Surrey provision.
- An education psychology service to support adopted children experiencing difficulty in school. Surrey provision.
- Supported contact: typically setting up and supporting over face to face meetings a year between children and birth family members and 700+ post box cases involving over 2,000 exchanges annually. Surrey provision.

Christine's story

Christine was placed for adoption aged 5, after 2 years in foster care. She was referred to the Adoption Service following a series of failed engagements with other services including CAMHS, with concerns about her emotional well being and poor school attendance. Christine was assessed as very anxious and unable to manage well away from home and her adoptive mother. A post adoption social worker worked with her over a period of 2 years, developing a close working relationship with Christine, her parents and the school. Over time Christine has been better able to manage in school and school have become more understanding of her needs which are connected to her very early life experiences. She has undertaken life story work to make better sense of who she is and where she came from and is more confident about taking on new life experiences such as learning to drive.

Recent feedback from Christine's mother: 'very appropriate (service) for our daughter, reached out to her in the way she needed.'

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 sibling 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 174 children, at a cost of £1.3 million. 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.

Adult Adoptees:

We continue to receive a 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 2014-15 we dealt with a total of 246 enquiries, most of which became active cases).

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.

Julia's Story

Julia was 52 when she approached us, her adoptive parents had recently died and her young adult children were curious about her roots. Julia had had a happy and fulfilling childhood and had not wished to upset her parents by tracing earlier. Julia was advised to apply to the general registry office, who provided the name of her birth mother and the court where the adoption order was made to a Surrey counsellor who met with Julia in accordance with adoption regulations. Julia then wrote to the court and found that the agency that oversaw her adoption is no longer in operation but it was possible to find out that her records are now held in the archives of a voluntary adoption agency. The Surrey worker applied to the voluntary agency for the records and received an electronic copy of all of the records held about Julia. An appointment has been made with Julia (who is bringing her husband for support)

Julia will shortly discover that her birth mother believed that her relationship with a local man would lead to marriage but was disappointed to find that he was not as committed to the relationship as she was. She spent some time in a mother and baby home, giving birth to Julia and caring for her for 4 weeks until her adoptive family were found. Julia will discover full details about her birth mother which, if she chooses, may enable her to try to trace her. If she chooses to do this, either herself or via a tracing expert, she can return to Surrey to ask for an intermediary service, whereby links will be made sensitively with the birth mother to assist in whatever contact the pair would wish to initiate. Sadly it has been possible to ascertain already that the birth father is deceased which will be difficult news for Julia and she will be helped to process this information at the time of meeting.

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 choose to seek this via their child's worker. In addition, we support relatives who come forwards 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 2014-15 we provided a service to 54 birth relatives.

Lucy's story

Lucy is the birth mother of two children who have been adopted separately, and was herself in care from the age of 13. She has a learning disability, and a history of mental illness including periods of depression, and drug misuse. The birth relative worker attached to the adoption service has been working with Lucy, initially to help her understand the process and impact of adoption, and more recently with regards to contact issues. She has supported Lucy with writing her letters to the adoptive parents, and also arranged a meeting for Lucy to meet with the adoptive parents of her elder child. Unfortunately she was unable to manage this meeting, as it triggered old painful memories and created high anxiety in her. Lucy has been reassured that the meeting can be postponed for now given that she hopes to go ahead with this at a future date and to show how she has worked so hard to improve her life – attending college and gaining further qualifications in Maths, English and IT, as well as doing voluntary work in a local shop.

Lucy continues to attend a support group for birth mothers whose children have been adopted, and her relationship with her present partner is far more stable than previous adult relationships she had been involved in.

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 last year called 'meet the adopter' sessions during stage one of the application process, enabling first hand experiences of adoption to be shared with new applicants. This has gone from strength to strength and is much appreciated by applicants.

As a result of consultation with our families and in particular the young people themselves we have developed 2 adopted children's groups XXplorers for 8-12 year olds, and #amazing for 12-14s. The success of the groups is such that we expect to launch a further group for 14-19 year old adopted young people later this year in conjunction with the youth service.

Staffing:

At the close of 2013-4 the team was fully staffed albeit that we had some staff absences owing to long term sickness, 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 counselling 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

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

Service development:

In 2014 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 on 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. Our panel chair is David Goosey

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 introduced 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 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 and learning:

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 have introduced 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.

Complaints:

The adoption service received 9, all but 1 concluded within stage 1 of the complaints process. (We currently have one case at stage 3 which relates to our decision not to progress applicants to stage 2 of the adoption process on the basis of information received in stage 1)

In some 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. Birth relatives may 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 beyond the remit of the complaints process.

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.

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 and post adoption support requests has more than filled the capacity vacated by special guardianship.

Placing children in a timely manner continues to be our highest priority, not least because research indicates that age at placement is one of the most significant factors in placement stability and that delays can be a risk factor for placement breakdown. We are pleased to see so many of our children being placed very soon following courts granting authority for them to join a new family and acknowledge the efforts of the team in ensuring that we have a healthy pool of adopters ready to receive children, as well as proactive family finders for the minority of children who are not matched with a local family.

With the drive to see children placed and placed quickly, we endeavour to ensure that adopters are well prepared and have received good quality information about the children to prepare them for the task ahead. Ensuring this continues and that we can continue to develop appropriate support services both internally and from external providers will be key to our efforts moving forwards in 2015-16

Suzanne Chambers
Team Manager

Surrey Adoption Agency Statement of Purpose

2015-16

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 quality standards and principles 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
- 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.

Surrey Quality standards

- '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

Specific principles underpinning our adoption service

Children:

- Adoption is one of a range of permanency arrangements given consideration for children unable to live at home.
- In matching children with prospective families, the child's welfare is paramount.
- Practice with regards to issues such as matching and contact is informed by the best available evidence.
- We promote early permanence, whether this is with a Surrey family or a family approved by another agency.
- Support is available throughout the child's growing years and beyond.

Adopters:

- The recruitment needs of the Agency are continually reviewed to ensure that we recruit the right adopters for children with adoption plans.
- Enquiries are welcomed from a diverse range of families, reflecting the varied and individual needs of our children.
- Enquirers receive a professional, timely and respectful response
- Matching is undertaken in a holistic manner, considering the ability of the prospective adopters to promote the child's needs throughout their childhood.
- Surrey adopters represent a valued resource for our own children and children from other placing authorities

SERVICE OVERVIEW

Services provided are :

- A family finding for children in need of adoption.
- A range of post order services -for families who have adopted.
- An adoption service-for adults wishing to adopt a child from care
- A non agency adoption service –for adults wishing to adopt a named child, not in the care system
- A Counselling and support services - for adopted adults
- Support services for birth relatives- of adopted children

Family Finding:

Children in need of adoption are referred to the adoption service. This could result from a request from the birth parent(s) for the child to be adopted, or more typically because the Family Court has given agreement to place the child for adoption.

Timeliness

Our aim 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. Timeliness is actively monitored both in terms of the average time taken for a looked after child to be placed in an adoptive family, and on a case by case basis.

Holistic matching

We know that children from Black Asian and Minority Ethnic backgrounds often wait longer to be placed in a family, so 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.

Siblings

Children are placed with their siblings 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 benefit. 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

For some however siblings early neglect, and abuse can result in developmental trauma and have long term implications for their care. This means that careful consideration is needed looking at both the risks and benefits of placing such children together.

Where it is considered to be in the best interests of children to grow up in separate households from their siblings, contact between siblings placed separately is actively promoted.

Interagency placements

Given the need to ensure that children do not wait longer than absolutely necessary, we will look beyond Surrey where necessary-making use of placements provided by other local authority adoption teams and voluntary adoption agencies. 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.

Family finding process

To assist searching, the child is assigned to a specialist worker from the adoption service to work alongside the child's own social worker to identify a family. The family finder meets the child and their carer and together they create a profile of the child and their placement needs. Where the child is of an age to express the wishes and feelings these are incorporated into the work.

Surrey is a member of a large adoption consortium: Adoption South Central consisting of Hampshire CC, Oxfordshire CC, Reading BC, East and West Sussex CCs, Southampton CC, Brighton and Hove CC, Portsmouth CC, Isle of Wight and 2 voluntary adoption agencies PACT (Parents and Children Together) and the Diagrama Foundation. It is to these agencies that we would turn first in the search for a placement if there is no local family able to meet their needs.

The child's profile is also circulated to other agencies and made available at events such as regional adoption exchanges-designed to bring the children to the attention of potential adopters. In recent years children and potential adopters have also attended adoption activity days with their foster carers with the aim of encouraging 'adopter lead matching'.

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.

Foster carers who wish to adopt a child in their care

Where foster carers express interest in adopting a child in their care this is carefully considered as we know that research indicates that these placements based on an existing relationship often are amongst the most successful.

Post Order Support Services :

We are of the view that adoption is a life long issue. This is reflected in Adoption Support Regulations, which considers the needs of various groups of people whose lives have been affected by adoption (See appendix 2.)

Adoptive families

Following the making of an adoption order there may or may not be need for an ongoing social work service, this is always discussed and agreed with the adoptive family as part of their a support plan which is reviewed regularly pending the finalisation of the adoption order.

Many families choose to remain in contact informally with the agency following adoption through attending regular training or family events, and adopted children may attend one of a number of groups we run.

We also provide a monthly drop-in for our adopters, which also has facility to book a one to one slot for confidential advice. This type of support is available to anyone caring for a child adopted from care and living in Surrey and does not require an assessment of need.

Many adopted children and their families receive targeted help following an assessment, examples include help to manage direct or indirect contact on behalf of their child with members of the child's birth family, or financial support on a one off or regular basis where this has been agreed as needed to enable them to meet the exceptional needs of the child.

Other targeted support could include support for a young person with regards accessing and managing their adoption story, or help and support to manage relationships at home or in school.

We welcomed the provision contained within The Children and Adoption Act 2014 requiring local authorities to ensure that adoptive families were aware of their entitlement to request an assessment of support needs following adoption, and we currently publicise this through our public facing website, regular newsletters sent out to over 600 adoptive families on our mailing list and also the secure adoption website-to which access is given for approved adopters and those undergoing assessment.

An Adoption Support Services Adviser (ASSA), currently Debra Hale who is assisted by our Referral and Information Officer, acts as a point of contact for those affected by adoption, and seeking advice about support services. The ASSA accordingly provides information, advice and signposting to relevant support services including partner agencies such as health, education and voluntary sector 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.

Adoption Support Fund

From May 2015 a government funded Adoption Support Fund has been created to enable local authorities to seek funding for therapeutic services where a child is assessed as in need. This has enabled the service to increase access to support following the making of an adoption order.

Any child adopted from care may be eligible for ASF funding following completion of an assessment of need by their local post adoption service.

Support provided to Adopted adults:

- 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.

ADOPTION ACTIVITY 2014-15

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 2 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.
- 8 groups of siblings were placed together in new families, and an additional 4 children were placed in the family who had previously adopted their birth siblings.
- 1 child 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
- 6 children were adopted by adopters who agreed to care initially under fostering regulations enabling the children to join what might become a permanent families earlier than normal.
- 3 children were adopted by foster carers with whom they had been placed initially on a short term basis but who later expressed a wish to adopt them.

Agency Adoption Service for adults wishing to adopt a child from care

The Service aims to recruit a flexible and diverse pool of adopters to meet the needs of looked after children with adoption care plans. We review our recruitment needs every 3 months, mindful that these can change

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. We endeavour therefore to ensure that our recruitment needs are clearly expressed in our public facing website, however generally speaking our greatest needs are for applicants willing to consider children holistically, and open to managing the complexities that adoption brings.

Typically adoption agencies such as ours are likely to prioritise applicants who would be able to address the needs of the following:

- Children over 4
- 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 Asian and Minority Ethnic backgrounds

Initial enquiries

Up to 30 new enquiries are received a month via the our web page or telephone. All enquirers are responded to within 2 working days, and the enquirer offered an opportunity to attend a Learn2adopt session-held bi weekly at our offices. Involving a brief presentation followed by an interview with a social worker, the purpose of the sessions is to inform the enquirer about the needs and characteristics of adopted children. We hope that this will enable the enquirer to make informed decisions as regards the following:

- Is adoption for them?
- Is Surrey the right agency for them to seek to register interest?
- Is this the right time for them to register interest?

We also apply some general eligibility criteria

- Do they live in Surrey? we 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.
- Is their health and fitness level such that they could 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)
- 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. We are currently considering the emerging evidence base as regards the impact of e cigarettes.

- 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.

Following the Learn2adopt session enquirers receive a brief report from the meeting, and can request to register interest. We are not obliged to accept a registration of interest, but if declining to take things further we are required to provide our reasons, and this may result in further dialogue and a review of our decision.

Typical reasons for declining a registration might be that we do not have need of adopters for the age range or characteristics that the enquirer is most interested in and we have decided to give priority to those open to adopting children likely to wait for a family. This can vary over time but typically our priority groups are as set out above.

If we think that enquirers are unlikely to be a resource for the children currently most in need of adoption in Surrey 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.)

In other instances we may decline to register interest where there are ongoing life events or commitments that mean we do not think this is the right time for the applicant to start the adoption journey.

Assessment

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 including a DBS check.

Whilst in the main a case by case approach is taken with regards to any offences, our eligibility criteria does preclude offences involving children and we have an expectation that applicants are open and forthcoming with us as regards this and indeed all other aspects of their application.

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.

Bringing adoption to life

Applicants attend a 4 day training course at our Woking offices delivered by members of the adoption service. The learning style is informal and involves a high degree of applicant participation, with days are themed as follows;

- The adopter journey
- The child's Journey
- The joining of the ways
- The lifelong challenges of adoption

The facilitators provide feedback on the applicant's participation which is used to inform their assessment, and applicants also complete their own reflections on the experience and what they feel they have learnt.

As part of any assessment process visits are arranged to foster carers and experienced adopters in their homes to hear real life stories. We also facilitate a monthly 'meet the adopters' session for applicants.

Applicants are also invited to attend the fortnightly adoptive Parent and Toddler group which provides valuable peer support to 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. Adoption stories are used throughout to enable the applicants to consider the needs of children we place for adoption and to think about what life after adoption might entail.

The result is 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 need of a second opinion to lend weight to the social worker's recommendation or to provide an independent view on any issue this is arranged in order to assist the panel..

In the few cases where the agency is unable to support an application it has the option to present either a full or a brief report to the panel, detailing its enquiries and the reasons for its concerns. The applicants are always invited to attend panel and present their own views.

Adoption panel:

Surrey has an adoption panel which draws on a central list of members, as required under National Minimum Standards. Panels must be quorate when they meet with a minimum of 5 members present including the Chair. Panels make recommendations as follows:

- Whether to approve applicants as prospective adopters
- To review approval where there has been a significant change of circumstances
- 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 proposed matches
- To hear cases of placement disruption and consider learning
- To hold regular reviews of agency activity, including updates on cases presented previously.

In accordance with National Minimum Standards and Statutory Adoption Guidance we have appointed an Independent Chair and Vice Chair. We also appoint a non voting Panel Adviser to provide advice and support to the Chair and Panel.

Additional voting members include:

- Medical 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 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 administrator 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.

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 fuller sense of the applicants and what they have to offer our children.

The panel has three options available: to recommend that the agency accepts the application, that it rejects the application 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 on the day, with the proviso that formal ratification of the recommendation is required.

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).

IRM

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 2014-15 one case was referred to the IRM following a brief report and this resulted in a recommendation to continue with assessment of the applicants who were subsequently approved to adopt.

Review of approval

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.

Following approval

The adoption worker remains in contact with the family following approval. 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. Many families also chose to register with a second register (Adoption link) in order to maximise their chances of a match.

Meanwhile, there is a regular training programme provided to adopters which they are encouraged to make use of 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 selected 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. As part of this

information sharing the prospective adopters meet the current carer, our medical adviser and any other professionals involved with the child. We also organise an opportunity to see the child-typically at a distance to check that they wish to commit to the next stage.

Moving into the new family

A planning meeting follows the formal decision to proceed with the match, taken following a further panel discussion and recommendation. The meeting sets out a plan for introductions including a review - typically over 10-14 days. A post order support plan is also agreed.

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.

Working with the local authority

Prospective adopters share parental responsibility with the local authority and the birth parents for this period pending the making of a final adoption order. The child's progress within the placement is monitored by their social worker and an 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.

The role of the Court

At such time that the family and the agency are of the shared view that the child has settled 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 its new home for at least 10 weeks, and in practice the timing of each application varies. 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.

Birth parent's views as regards the adoption application are sought as part of the process and some exercise a right to seek leave to oppose, hoping that the child can be returned to their care. The court applies a 2 stage test to any such application-considering whether there has been a significant change of circumstances for the birth parent and also the welfare of the child.

Adoption applications

- We approved 68 families. The adopters ranged in age from late 20s to mid 50s.
- Successful applications included heterosexual couples single adopters and same sex couples.
- Reflecting the local demographics most applicants were from white British backgrounds, with successful applications received from 3 couples of mixed heritage.

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 already is caring for a child, to formalise the relationship through adoption.

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.)

Finally we work with a small number of inter country adopters who have adopted a child from another country but where the adoption does not yet have legal recognition in the UK.

With children to be adopted from abroad there are additional visiting and reviewing requirements as specified under Adoptions 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. Enquirers complete an initial questionnaire and are invited to attend an office appointment to discuss their plan to adopt and are also appraised of any alternative options such as a parental responsibility order, a contact order or exceptionally, a supervision order) and the process involved.

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. They must also consider the impact of the order for the applicant, the birth parents, and the wider family network.

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 takes account of national and local performance standards.

- The Adoption Panel, including elected members provides feedback to the operational teams on the quality of work submitted
- A Quarterly Adoption Forum provides a strategic interface between the Agency and the Panel.
- Twice yearly Annual Adoption Agency Reports and updates are provided to elected members, copied to the Corporate Parenting Board and also to Ofsted.
- Performance data information (in relation to key performance indicators is collected) and reported within an internal monthly 'Report Card'
- We submit quarterly data to the Adoption Leadership Board-a body set up by the Department of Education to monitor performance and drive improvement in the field of adoption. We consequently receive an annual 'Scorecard' from the Department of Health based on this data.
- We provide an annual data set to Ofsted, who also inspect the Agency three yearly.

Feedback from service users

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.

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

Ian Forbes, Care Services Manager was appointed in 2015. Ian holds a BA (Hons) in social work awarded in 1991, and a Post Graduate Management Qualification. Ian currently manages all regulated care services in Surrey including: adoption, fostering and residential services.

Suzanne Chambers, Team Manager is the operational and policy lead for Adoption and Permanency and registered manager following appointment in 2010. Suzanne holds a

B.A. (Hons) Psychology: awarded by the University of Durham in 1981 and a MSc Social Policy and social work studies and Certificate of Qualification in Social Work from London University (L.S.E.) awarded in 1987 as well as a Diploma in health and social care management level 5 (2013)

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-David Goosey
- Adult psychotherapist -1 day per week provides consultation for adopters and carers
- 4 educational psychologists-seconded half a day per week 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.

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

Sheila Jones
Head of Countywide
Services
Fairmount House

Ian Forbes
Care Services Manager
Quadrant Court

Suzanne Chambers
Team Manager
Care Services Manager for
Adoption
Quadrant Court

Ian Vinall
Norman Fullarton
Adoption Agency Decision
Makers
A02/Fairmount House

Jill Nancolas
ATM
Panel Advisor/
Adult Adoptee
service
Quadrant Court

Debra Hale
ATM
Adoption
Support
Services Adviser
Quadrant Court

Morag Wisby
ATM
Stage 1
manager
Quadrant Court

Gillian Thrower
ATM
Adopter
Development
Quadrant Court

Lynn Page
ATM 0.5
Family finding
Quadrant Court

**Business Support
Team
7.0 fte**

**Family Support
Workers
3.0 fte**

**Social Workers
17.0 fte**

Adoption Assessment Services

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						◆	

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SURREY FOSTERING SERVICE STATEMENT OF PURPOSE

2015/2016

INTRODUCTION

This Statement of Purpose has been produced to meet the obligations of Surrey Fostering Service 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 have the right to respect in all our dealings with them and, providing it 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
 - Whenever 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 Fostering
- Short-stay care for disabled children provided by a series of overnight or weekend breaks.
 - Fee Paid Carers Scheme: short break foster carers who give a commitment to provide a minimum of 200 nights a year for severely disabled children one at a time, as part of the short breaks fostering scheme.
- 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

- Fostering allowances and skills payment in line with Fostering Network's recommended rates.
- A support group and activities for foster carers' own children
- Activities for foster carers, birth children, foster children and social workers through the social pedagogy programme
- 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 and the Foster Carer website
- Specialist nurses based in the CCGs 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
- Support from a social pedagogue
- Access to a CAMHS Children and Young People's service

- Support for Asylum seeking young people through a mentoring scheme
- The DfE Standards mentoring Scheme –assisting in completion of Standards
- The Buddy Scheme for prospective and new foster carers
- The Head / Deputy Head Teacher of the Virtual School for Children in Care advocating for children to ensure that they have sufficient educational support and access to appropriate schools
- 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
- 44.3 FTE Qualified Social Workers in the fostering teams.
- 2.0 FTE Social Pedagogues
- 15.8 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

- Story Stem Work

- Working with disabled children
- Counselling
- Social Pedagogy

8. FOSTER CARERS

In April 2014 the Fostering Service had 367 approved foster care households (excluding Short Break carers) caring for a total of 413 children. There were also 62 young people over the age of 18 years, continuing to live with their foster carers. At the end of March 2015 the Fostering Service had 325 approved foster care households (excluding Short Breaks carers) caring for a total of 387 children. There were also 73 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 abilities of foster carers and make-up of foster families 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 takes a lead with 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 assessment reports are presented to one of Surrey's Foster Panels, along with the prospective foster carers attending. 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 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 a decision on a foster carer's suitability to foster a child. There is no appeal against the decision of the Agency Decision Maker at this stage, 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 believes that training and skills development are an integral part of the fostering task from the point of application, lasting throughout the fostering career. The emphasis therefore is on on-going learning and development.
- 9.3.2 A comprehensive Learning and Development programme is on offer to build the core knowledge and skills of all foster carers.
- 9.3.3 All applicants are required to attend preparation groups through the Skills to Foster training course, in addition to a basic Safeguarding course and Recording training 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 Newly approved 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 they are encouraged to build up a training portfolio. This helps to determine the Skills Level for carers and an additional weekly payment is made linked with this
- 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, which starts with the Skills to Foster training
- 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, including on-line training, books and DVDs.
- 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 and 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 by the fostering service to terminate a foster carer's approval
- 9.4.7 Where the outcome of a safeguarding investigation involving the foster carer or a member of their household is substantiated, 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.

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.

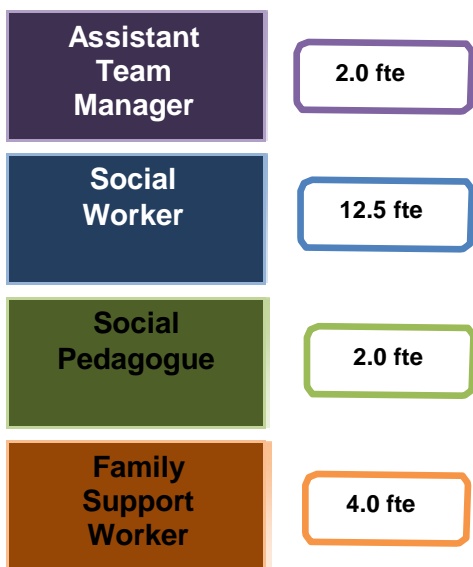
ORGANISATION CHART (Fostering)

Updated May 2014

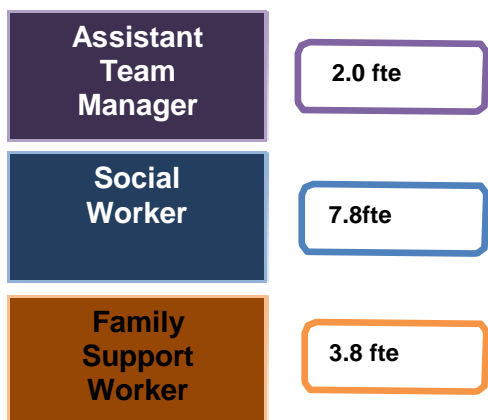
Ian Forbes
CARE SERVICES MANAGER

ALISON BENJAMIN

West Fostering Team

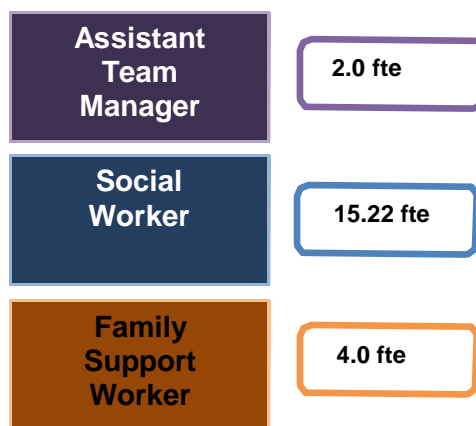


Family & Friends Team

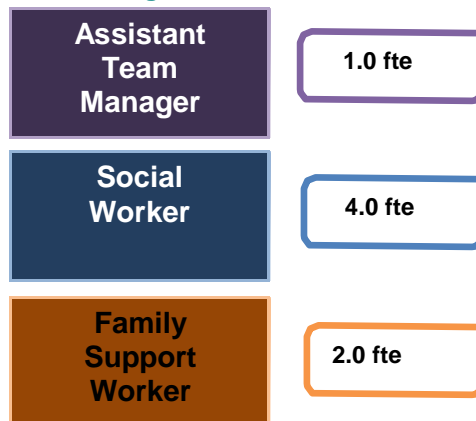


CEA FRANCIS

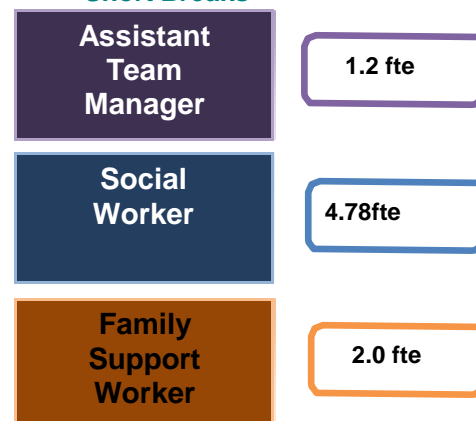
East Fostering Team



Enhanced Fostering Scheme/Parent & Child



Supported Lodgings/CWD Fostering & Short Breaks





Social Care Services Board
4 March 2015

Surrey Choices Ltd

Purpose of the report: Performance Management

Surrey's Local Authority Trading Company, Surrey Choices, is reporting on its performance against its commissioned contract for Adult Social Care.

Introduction:

1. Surrey Choices is a Local Authority Trading Company owned wholly by Surrey County Council, which began trading on 18th August 2014.
2. Surrey Choices provides social care services formerly part of Adult Social Care. The company was originally commissioned to provide day and community support to adults with learning disabilities, the EmployAbility supported employment service, Shared Lives adult placement service, AboutUs accessible information and training, and the Personalisation Team of qualified social workers and Occupational Therapists. The annual value of the commissioned services contract to Surrey Choices is £11.8m covering the period 18th August 2014 to 31 March 2016.
3. The Surrey Choices 2015/16 Business Plan (Annexe 1) explains the breadth of services offered by the company, its strategic objectives, and its ambition for the future. The company is in the process of revising its business plan for 2016/17 for production in April 2016.
4. The company adheres to Council corporate governance arrangements for trading activities and reports to the Council's Shareholder Board quarterly on its commercial performance.
5. The company is a strategic supplier to the Council and reports monthly to Adult Social Care commissioners, Council Procurement and Finance, against contracted key performance indicators. The most recent quarter of those performance reports are included (Annexe 2) for consideration by the Scrutiny Board.

Successes:

6. Surrey Choices was originally commissioned to support 1063 active customers plus 300 customers on a Keep In Touch basis. The company successfully reassessed all of those customers between August and December 2014 as part of delivering our Customer Journey Points (see Annexe 1 Business Plan 2015/16 page 18). These Points underpin our strategy; every strategic decision we take as a business must demonstrate it adds value to the customer.
7. Between 1st April and 31st December 2016 the company has accepted 257 referrals from Adult Social Care, at no additional cost to the Council (Annexe 2 Surrey Choices Monthly Performance Reports). This volume has been absorbed by the company within its contract value. We now work with younger people, people with learning disabilities, physical disabilities, older people, and people with long term conditions. The company was created for and continues to be there for the Council however it can assist with the challenge of increasing volume and cost pressures.
8. Surrey Choices is successfully developing a set of new customer focused products; a significant proportion of our staffing capacity has been redeployed from historical activities to where there is real need and demand. We have learnt from our first Customer Journey point (see Business Plan 2015/16 page 18) about what we should be offering and when. We are also talking to Adult Social Care, Clinical Commissioning Groups, boroughs/districts, and other providers to identify gaps.
9. Across our services, regardless of whether they perform regulated activity or not, we have put in place a quality framework based upon the Care Quality Commission core standards. We have invested in a Quality Assurance Team to make this framework a support not a hindrance for our staff and customers on a daily basis. We survey our customers quarterly to inform our strategic priorities (Annexe 3 Customer and Carer Surveys). We are performing well in the following areas: the effectiveness our staff to make time and talk to customers, how our staff support our customers, and promote independent decision-making. We have improved significantly in the areas of involvement of customers in decision-making and offering accessible information.
10. Customers, parents, carers and volunteers, representing all of our business units, are elected to our Involvement Board for 2-year cycles. The Involvement Board Chairman also sits on the Surrey Choices Board and attends the Council Shareholder Board annually to report independently on company performance. The Involvement Board will this year commence a Quality Checkers programme of inspections and audits across the company. This Board brings real change across the company and exerts influence over services, staff recruitment and training, and future service and product development. We have also restarted monthly local family and carers meetings at all of our business units.
11. We have no eligibility criteria; if we have the capacity and skills to support an individual or group, where there is a clear need or demand, we

will endeavour to respond positively. This demonstrates our commitment to deliver both social and economic value, moving down the preventative ladder to intervene earlier. A good example is our Tea and Memories services, combating loneliness and isolation, which started in Guildford and now has 8 locations across the county including High Street “pop-ups”. All of these customers pay privately to attend, the vast majority have no interface with social care services and live independently.

12. We have made significant progress in relation to the integration of distinct separate components of the services that transferred from the Council (i.e. EmployAbility and The Personalisation Team) into our general offer. Our ambition is to remove the stove piping of services and create a single value chain, parallel to our Customer Journey Points, that reacts at the right time, in the right places, to the ever changing needs of our customers and their families and carers.
13. Based on customer and family feedback we have ended long-standing closure periods across our services, which had been historically scheduled over parts of school holidays and after Bank Holidays. We continue to develop services that extend into evening and weekend opening hours, recognising that this is often where customers have the least amount of choice on offer from the market and can feel the most isolated.
14. We have successfully been appointed to Surrey County Council and Surrey’s six Clinical Commissioning Groups’ framework agreement to provide community opportunities for older people, including people with dementia. We recognise that a large part of what we do support not just our direct customers but also their family and carers, many of whom are ageing and look to Surrey Choices for a range of support.
15. We do not just focus on new services for new customers but balance that ambition with the need to better understand our long-term customers, their aspirations and ambitions. Since we began trading we have identified partner organisations across the country to help us make some of those aspirations come true. For example, 236 people regardless of their disability or long-term condition have been power boating at Wet-Wheels, 80 have been water skiing, we have achieved an international first with 4 people flying solo in light aircraft at Aerobility, and a team of people with learning disabilities have won the first Urban Golf challenge on BBC television.
16. We have renovated a County Council property in Banstead (empty for almost 3-years) to register a brand new short breaks service, offering 6 short breaks beds in a state of the art physical environment. This service has received exemplary feedback from customers, families and referrers. In particular, it is working specifically to support the Surrey Transitions Team to return young people from out of county placements and prevent them from happening in the first place. We are particularly proud of a bespoke service designed to support a high-need, high-cost individual who's needs have not be met to date by 4 other providers.

17. We have registered with the Care Quality Commission (CQC) a new team of Personal Assistants (PA), starting in January and launching in April, to further promote independent living, personalised support, and extend our reach into local communities.
18. We are developing a bespoke transition offer; beginning last summer 48 young people attended an entirely new range of activities, tailored toward work experiences, physical activity, technology and gaming; 31 of those young people continue to be supported in a range of our services across Surrey. We are now offering the first of our after school clubs at Woodlands School, Leatherhead, supporting families and their children earlier and remaining present in their lives throughout the transition phase however we are needed.
19. Our target operating model is very simple; to move away from the historical distribution channels and to extend our reach into local communities, getting closer to the people we support and their families and carers. This takes time; our three-year rescue plan and our next five annual business plans.
20. To date we have moved out of two old “hangar style” day centres (Frenches Lodge in Redhill and Fairways in Staines). This year we will move out of a further three. Our services are instead being provided from a variety of locations in local communities; smaller, more fit for purpose buildings, in partnership with other organisations across sectors, or in the community with far less use of our remaining sites as “hubs”.
21. We are in the process of creating a “design language” across our remaining sites, incorporating navigation aids, way finding, and intensive stimuli for customers with a wide range of support needs.
22. In addition, the buildings we use now and in the future are less exclusive than they once were; these are community resources for local communities and we have significantly improved the utilisation of our buildings as a result. For example, Mothers and Toddlers, Pilates, evening breaks, lectures, Girl Guides, all use of sites in partnership with us.
23. Technology is key to our target operating model. We have moved away from Council technology because of its limited ability to meet our customer needs. We now use mobile technology, interchangeable among both staff and customers, and interoperable systems allowing single sign-in access, with high speed WiFi across our sites to support our staff wherever they are. Within a week of the first customer receiving an iPad he had told his parents and emailed photographs to show, for the first time in 25 years, what he had done during the day.
24. We are in the early days of our partnership with Apple and Google and we derive significant benefit from both organisations in terms of hardware innovation, application interfaces, increasing accessibility, and enhanced communication opportunities with customers.

Challenges:

25. We have struggled to achieve our projected growth targets for Shared Lives. This is disappointing; the proven cost savings over the long-term and the placement stability across customer groups deserves better. We have put in place a new manager and we are reviewing processes for carer recruitment, carer training, the length of time to match potential customers with families (on average 6-months at present), and we are engaging with other Shared Lives schemes for peer support and to identify good practice.
26. The company gave notice on the Personalisation Team contract with Adult Social Care with effect 1st January 2016. This was due to a number of irreconcilable differences; interoperability of technology, process inconsistencies, and potential conflicts of interest raised by other providers in the market and the detrimental effect of that perception on future partnerships with the company. We have redeployed the staff from this team across the company to further professionalise our overall workforce and to develop a more integrated specialist support offer.
27. EmployAbility has historically been segregated from the rest of the services we offer but our analysis shows that a significant number of referrals to EmployAbility require care and support either at home or in the community prior to or in parallel to supported employment. Our challenge is to integrate our core supported employment offer within day and community services as a potential outcome that we believe should be available to all of our customers.
28. The company continues to invest significantly in both mandatory and additional training for staff. This is partly to increase the quality and skills of our staff team and to ensure there are no outstanding training requirements.
29. The company began trading with staff shortages in certain services combined with persistent dependence on high-cost agency staff. In response, our headcount has increased from 274 in April 2015 to 349 in December 2015. We have developed relationships with local agencies that understand our business and are more responsive to our needs, at lower cost. Our challenge now is to reduce that agency dependence and better manage our staffing capacity overall to deliver our target operating model. Like all providers in the sector we have to identify a strategy to recruit and retain quality staff that is affordable, and without the attraction of the public sector pension scheme and other associated benefits.
30. Across our services, regardless of whether they perform regulated activity or not, we have put in place a quality framework based upon the Care Quality Commission core standards. We survey our customers and their families and carers quarterly (Annexe 3 Customer and Carer Survey). We know that we need to improve the perception of customers regarding genuine choice of activities, the cleanliness and accessibility of buildings, and ensuring regular contact is made with parents and carers.

31. The cultural legacy of the past is an ever-present threat; effective communication and leadership at a local level continue to be challenges to our success. At times decisions taken by the company have been difficult for staff and local stakeholders to understand and the impact of those decisions is far quicker than in the Council. It has taken 12 months to assemble the current Business Unit Managers as local leaders, supported intensively by a small central team. This structure will deliver our target operating model, better network with all stakeholders on a local basis and engage in responsive, flexible and timely decision making as regards their services. In other words recover relationships and rebuild trust, particularly among parents and carers.
32. We have to continue to demonstrate significant and sustained improvement in service quality against a challenging market environment of reduced public sector funding, high fixed costs associated with legacy properties and staffing, and uncertainty over contractual terms with our single largest customer (Surrey County Council Adult Social Care) for 2016/17.
33. So far our focus has been on taking apart and analysing the services that transferred from the Council, with a view to learning about our behaviour as a business, our costs, our skills, our assets and our opportunities and risks. Over the next 12-24 months our challenge is to articulate that learning into services that are affordable to commissioners and other customers, and to develop targeted growth strategies in and outside Surrey.

Conclusions:

34. Surrey Choices has made progress against its 2015/16 business plan and is working with more referrals from Adult Social Care within the value of this contract:
 - a) The company is modernising its offer with new customer focused products (see Annexe 4 Case Studies highlighting some achievements of our Business Units)
 - b) The company is effectively reviewing and assessing everybody it supports on behalf of Adult Social Care
 - c) The quality of our services is improving overall
 - d) We are involving customers in the development of the business
 - e) We are assisting in the preventative agenda through the provision of services to a wider range of individuals, including those who do not meet the eligibility criteria
 - f) Our services are increasingly open longer with a broader range of offers, located in fit for purpose locations
 - g) Our priority is to grow and develop Shared Lives
 - h) Support more people into employment
 - i) Skill up and professionalise our workforce
 - j) Better manage our capacity and control costs
 - k) Support our staff to deliver our target operating model

Recommendations:

35. The Scrutiny Board is asked to note and consider the content of this report and recommend any areas for development or improvement.
36. Surrey Choices would like to take the opportunity to invite the Scrutiny Board, or delegates from it, to visit any of its services, speak with staff or visit its Involvement Board at a future date.

Next steps:

37. Surrey Choices will continue to report to Adult Social Care on its performance against its commissioned contract and will return to the Scrutiny Board when it is requested to do so.

Report contact: Simon Laker, Managing Director, Surrey Choices

Contact details: 01483 806806

Sources/background papers:

Annexe 1 Surrey Choices 2015/16 Business Plan

Annexe 2 Surrey Choices Monthly Performance Reports Quarter 3 2015/16

Annexe 3 Customer and Carer Survey (July and October 2015)

Annexe 4 Case Studies highlighting some achievements of our Business Units.

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Business Plan 2015





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Leading in the provision of creative and innovative services that promote growth, dignity and personal choice

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Executive Summary

Surrey Choices is a Local Authority Trading Company (LATC) wholly owned by Surrey County Council. We began trading on 18th August 2014 and serve people with learning and physical disabilities, sensory impairments, autism and Aspergers Syndrome, older people and those with dementia. This is our strategy for the next three years:

Surrey Choices is an emergent brand with a strong vision, values and mission. We have no eligibility criteria or pre-determined age range for our customers. We support individuals paying for their services and support directly, regardless of who “pays”.

Our business challenge is significant; post-transfer from the Council, we have a legacy product range that has to adapt to an evolving market characterised

by longer life expectancy, more complex conditions, an ageing population and an increasing number of children with ever more complex needs surviving child birth. We will respond with new and innovative products and services at more affordable prices, targeting markets where the features of our business add value, incentivise commissioners and improve customer experience and outcomes.

We are conservative in our projections. We project business volumes overall to grow by 5% compound annual growth rate with a 3% decline in our Surrey

County Council contract value being offset by other external sources of revenue. Gross margins will remain strong and net margins will improve over the business plan as the business matures. These improvements are reflected in cash generation and free cash flows, in turn growing shareholder value.

We plan to optimise our delivery model in order to deliver social and economic value and customer-focused responses to need and demand. We will create an affordable range of services for a wider range of customers and encourage genuine customer choice.

During 2015/16 we will develop new services and products:

- For young people from summer 2015, including a “game zone”
- That extend our service offer for older people
- To excite and energise our existing customers and potential customers
- Including a short breaks and home-based support service
- To double the scale of Shared Lives provision in Surrey
- That re-orientate EmployAbility to a broader potential market to increase employment

Everything at Surrey Choices is about the customer; we will not forget the customers we already have when planning growth or expansion. Through innovation combined with careful stewardship and ruthless focus on the customer, we will deliver social and economic value for all our stakeholders, and build a company of which everyone involved can be justly proud.



Business Description

Surrey Choices is a Local Authority Trading Company (LATC) wholly owned by Surrey County Council. We began trading on 18th August 2014 and provide services to people with learning and physical disabilities, sensory impairments, autism and Asperger's Syndrome, older people and those with dementia.

The industry, present and future



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14,830 people with dementia over the age of 65 live in Surrey with a projected increase to 18,600 by 2020



21,000 people in Surrey have a learning disability, with 4000 aged 65 and over.



Surrey has **1,109** providers of adult social care services.



£1bn
An estimated £1bn is spent on adult social care by local authorities in South East England, excluding London

85%



Eighty-five per cent of adults over 65 now live in local authorities that have eligibility for services **with substantial or critical** needs only, including Surrey.

The Board of Directors normally meets four times a year and ad hoc as required. It devotes its time to overseeing the Surrey Choices strategy, quality and risks, workforce development, and monitors organisational and financial performance. We have organised the way we run our businesses to ensure we are customer focused in

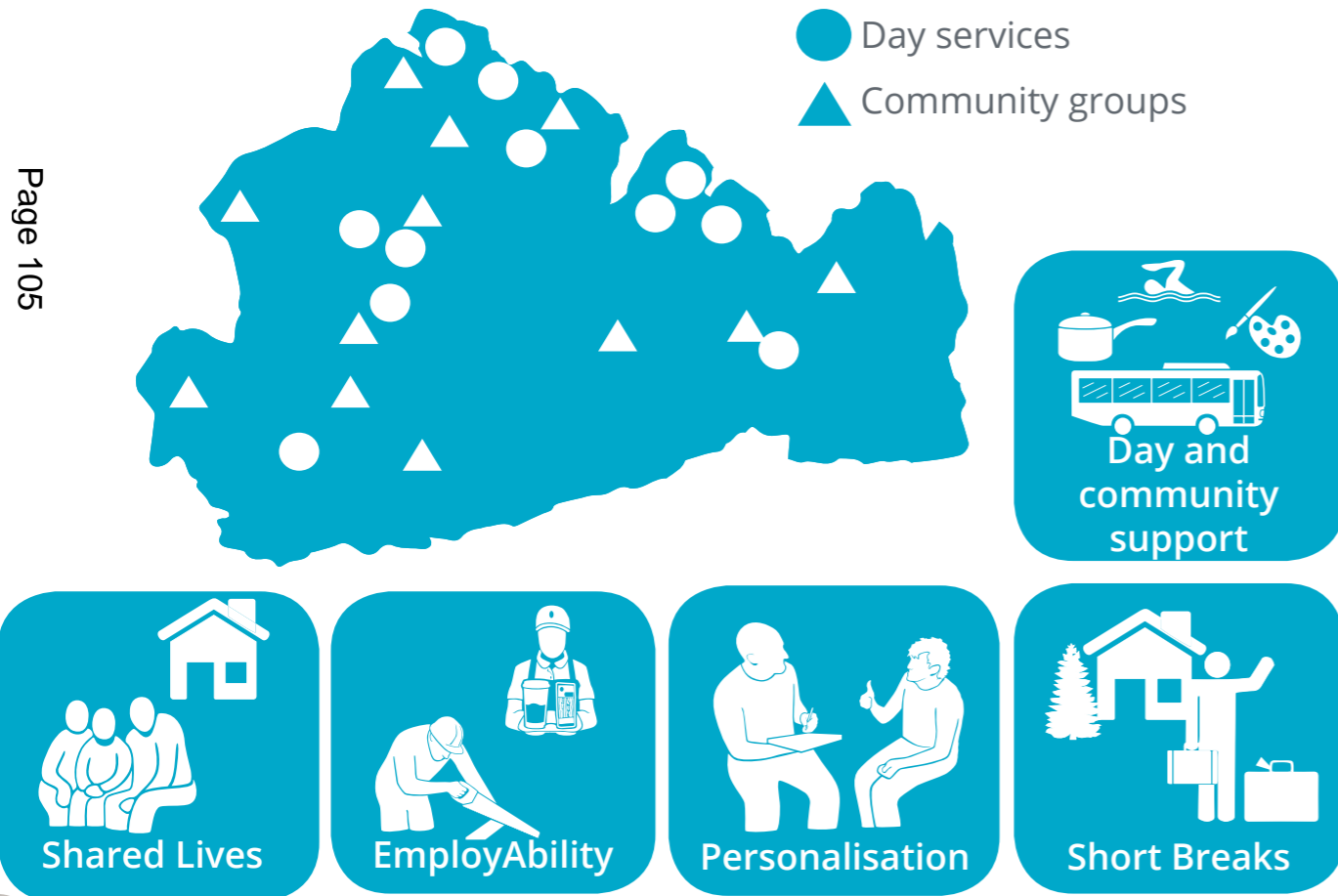
an integrated and efficient manner. Both our customers and business unit managers have freedom and clear accountability to drive best practice, innovation, standardisation and customisation, as appropriate.



Products and Services

As laid out in the Surrey County Council Cabinet paper in December 2013, the principles that underpinned the creation of Surrey Choices were to combine the best of public and private sectors, to develop service offers that are affordable, close to where people live, integrated into the local community, cost-effective and sustainable, without compromising quality.

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The company was also encouraged to work in partnership with people who use services and their families/carers, to capture and fulfil their aspirations as Surrey residents and tax payers.

Shared Lives

Shared Lives is a national scheme exclusively provided by Surrey Choices. The service supports people to live permanently in the homes of our approved Shared Lives Carers, including a wide range of people with disabilities, people who have experienced drug and alcohol misuse, ex-offenders and parents with disabilities requiring intermediate care.

short breaks. Shared Lives demonstrates proven placement stability, enhanced individual outcomes, and significant cost reduction compared to residential or supported living provision.

Shared Lives is an opportunity to be part of the family and community, offering friendship, support and care. The service offers long term homes at present, and is increasingly looking to offer day support and



Products and Services

Day services and community support

We currently offer day services and community opportunities to a broad range of customers, with learning and physical disabilities, sensory impairments, autism and Asperger's Syndrome, older people and dementia.

The company offers a range of services from leisure and sports fitness, market stall holding, to horticulture and countryside management, sessions in performing arts, creative art, crafts and skills-building opportunities, to "Tea and Memories" and 'Men in Sheds". This is extended through our evening breaks service, supper clubs, speed dating, aromatherapy, five-a-side football and evenings out at the pub and cinema.

We also operate a range of community based and specialist services in most parts of Surrey. These are not building-based and work specifically to meet the preventative agenda, and enable a wide range of people living in the community to spend time with friends, meet new people and have a normal social life.

Supported employment, skills for living and work

EmployAbility is a supported employment service that finds work and volunteering opportunities for people with disabilities, or other potential challenges to employment. The service develops skills, confidence and independence to raise aspirations for work. EmployAbility has a number of enterprise projects, such as countryside management and grounds maintenance, beauty, office administration and catering in supported environments. The service works with both individuals and employers across Surrey. A further 399 people are supported with "light touch" guidance, advice and "check-in" following employment or building up to seek employment.

Professional social work practice (The Personalisation Team)

This team is made up of qualified social workers, unqualified social workers and Occupational Therapists with skills and experience across both children's and adults' social care. The team is commissioned to provide professional capacity into social care services but can also be bought privately. It follows clear, structured and person centred social work approaches, ensuring people are supported in a timely but flexible way, to make informed choices and take control in all areas of their life.

Our team follows a payment by results approach, and an end to end service tailored to offer initial review through to the implementation of a support package.



Organisation Structure

Surrey Choices employs 304 people: 70% full-time staff, 25% part-time and 5% bank staff. Across the business we employ managers, project leaders, day service officers, support workers, drivers, technology specialists, marketing professionals, HR professionals and accountants, and are supported by volunteers.

Over 90% of our people work in direct service delivery; Surrey Choices has de-layered management, reduced agency usage for temporary staff and

increased permanent employed staffing; there are now just three tiers of management across the entire business with an average span of control of 1/10.

There are three Executive (or equivalent) roles:



Simon Laker
Managing Director



Paul Oliver
Chief Finance Officer



Ian Hutchinson
Chief Operations Officer

Surrey Choices built a robust commercial model for former Council services to transfer into rather than exiting the services from the Council and then trying to turn them into a business; this differentiates Surrey Choices from its peers and gives us a specific competitive advantage.



Strategy of the Company

We will work with people of all ages and with a variety of needs, disabilities or long-term conditions; **Every Life, Every Chance.** Our strategy is to differentiate our services based on a brand known for quality of care, customer intimacy and value for money. Our aim is to work with partners to raise the standards of the market overall whilst protecting the scarce resources available to funders.

We will attract new customers:



with new products



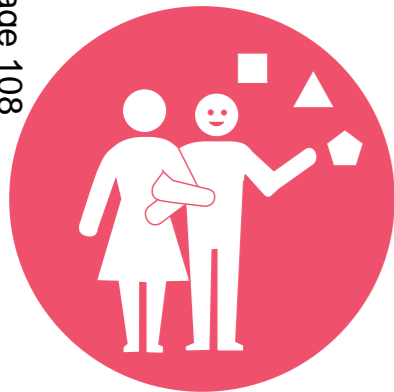
through marketing to non-Surrey commissioners



with new market segments improving our reach.

We will develop our current customer base:

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through improving our understanding of their needs and wants



by preparing for spot purchasing, direct payments and individual budgets.



Market Positioning

The industry overall is projected to grow significantly in terms of volume, based on demand levels increasing among both commissioner purchasers and individuals.

Surrey Choices product range is driven by a strategy determined to offer abundance of choice. We do not distinguish between needs and wants but instead bring them together and build the features of our product range.

There is a potentially large total market available to our business, but our activities will be targeted to where our product features

match the needs of a market and delivers economic or social value, or reductions in whole life costs to commissioners.

At present the scope of our operations is too narrow; our challenge is to enhance and broaden that scope while retaining coherence and delivering a clear commercial strategy.

Competitive Strategy

The competitive strategy of the business is to build a trusted brand that differentiates us from other providers owing to our customer focus and innovation. This market is not competitively intense but it is fragmented; there is a range of organisations from the private, public and third sector, none of whom have a dominant position. Typically competitors have a wider scope than Surrey Choices and lower scale, meaning we can collaborate as often as we compete where it is in the best interests of customers. Other LATCs have attempted to grow aggressively through a broadened scope of services offered, and some have acted as a highly disruptive force, particularly to the third sector.

Surrey Choices recognises these risks and so our approach is to work in the best interests of customers, working with others where they are better placed to provide services than us. We will

grow where there is clear added value for customers, economic viability or an incentive for commissioners, and an acceptable risk and return for shareholder.

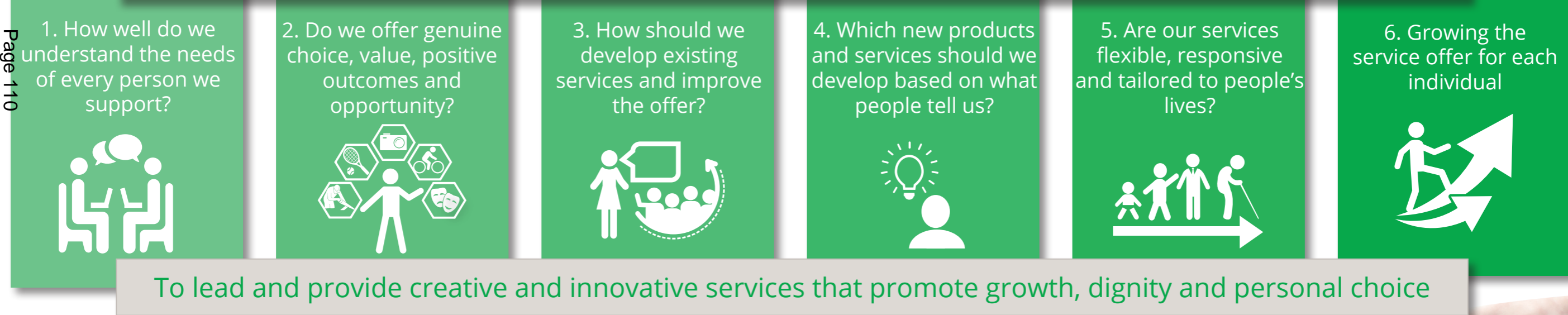
**“Think, act
and deliver
services
differently”**

Customer Journey

The intrinsically customer-focused nature of Surrey Choices will drive our strategy and develop our product; it will ensure we are fit-for-purpose as a provider of market-led services and our capacity will be deployed in services that can demonstrate need and demand and progress customer through our six customer journey points.

Every life, every chance

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Customer Journey

Our journey points are not about merely collecting data and reporting performance. We will evidence through our quality framework, real-time support plans, and ongoing customer dialogue, how effectively each customer right is being delivered and in turn our values are being brought to life.

“choose and receive excellent services”

“lead a full and fulfilling life in their community”

“be heard and listened to”

We deploy our resources at our Customer Journey Points and will replace former services where need, demand or a combination of both are not being met. Customer Journey Point 1 has established an evidence base for our product development priorities of 2015/16:

Younger people

- the opportunity to sail, drive a power boat and develop skills for independence
- developing accessible sporting opportunities for all at a variety of our locations
- week long courses across the county with a focus on occupations and vocational skills

- a game zone with our technology partners in safe location (both physical and digital) to participate game design, play and interaction
- extend evening breaks services targeted at 18-30 year olds, including discos, buffets and networking, “go to” trips, and speed dating

Non-residential service products

- scheduled transport between Surrey Choices key service offers e.g. hydro pool, soft indoor sports, pottery kilns etc
- to exit up to three of our old buildings to reprovide our services in a variety of better, newer and more convenient locations
- moving into new locations and areas where our services have not been offered before
- ending former Council-run closure periods during school holidays, in real terms
- extending opening hours and days of support by 10%
- using technology to drive our services and products to deliver enhanced customer and business outcomes
- our “day centres” will cease to be “day centres”; we will provide community-wide facilities



Customer Journey

Short Breaks

- Personalised breaks within a new bespoke 6-bed facility in Banstead, which offers a spacious and high-end living environment, with scope to support a wide range of support needs
- Opportunities to go away overnight or for weekends, or perhaps for longer holidays, with continuity of a trusted and skilled staff team

- Home-based care and flexible models of support built around individual needs and lifestyles in the home, whenever wanted and for as long as needed, to an individual or family to go away, out for the day, or to take a break
- We aim to increase our respite capacity during this year in another location

Shared Lives

- To identify sufficient Shared Lives carers during 15/16 to offer this as the default choice for long term care and support for anybody moving from children's services to adults' social care

EmployAbility

- We will remove eligibility criteria to attract additional customers with low-level support needs
- We will re-orientate the service to focus on recruitment and securing contracts with employers
- We will move historical enterprise services into our non-residential product range

Older people

- develop affordable range of services for older people countywide



Operations Management

We intend to build a reputation on quality and customer service so that our customers become our greatest advocates. We will do this by enhancing quality, improving our service and developing our product features, underpinned by a culture of high performance among teams and individuals.

The Surrey Choices Quality Framework is based upon the Care Quality Commission Essential Standards and Outcomes.

We expect all of our services, Regulated and Non Regulated, to work to the same standards and customer expectation.

Performance

Our performance management structure places customers at the centre of organisational activity to ensure a consistently high quality service across the business and a caring, competent and well led staff team. Our workforce is a strategic priority for Surrey Choices; it is not just what we do but how we do it that matters.



Delivering Our Plan

By following this plan, Surrey Choices will optimise our delivery model, leverage our assets and maximise the value of the unique features of our business, to develop new services that are customer focused and new products to target markets where we add value, incentivise commissioners and improve customer experiences and outcomes.

Surrey Choices will introduce a new level of customer-focus and service quality in its target markets and become a nationally recognised brand over the next five years.

“A new level of customer focus and service quality”



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Surrey Choices performance report

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December 2015

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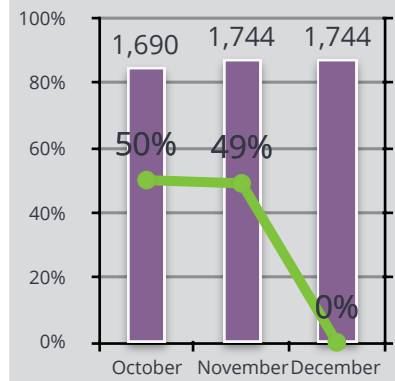
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Overall organisation performance for December 2015

Overall customer numbers:

- Monthly percentage growth since "go live"
- Overall customer numbers



- October:
- 1690 customers in EmployAbility, Shared Lives and Day services
 - 50% growth
- November:
- 1744 customers in EmployAbility, Shared Lives and Day services
 - 49% growth
- December:
- 1744 customers in EmployAbility, Shared Lives and Day services
 - 0% growth

RAG rating



Red

Green = 5% increase (5.5 customers per month)
 Amber = 1% to 4% increase (4.4 customers per month)
 Red = Less than 1% increase (1 customer per month)

Compliments and complaints:



- October:
- 12 Compliments
 - 0 Complaints
- November:
- 11 Compliments
 - 0 Complaint
- December:
- 14 Compliments
 - 1 Complaint

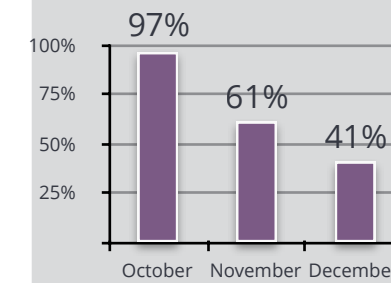
Complaints RAG rating



Green

Green = 0 to 1 per 1000 customers
 Amber = 2 to 3 per 1000 customers
 Red = 3 or more per 1000 customers

Customer reviews:



- October:
- 97% of Shared Lives and Day Services customers had a SC review in the last year.
- November:
- 61% of Shared Lives and Day Services customers had a SC review in the last year.
- December:
- 40% of Shared Lives and Day Services customers had a SC review in the last year.

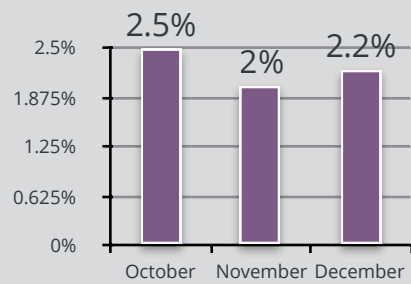
RAG rating



Red

Green = 90% to 100%
 Amber = 70% to 89%
 Red = 0% to 69%

Workforce turnover rate:



- October:
- 2.5%
- November:
- 2%
- December:
- 2.2%

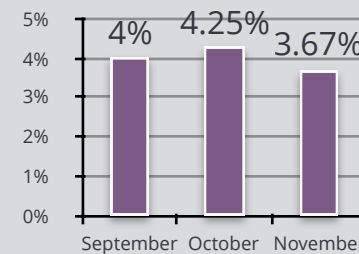
RAG rating



Green

Green = 0% to 10%
 Amber = 11% to 20%
 Red = 21% to 100%

Workforce sickness rate:



- September:
- 4%
- October:
- 4.25%
- November:
- 3.67%
- Reporting 1 month behind

RAG rating

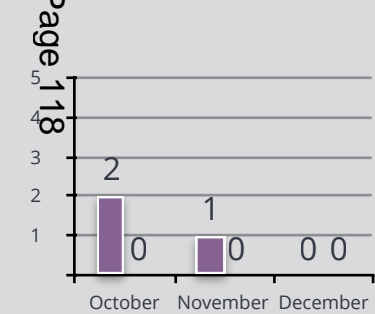


Green

Green = 0% to 10%
 Amber = 11% to 20%
 Red = 21% to 100%

Safeguarding notifications:

- Concerns involving SC services & staff
- Number of concerns substantiated



- October:
- Two events recorded involving SC services or staff — not substantiated
- November:
- One event recorded involving SC services or staff - not substantiated
- December:
- No events recorded involving SC services or staff

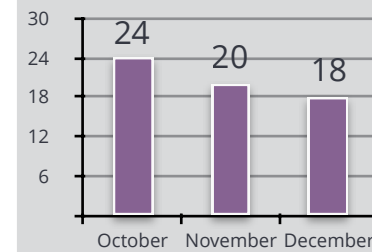
RAG rating



Green

Green = 0 to 2 concerns
 Amber = 3 to 4 concerns
 Red = 5 plus concerns

Health and safety incidents, accidents and near misses:



- October:
- 24 incidents reported
- November:
- 20 incidents reported
- December:
- 18 incidents reported

Comments:

Overall customer numbers: We have expressed our overall customer growth as a % month on month and as customers numbers required to achieve these percentages.

Workforce sickness rate: It is pleasing to see that the workforce sickness rate is reducing.

Health and safety incidents, accidents and near misses: Of the total of 18 incidents there were - 2 accidents involving staff, 4 events which affected the wellbeing/safety of our customers, 1 event which affected the wellbeing/safety of staff, 5 slips, trips or falls, 5 injuries to customers and 1 injury to staff.

Compliments and Complaints: We have revised our complaints RAG Rating so that our number of substantiated complaints is expressed as a proportion of the number of customers.

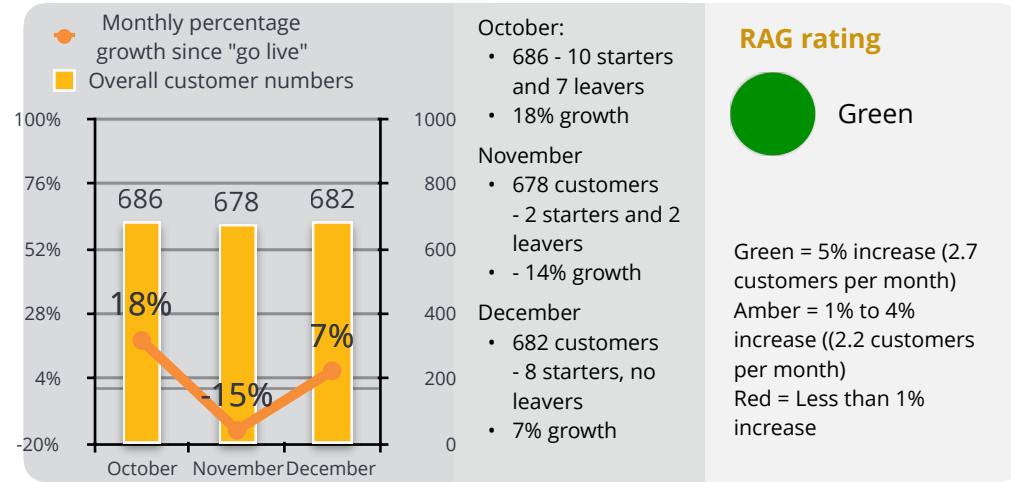
The organisation has received 14 compliments - compliments included excellent service, hard working staff who supported customers well. Please see the day services sheet for further details on the complaint.

Customer reviews: Extra resources have been allocated and are working to address this issue.

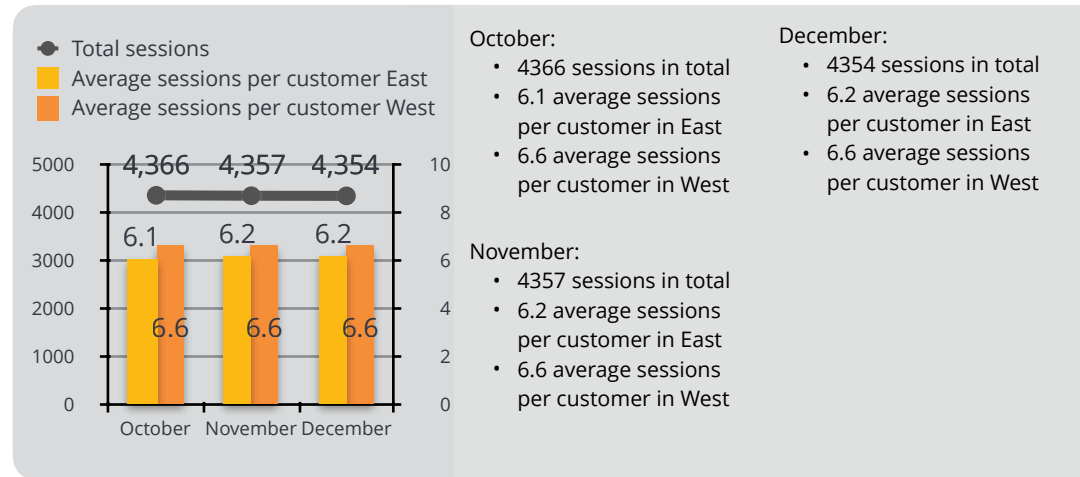
Workforce turnover rate: This has risen slightly, with a total of 5 staff leaving across the organisation. 2 retirements, 1 person moved out of area, 1 person left due to sickness issue and 1 person had another job offer.

Day services

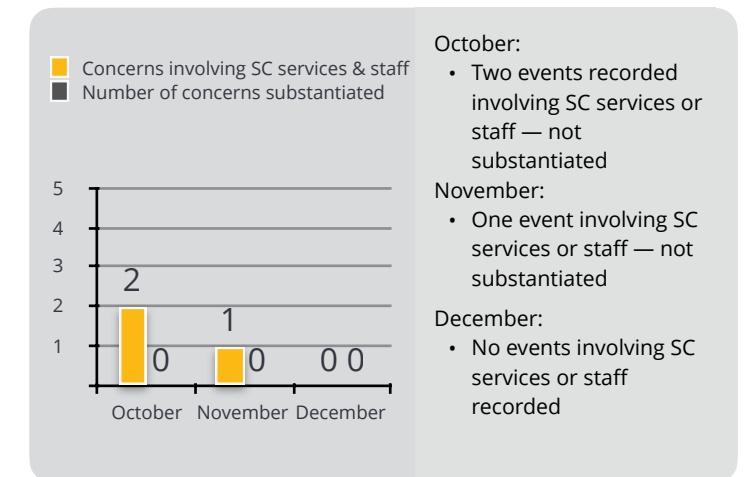
SCC total customer numbers:



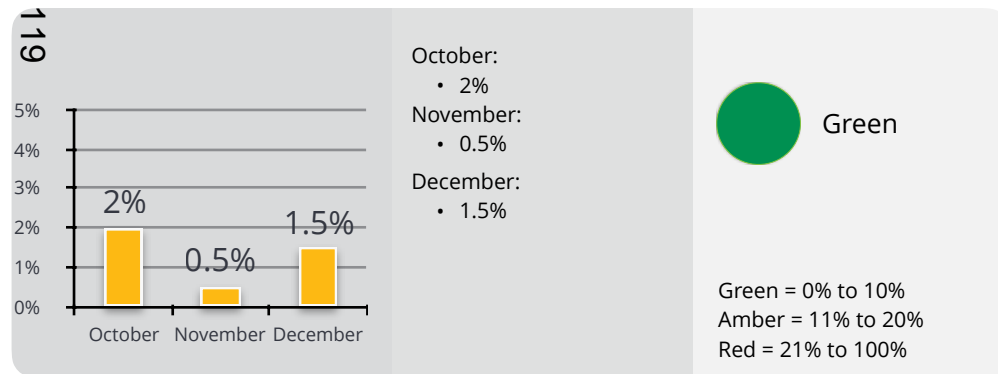
SCC session volumes:



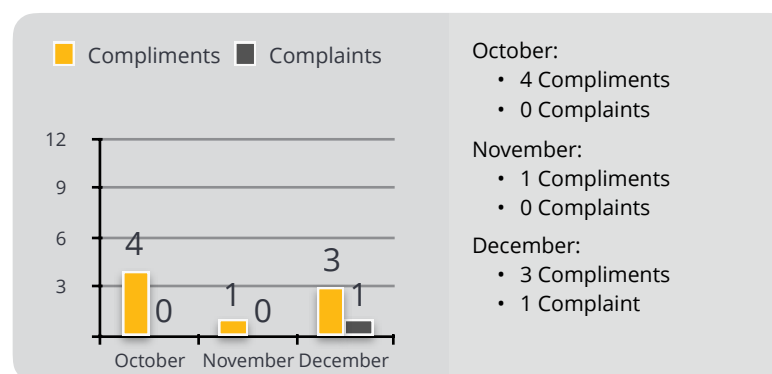
Safeguarding notifications:



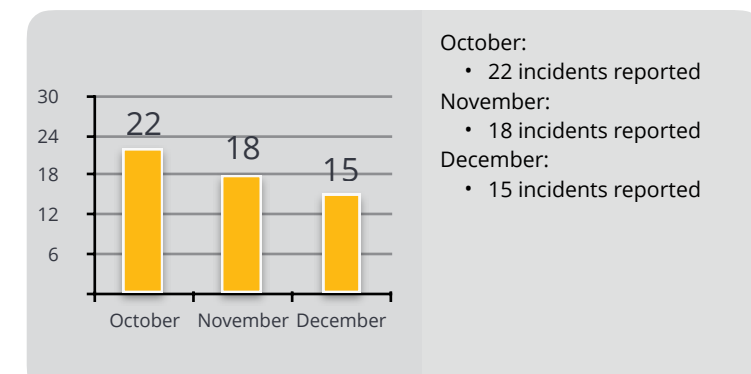
Workforce turnover rate:



Compliments and complaints:



Health and safety incidents, accidents and near misses:



Comments:

Total customer numbers: We have seen a modest growth this month in customer numbers. We have expressed customer growth again as a % month on month and as customers numbers required to achieve these percentages. There are some variations as we refine our data collection standards to ensure there is accurate recording of customer volumes and weekly sessions across the organisation. It is pleasing to note that we have had no leavers this month.

Session volumes: Session volumes remain fairly static across all services. Anomalies have been amended, hence the discrepancy in figures.

Safeguarding notifications: We have had no safeguarding notifications involving Surrey Choices services or staff this month.

Workforce turnover rate: We have seen a rise in turnover rate, with 3 staff leaving in day services. 2 people retired and 1 moved out of the area.

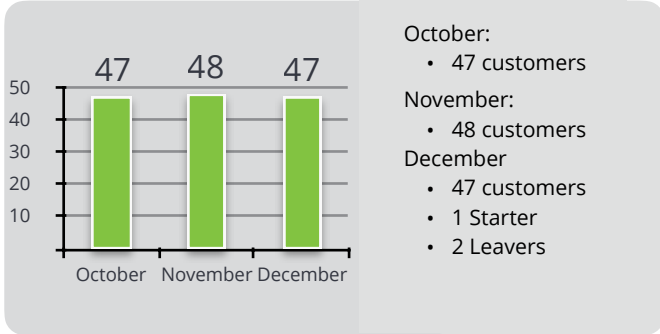
Compliment and complaints: We had 3 compliments in day services, 2 customers commented on the range of activities offered and the staff support and 1 parent/Carer reported how pleased they were with the services Surrey Choices provide and the level of staff support. 1 complaint was received regarding suitable support provided to a customer, this was addressed and resolved at a local level.

Health and safety events: These included events relating to 4 staff members, 10 customers and 1 visitor, ranging from slips, trips and falls, to accidents and wellbeing/safety concerns.

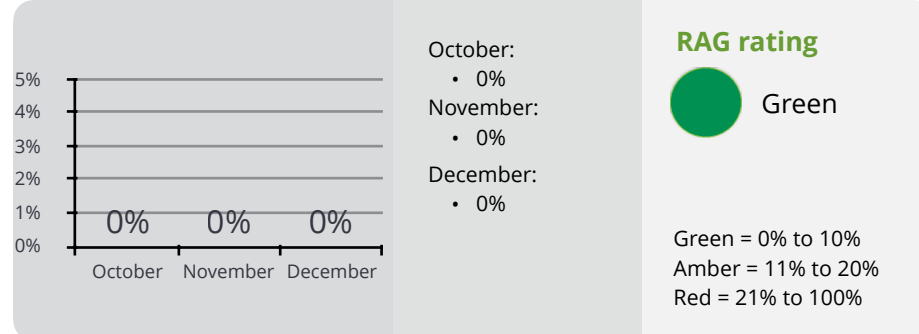
Integrated support

Shared Lives

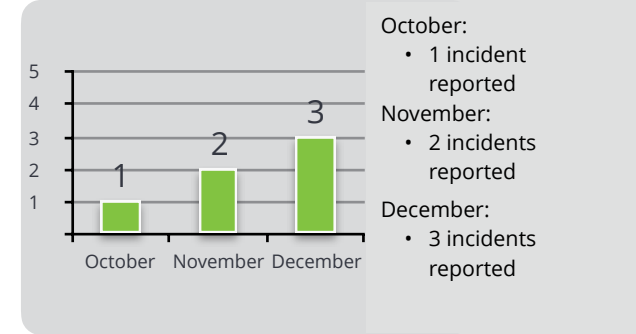
Total number of customers:



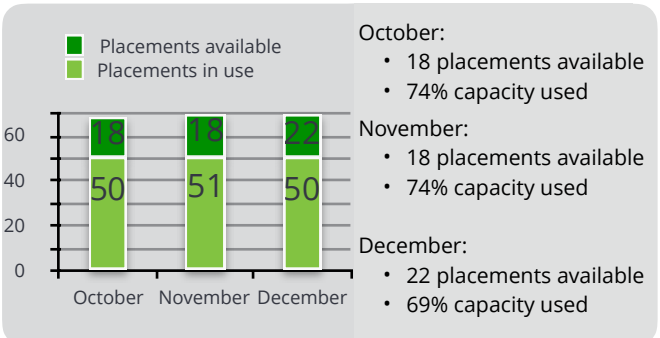
Workforce turnover rate:



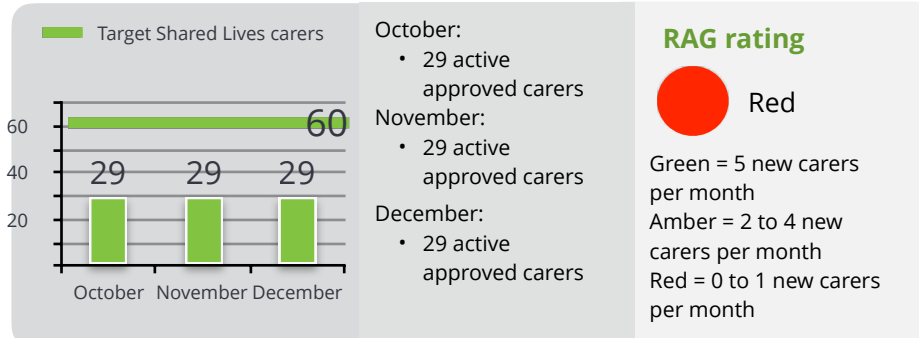
Health and safety incidents, accidents and near misses:



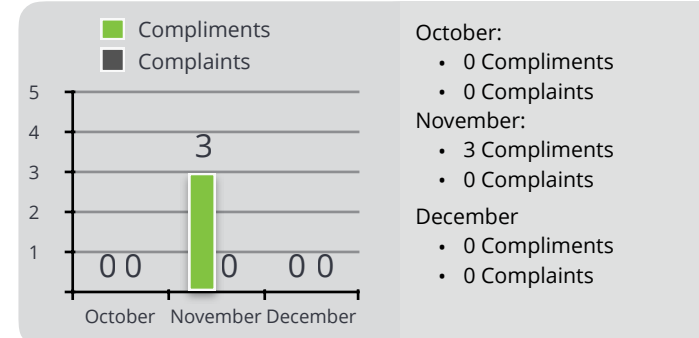
Total vacancies:



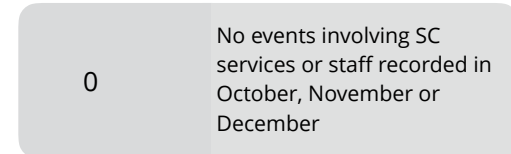
Total active, approved Shared Lives carers:



Compliments and complaints:

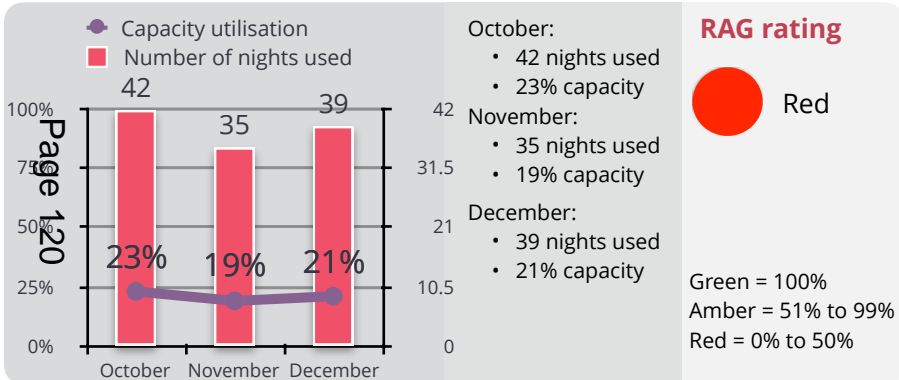


Safeguarding notifications:

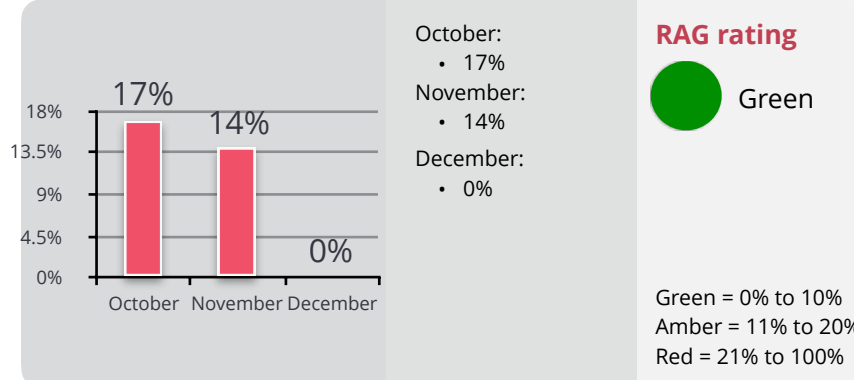


Short Breaks Banstead

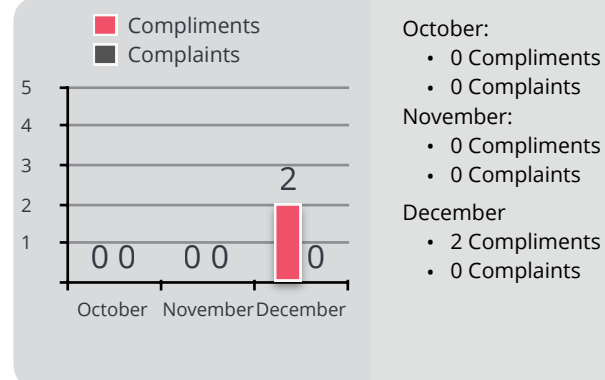
Capacity utilisation:



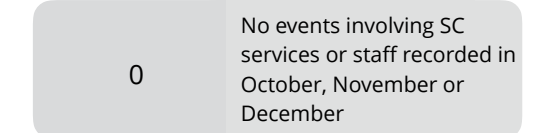
Workforce turnover rate:



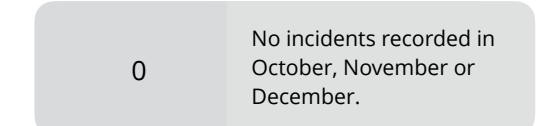
Compliments and complaints:



Safeguarding notifications:



Health and safety incidents, accidents and near misses:



Comments:

Shared Lives: Growth in this unit remains static.

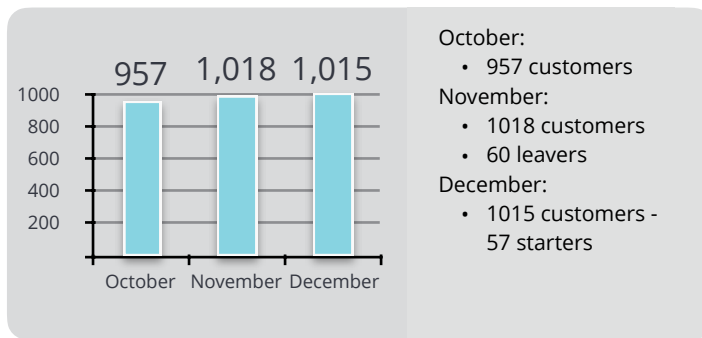
Vacancies available are broken down as follows - respite 8, long term 8, day support 6 - total capacity 22 placements. There is a Shared Lives panel in January and February, where 6 new Shared Lives carers are seeking approval.

Short Breaks: Growth in this unit remains static. The service provided more nights than were provisionally booked in December and have 72 nights booked to April 2016. There were six new referrals in December. Work continues to promote Short Breaks.

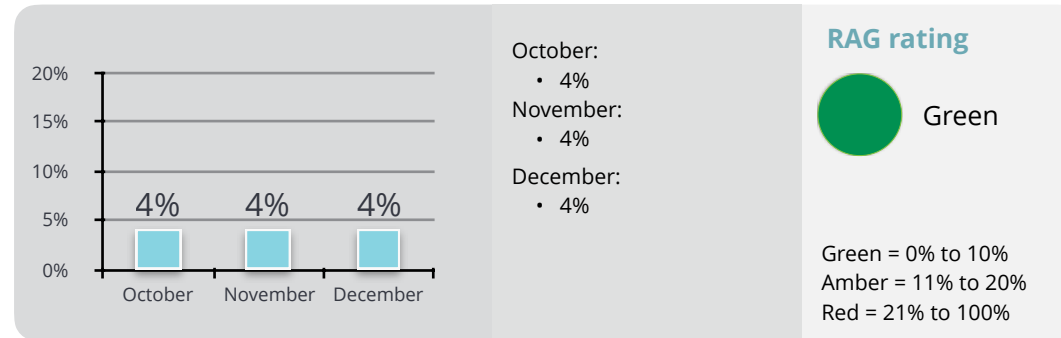
Workforce Turnover Rate: It is pleasing to note the reduction in the rate. We have employed a Behavioural and ASC Specialist to support and skill up the staff.

Compliments and Complaints: A health care professional and parent/Carer complimented the excellent service provided.

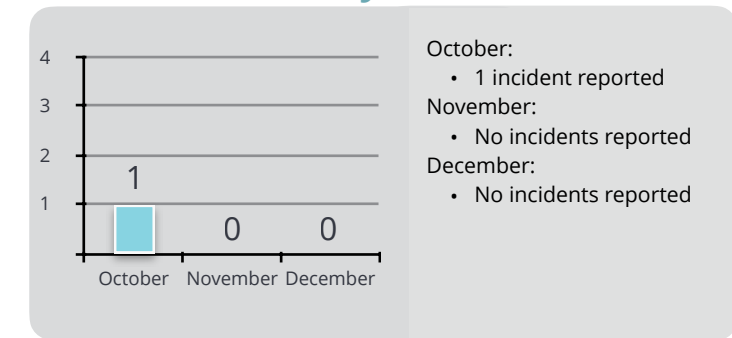
Total number of customers:



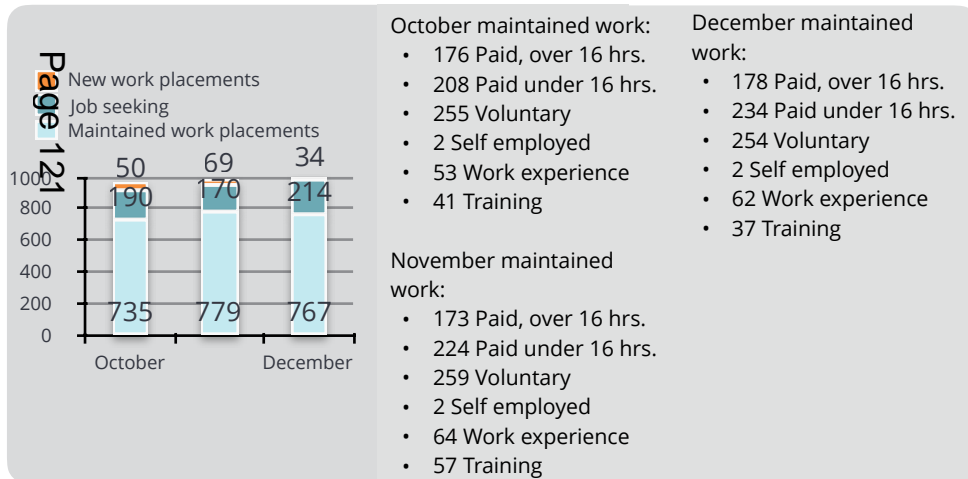
Workforce turnover rate:



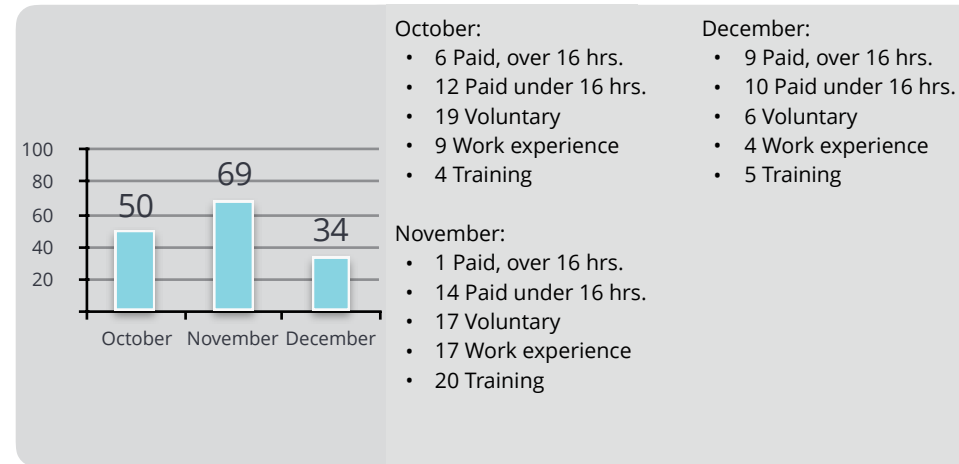
Health and safety incidents, accidents and near misses:



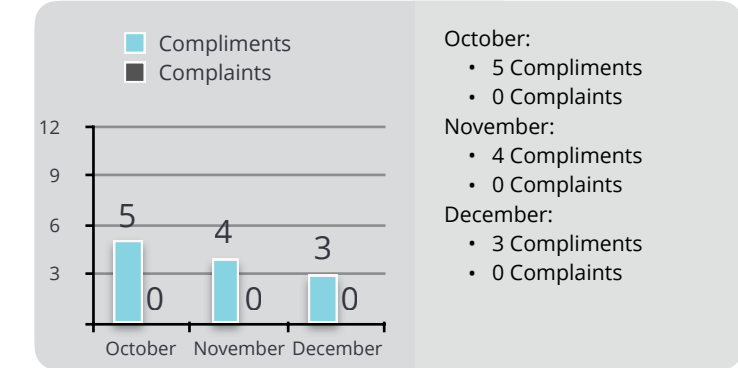
Ongoing support in work related activities:



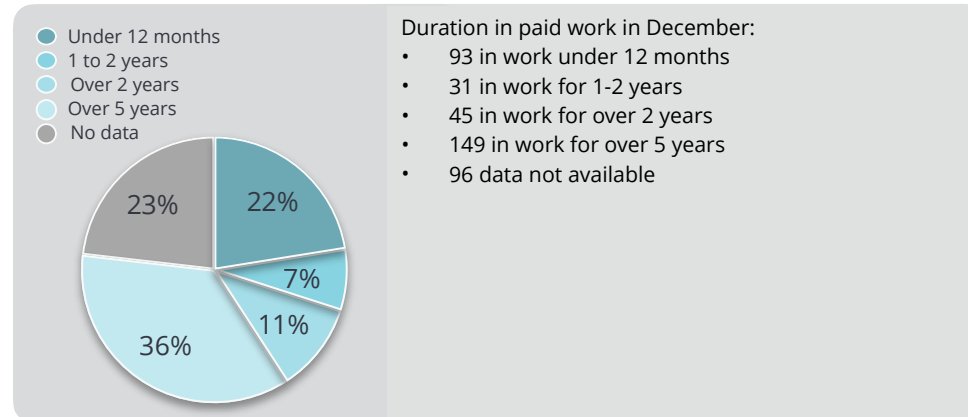
Number of new work related placements:



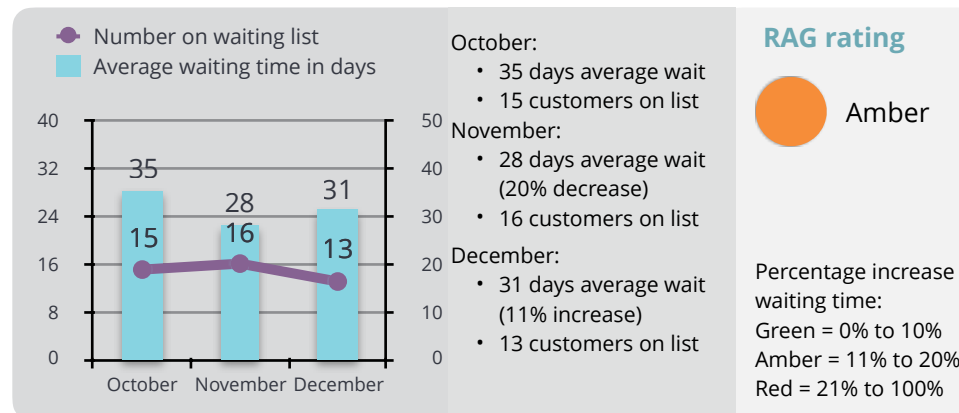
Compliments and complaints:



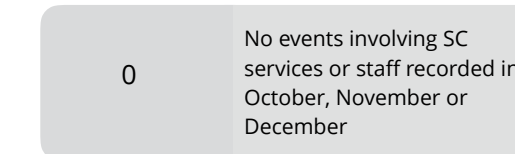
Duration in paid work:



Waiting list:



Safeguarding notifications:



Comments:

Waiting list - We have seen a rise in waiting list time. This is due to a number of staff leaving the team, which has affected allocation lists and therefore impacted on waiting times for customers. The team have some staff vacancies which they are seeking to fill and should help resolve the performance issue.

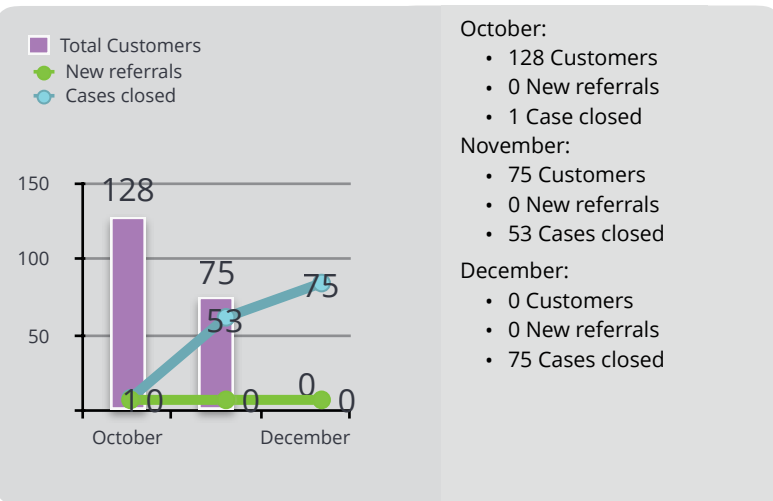
We have started to collect data around number of customers that are leaving the service. We are also putting mechanisms in place to record the reasons why.

Workforce turnover rate - This has remained static, we have had two people leave the service. 1 had an alternative job offer and 1 had a long term sickness issue.

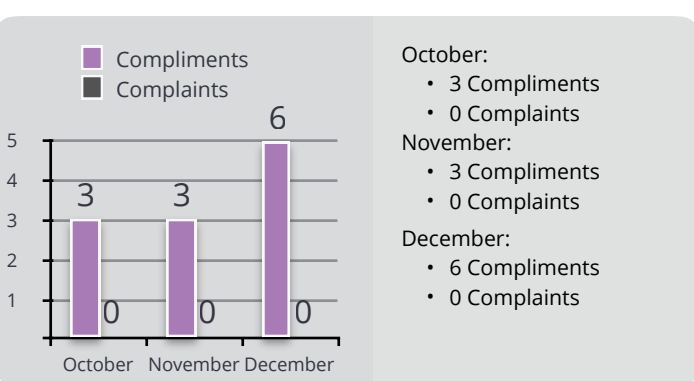
Compliments and complaints - There were two compliments about the excellent service from the Growth team and support provided at a college.

Personalisation team

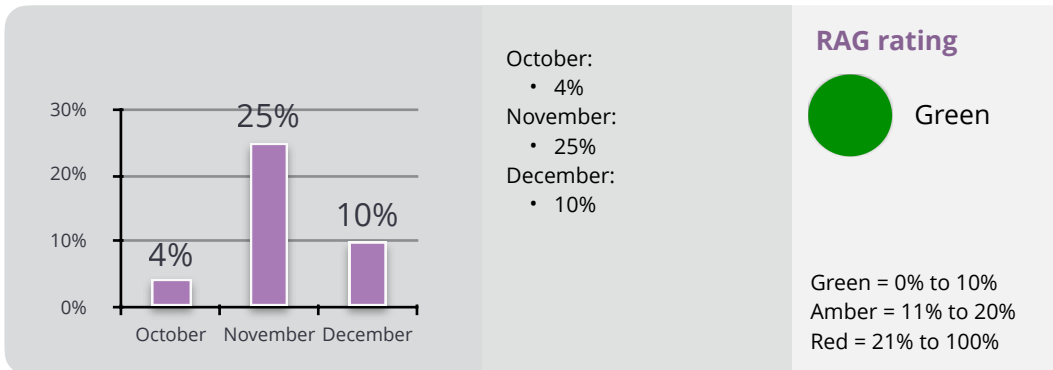
Total customer numbers:



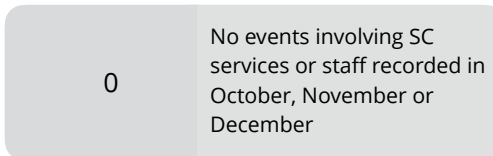
Compliments and complaints:



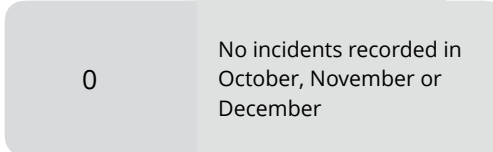
Workforce turnover rate:



Safeguarding notifications:



Health and safety incidents, accidents and near misses:



Comments:

This service has now completed their handover of cases back to Surrey County Council and are now closed.

We are in the process of re-deploying the team members to become part of the new 'Integrated Specialist Support' service - a team of health and social care specialists.

Surrey Choices is committed to finding and developing new and innovative ways of delivering high quality services. We are 12-months into a 3-year “rescue plan” and 5-year business plan. We are fundamentally transforming this business; its range of services, the way those services are accessed, and the way we are perceived by customers, their families and Carers.

Our target operating model is beginning to emerge.

Initiatives to report this month include:

- Continued development of personalised integrated offers for younger people, adults and seniors via specialised Product Development and Practice Development Groups. These focus on building life skills, increasing self esteem and confidence, facilitating independence, and increasing a sense of place and belonging - helping people develop and sustain a 'rhythm of life'.
- The new 'Integrated Specialist Support' service team is beginning work to support the business units to develop their knowledge and skills in support planning. New team members have been recruited including a behavioural specialist to offer the whole service bespoke support and advice for all our customers.
- Continued development of a 'Personal Assistance' service to promote and maintain independence via a network of Personal Assistants. Registration with CQC is currently underway.
- Work continues to source new locations in the Redhill area. We have secured two new locations in the Caterham and Reigate area. The move to Caterham will commence in January with around 30 customers moving to this new base.
- We have commenced joint working with the Tizard Centre and Surrey University in relation to research that will link to the development of our services for people with complex behavioural needs.

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Surrey Choices performance Report

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November 2015

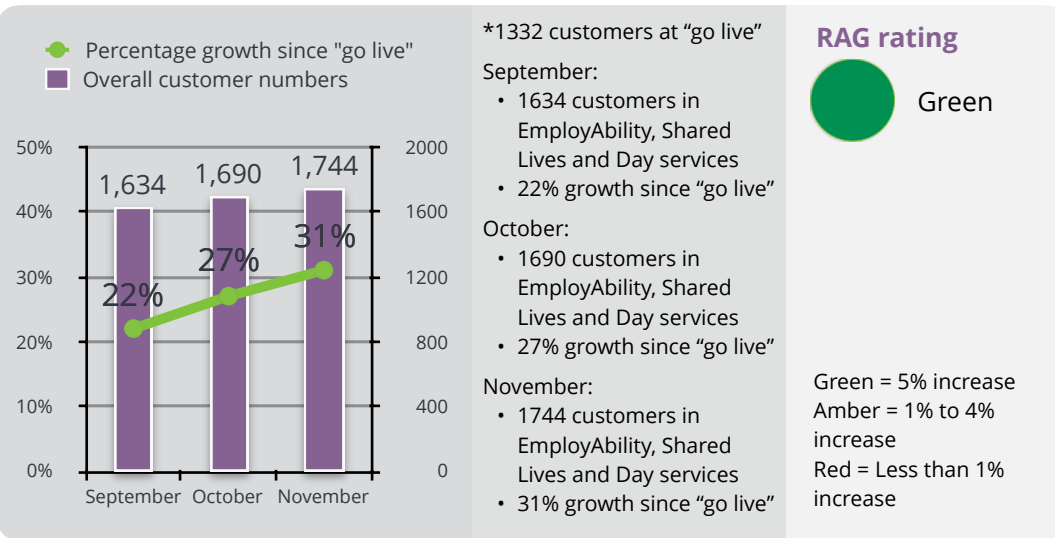
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Personalisation	page 6
Innovation and development	page 7

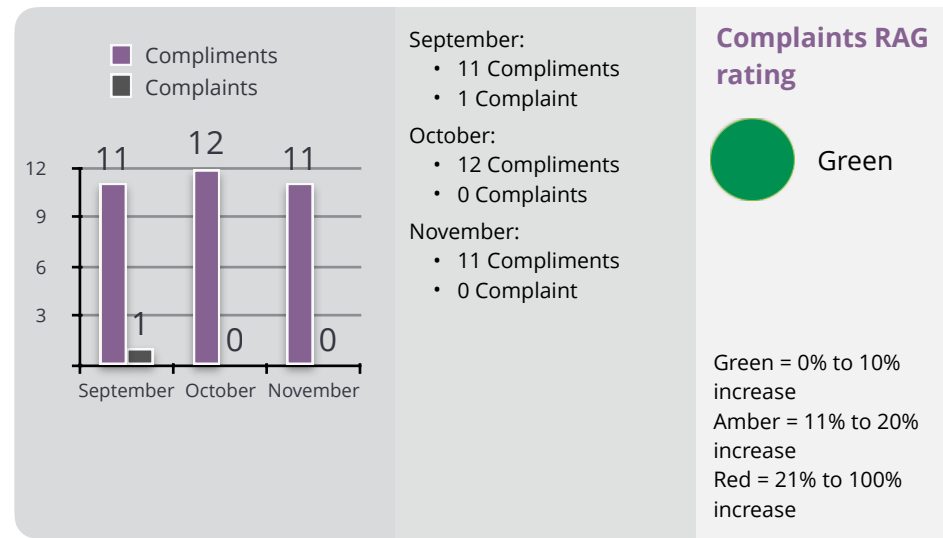


Overall organisation performance for November 2015

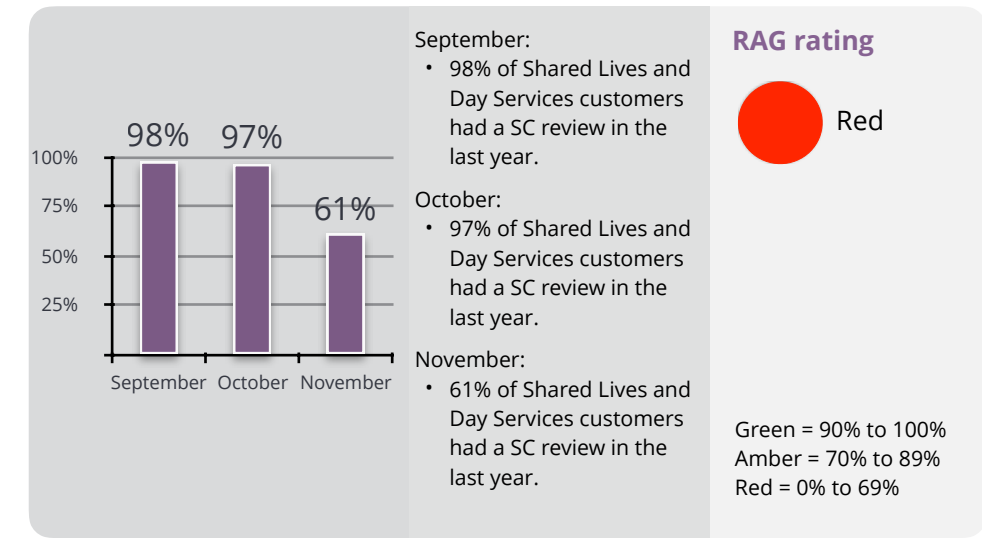
Overall customer numbers:



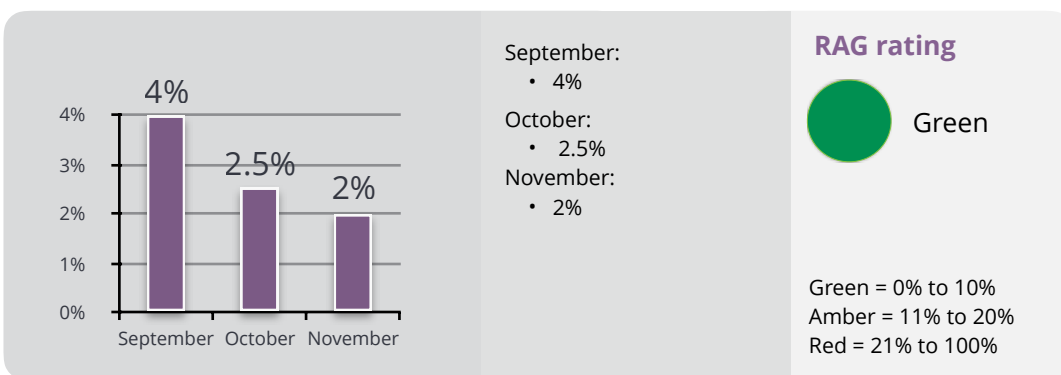
Compliments and complaints:



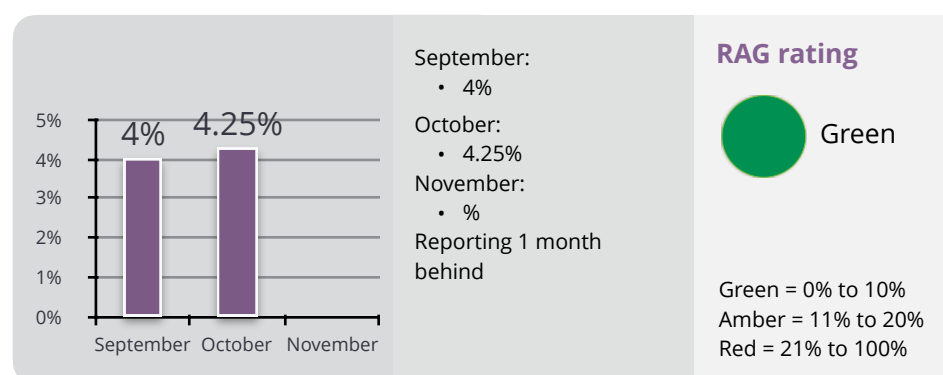
Customer reviews:



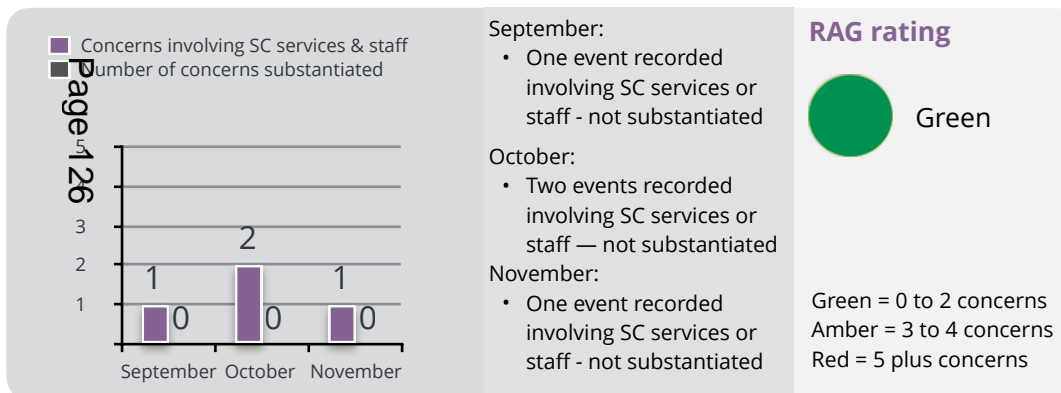
Workforce turnover rate:



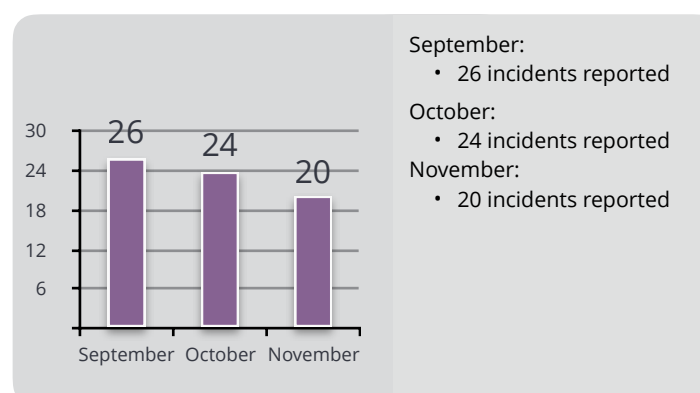
Workforce sickness rate:



Safeguarding notifications:



Health and safety incidents, accidents and near misses:



Comments:

Workforce sickness rate: We have a revised workforce sickness rate for October - previously recorded as 2%, revised figure is now 4.25% following an update from payroll.

Health and safety incidents, accidents and near misses: The breakdown of events is as follows - 6 events affecting the wellbeing and safety of customers, 3 events where customers have had a slip, trip or fall. 3 Injuries to customers, 3 Dangerous occurrences affecting customers, 4 injuries to staff. 1 Staff member who had a slip, trip or fall.

Compliments and Complaints: Compliments included feedback on good service and support for individual customers, positive feedback from a referral visit, welcoming atmosphere when people visited services.

Customer reviews: These have fallen into the red RAG rating. We are putting in extra resources to address this issue. It may be red for a number of months, whilst this work is undertaken.

Workforce turnover rate: It is pleasing to note that the workforce turnover rate is reducing, with 5 staff leaving in November, compared to 7 in October and 10 in September. We have seen a significant increase in staff turnover in the Personalisation Team as the service prepares to close at the end of December and team members seek other opportunities within the organisation.

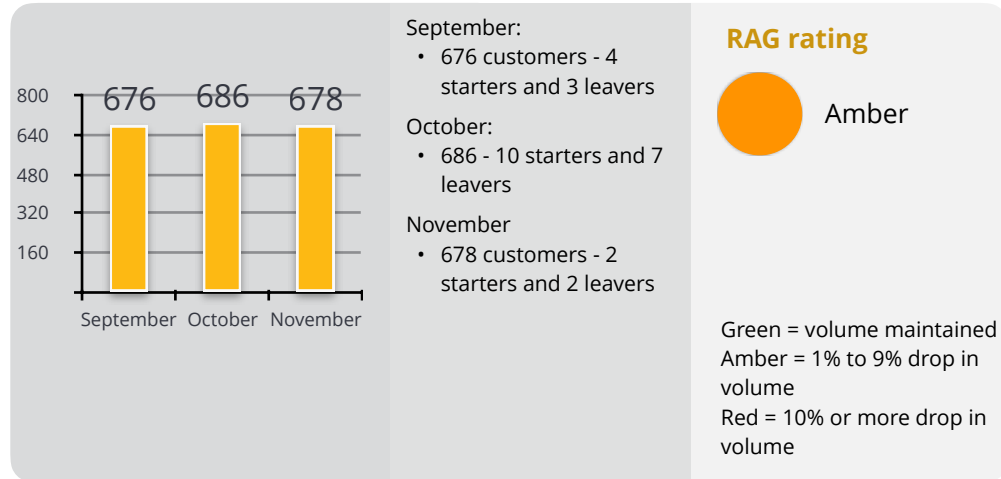
Reasons for staff leaving in October - 1 not returning from maternity leave, 2 left for medical reasons, 4 staff left due to capability issues.

Reasons for staff leaving in November - 3 left for other job opportunities and 2 left due to capability issues.

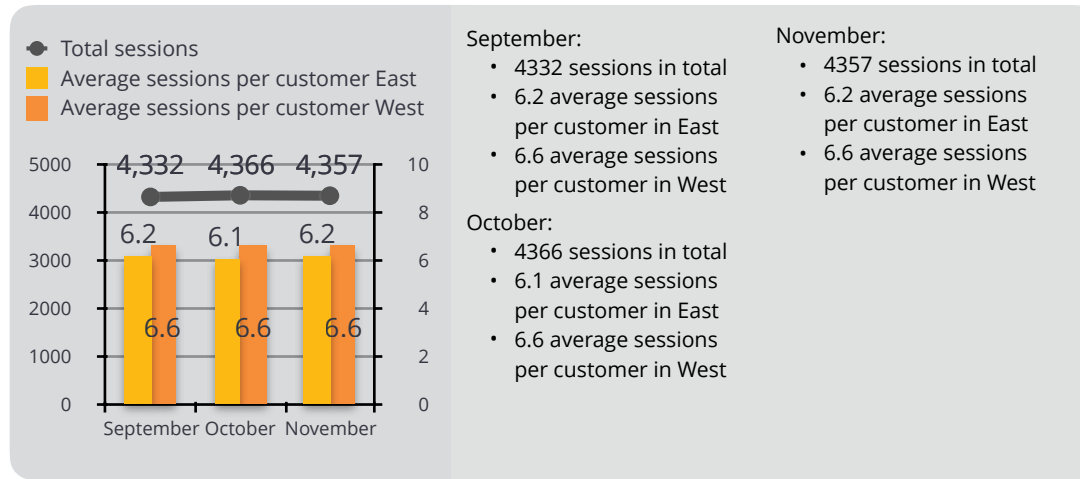
Please note that turnover rate figures have been amended as internal transfers were previously included in the total in error.

Day services

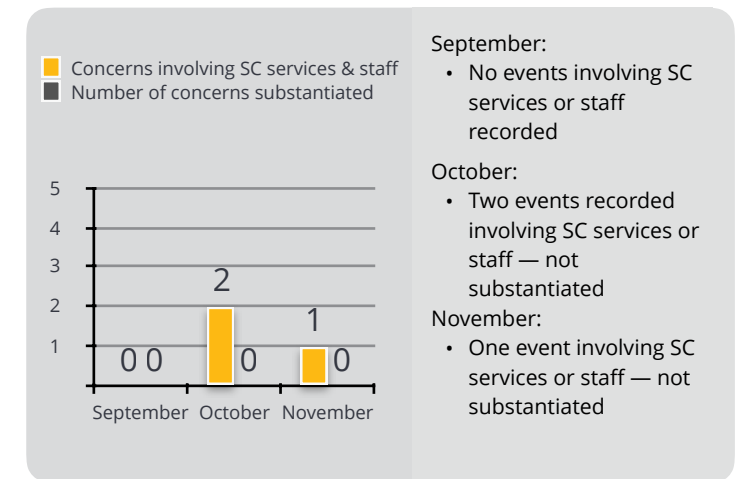
SCC total customer numbers:



SCC session volumes:

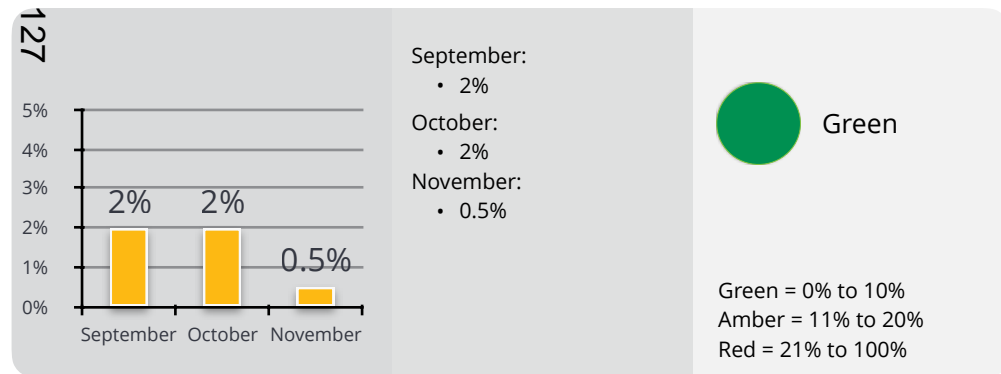


Safeguarding notifications:

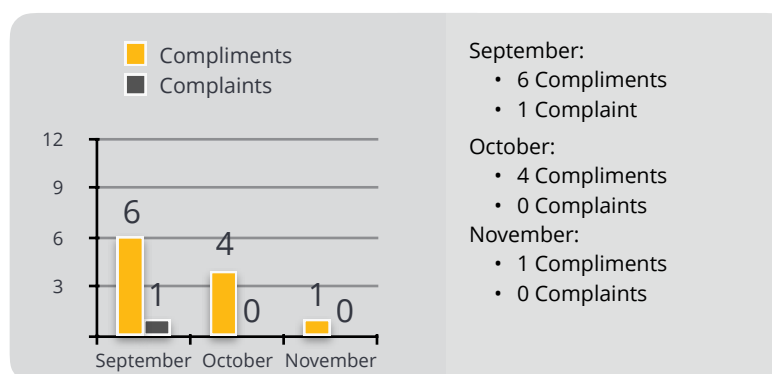


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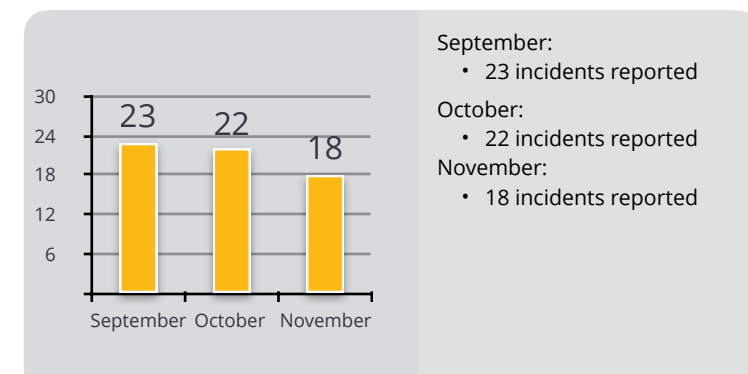
Workforce turnover rate:



Compliments and complaints:



Health and safety incidents, accidents and near misses:



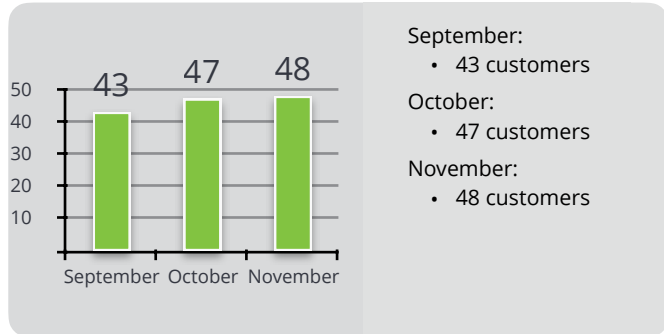
Comments:

Total customer numbers: We had 2 leavers in day services in November, 1 person left due to a deterioration in their health condition and 1 person moved on to do something else.

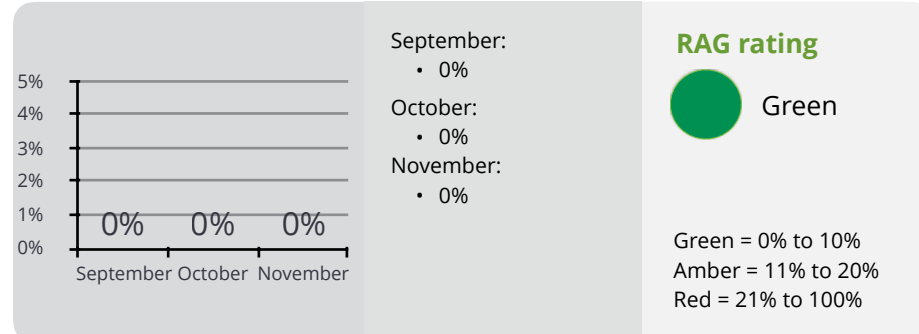
Integrated support

Shared Lives

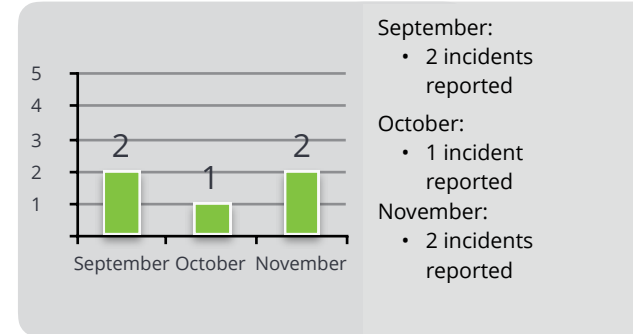
Total number of customers:



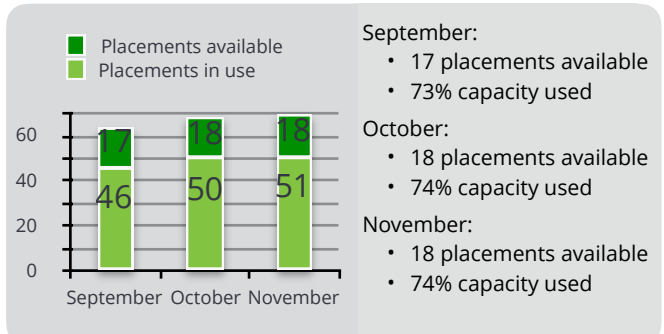
Workforce turnover rate:



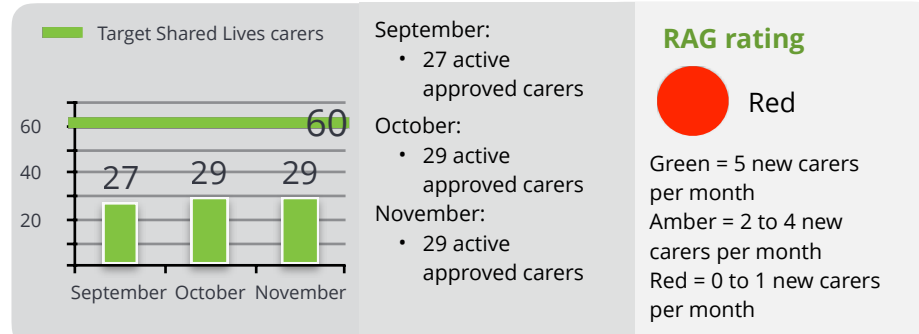
Health and safety incidents, accidents and near misses:



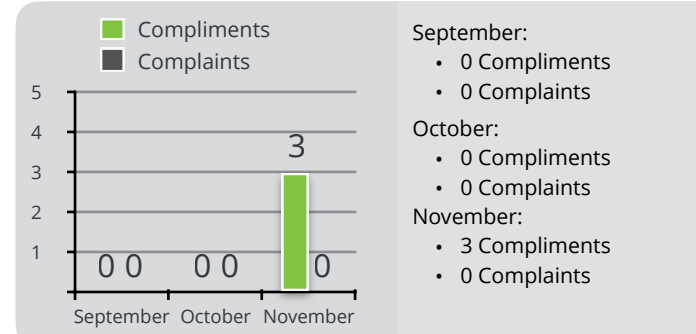
Total vacancies:



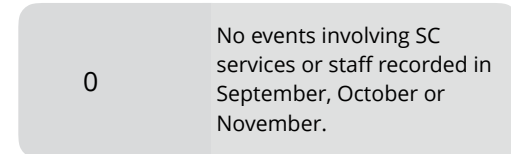
Total active, approved Shared Lives carers:



Compliments and complaints:

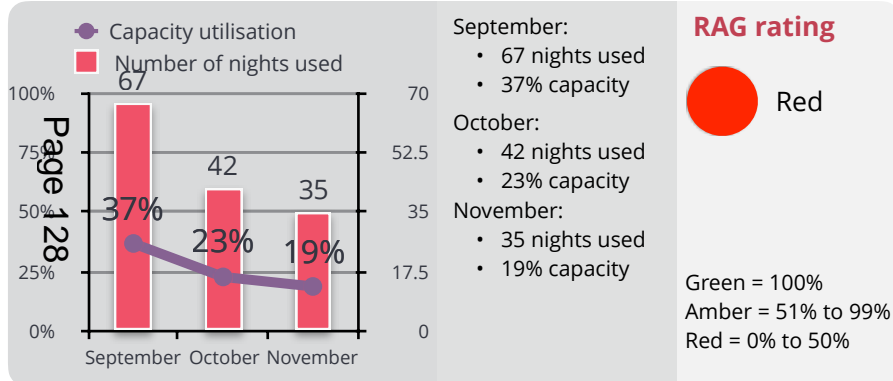


Safeguarding notifications:

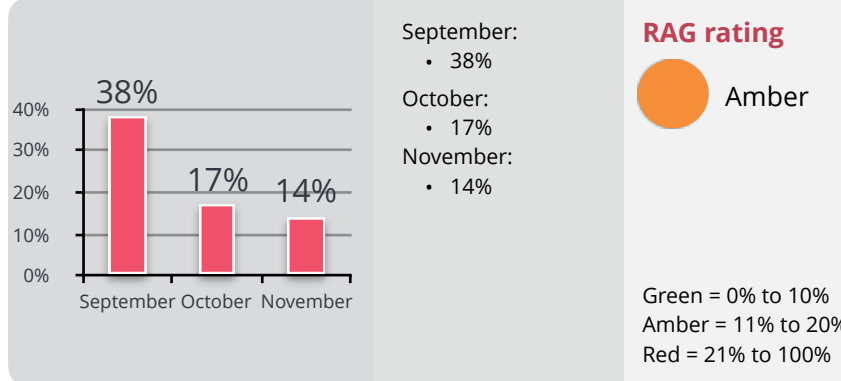


Short Breaks Banstead

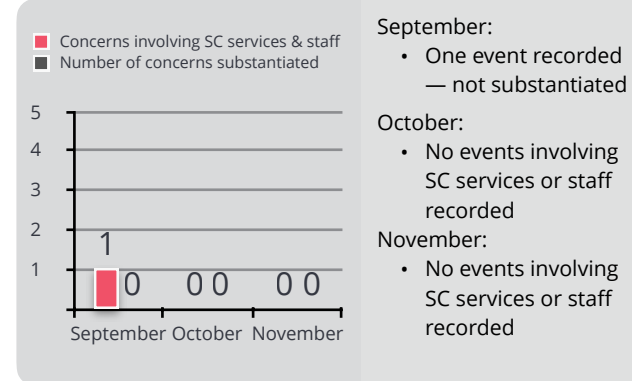
Capacity utilisation:



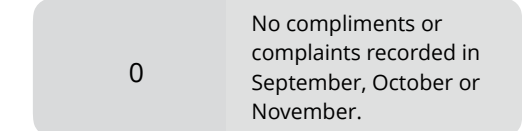
Workforce turnover rate:



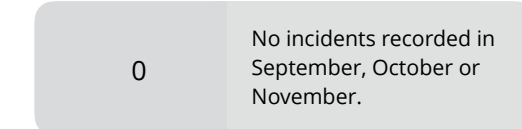
Safeguarding notifications:



Compliments and complaints:



Health and safety incidents, accidents and near misses:



Comments:

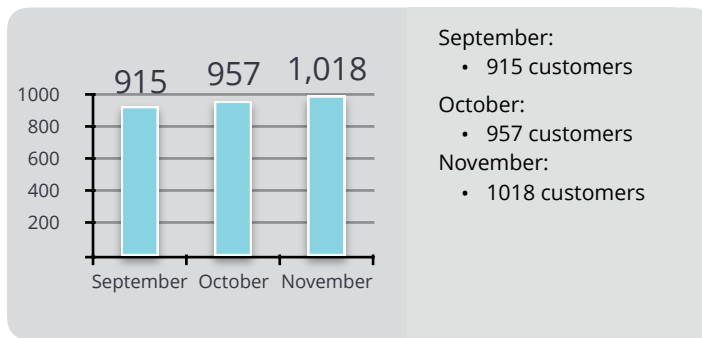
Shared Lives:

Vacancies available are broken down as followed: Respite – 8, long term – 6, day support - 4, total capacity: 18 placements.

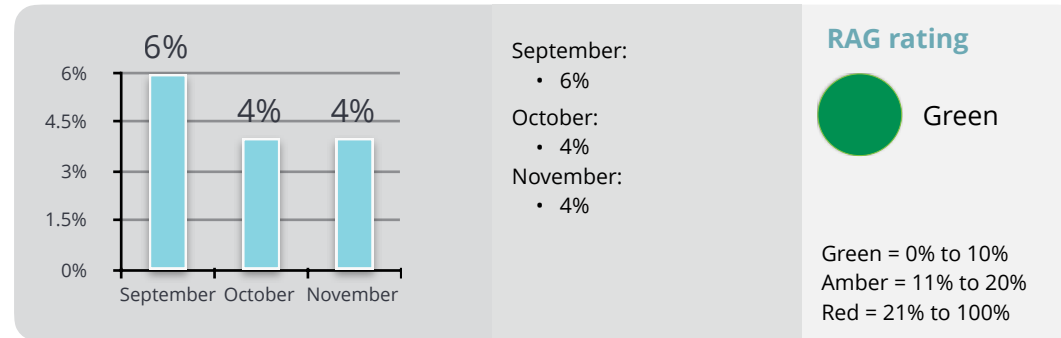
Short Breaks:

We have 31 nights provisionally booked for December all booked by existing customers.

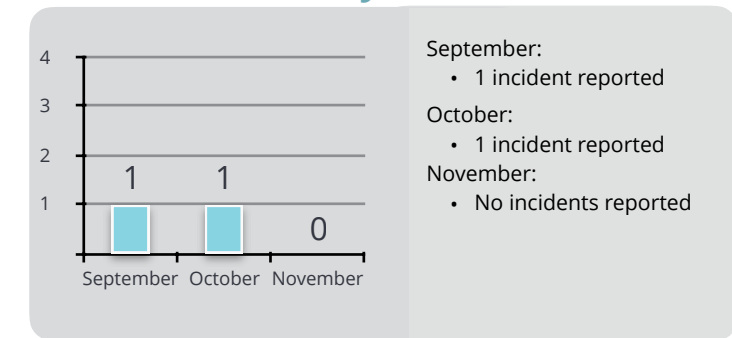
Total number of customers:



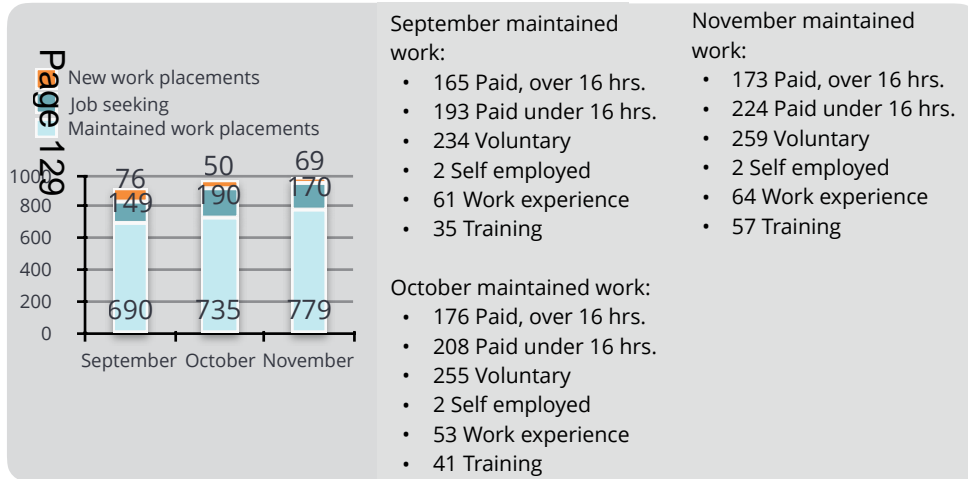
Workforce turnover rate:



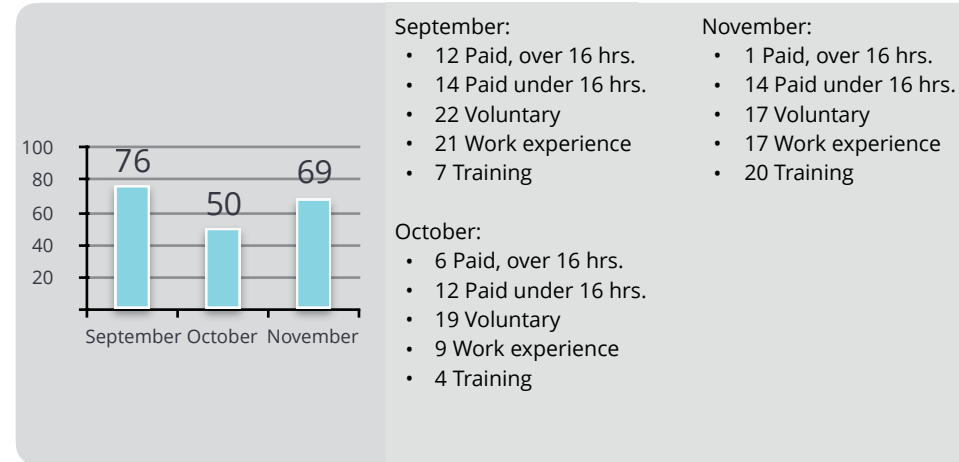
Health and safety incidents, accidents and near misses:



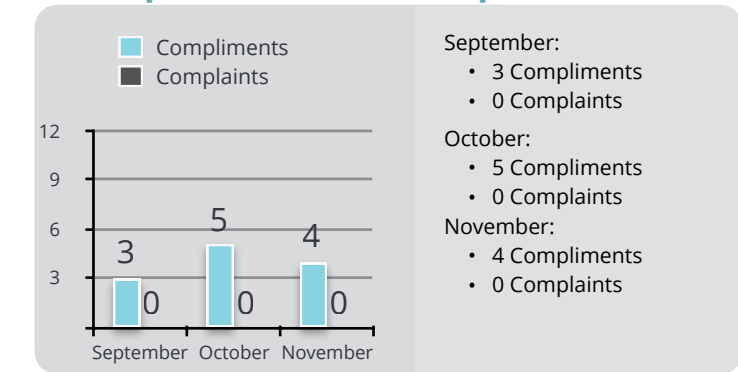
Ongoing support in work related activities :



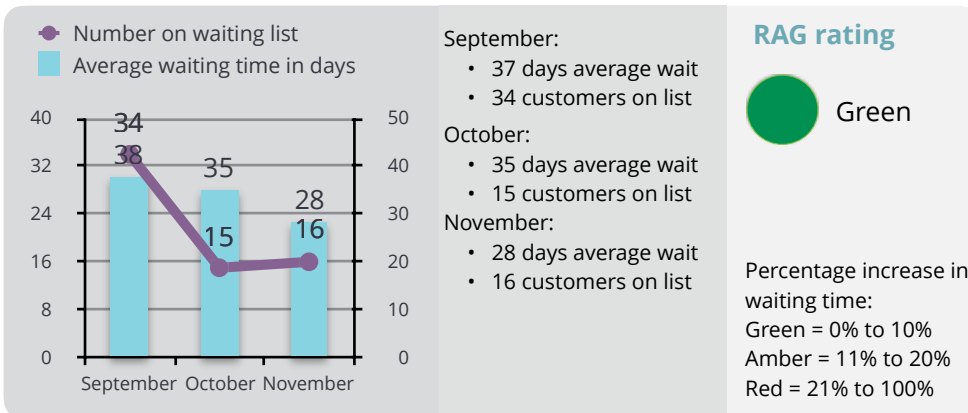
Number of new work related placements



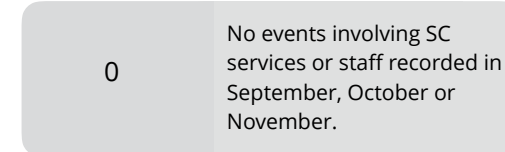
Compliments and complaints:



Waiting list:



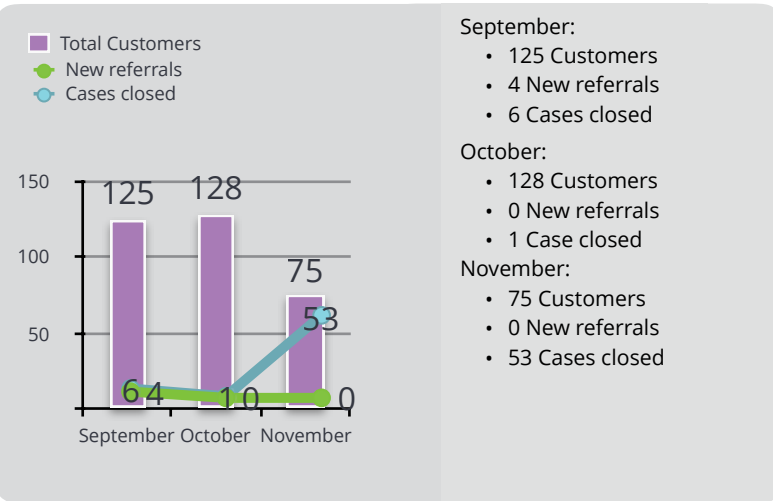
Safeguarding notifications:



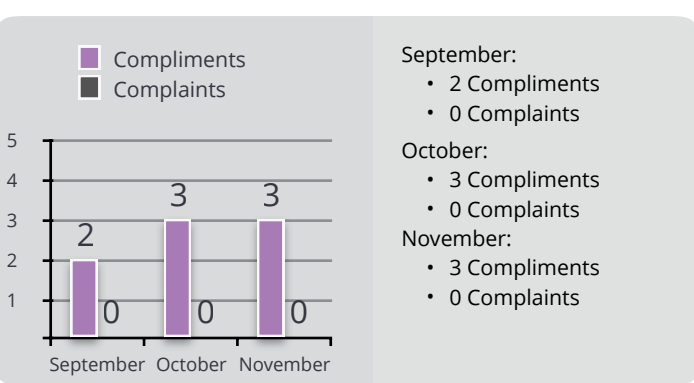
Comments:

We have put mechanisms in place to measure how long customers have been in paid work and numbers who have left EmployAbility for next month's report.

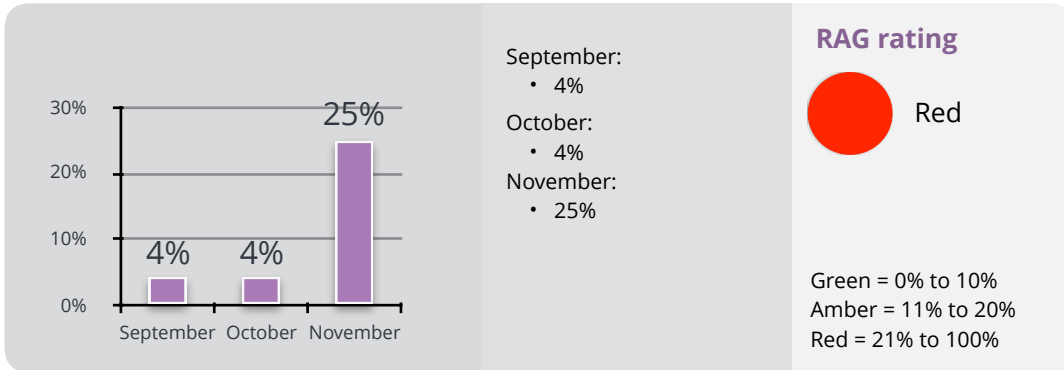
Total customer numbers:



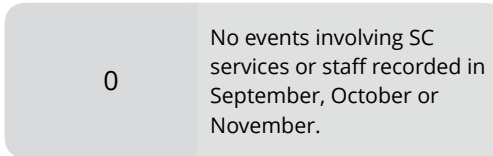
Compliments and complaints:



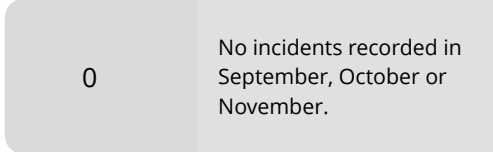
Workforce turnover rate:



Safeguarding notifications:



Health and safety incidents, accidents and near misses:



Comments:

The turnover rate is red as the service is winding down and will close at the end of December.

Innovation and development

Surrey Choices is committed to finding and developing new and innovative ways of delivering high quality services. We are 12-months into a 3-year “rescue plan” and 5-year business plan. We are fundamentally transforming this business; its range of service, the way those services are accessed, and the way we are perceived by customers, their families and carers.

To date:

- we have reduced our price compared to when services were part of the Council by more than 30%
- we have taken over 200 referrals from the County Council at no additional cost to the Council
- we have funded all of our investment in property, technology, people and products from being more efficient as a business
- we have recruited almost 90 people since “go live”
- we have obtained 6 new locations from which to deliver services, excluding those used by the Fairways Team since vacating their building.

Our target operating model is beginning to emerge.

Initiatives to report this month include:

- Continued development of personalised integrated offers for younger people, adults and seniors via specialised Product Development and Practice Development Groups. These focus on building life skills, increasing self esteem and confidence, facilitating independence, and increasing a sense of place and belonging - helping people develop and sustain a 'rhythm of life'.
- Continued development of a new 'Integrated Specialist Support' service - a team of health and social care specialists (including Nurses, Occupational Therapists and Social Workers) who can provide additional assessment and signposting for people with complex needs, direct interventions at any location and professional advice. This service will also function as an internal consultancy for SC.
- Continued development of a 'Personal Assistance' service to promote and maintain independence via a network of Personal Assistants.

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Surrey Choices Performance Report

October 2015

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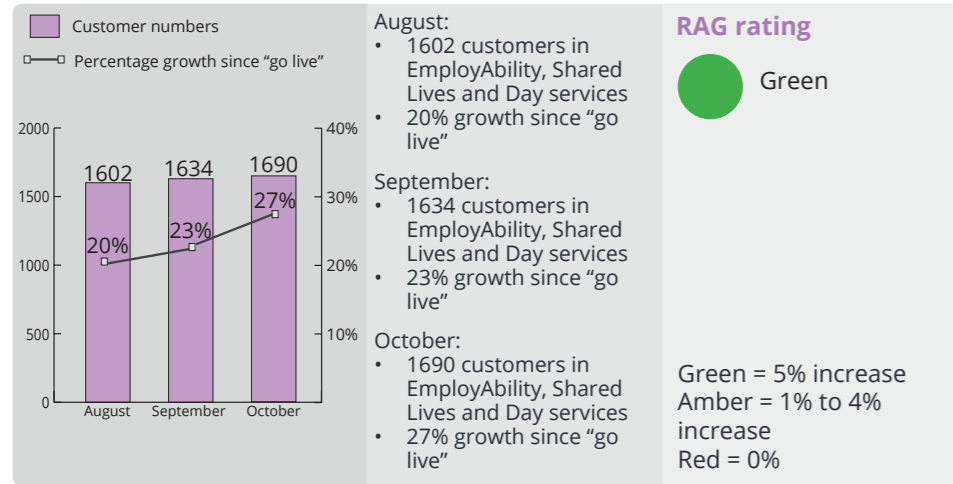
Table of contents:

Overall organisation performance	page 2
Day services	page 3
Integrated support	page 4
EmployAbility	page 5
Personalisation team	page 6
Innovation and development	page 7

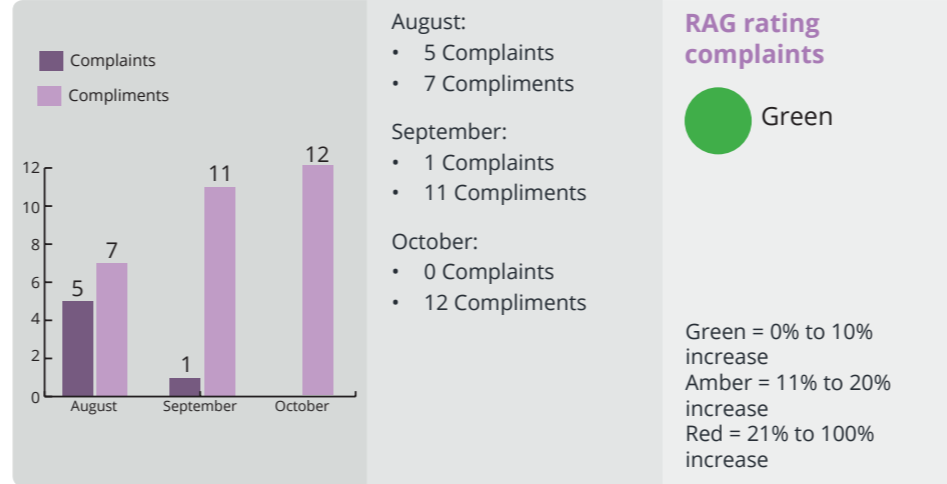


Overall organisation performance for October 2015

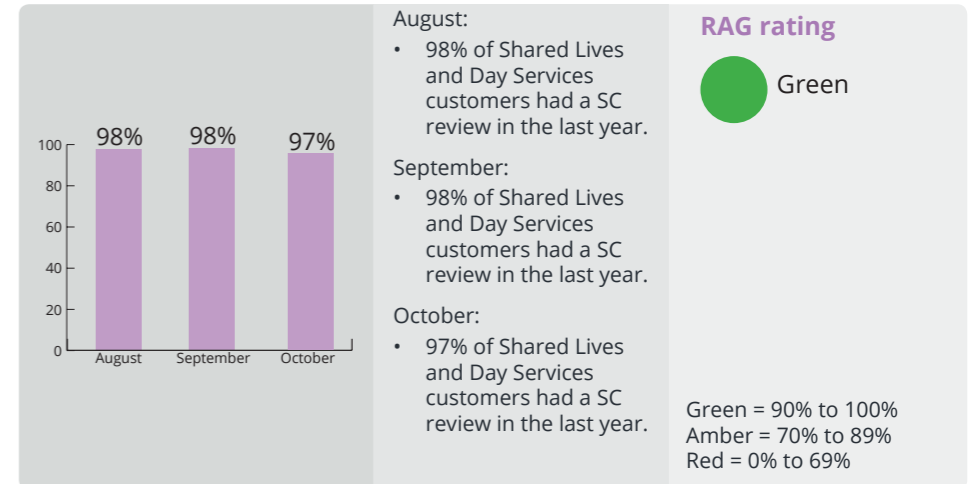
Overall customer numbers:



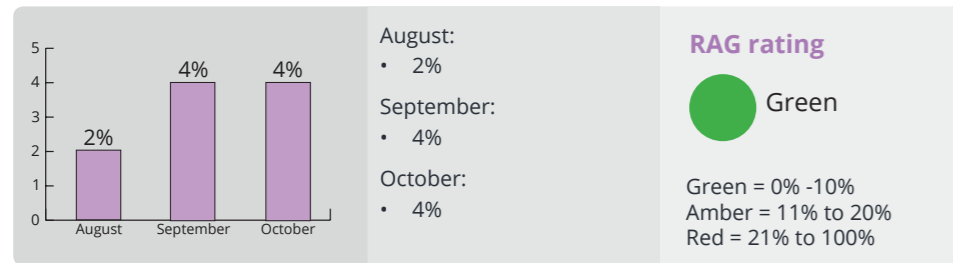
Compliments and complaints:



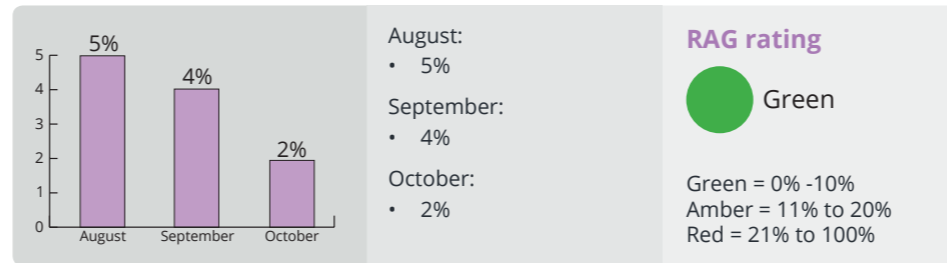
Customer reviews



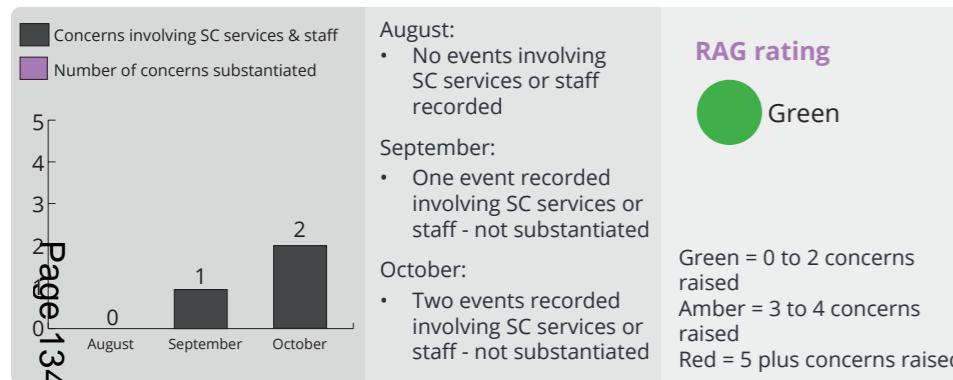
Workforce turnover rate:



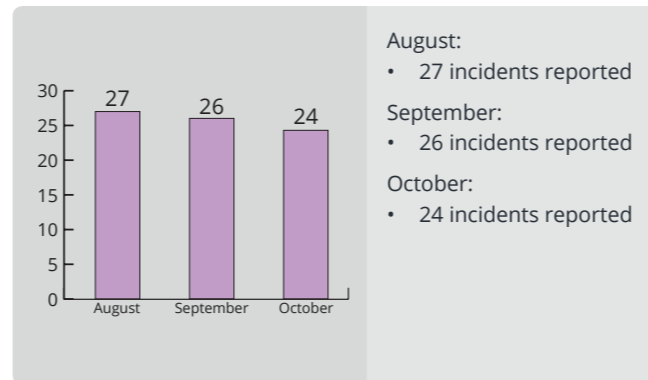
Workforce sickness rate:



Safeguarding notifications:



Health and safety incidents, accidents or near misses:

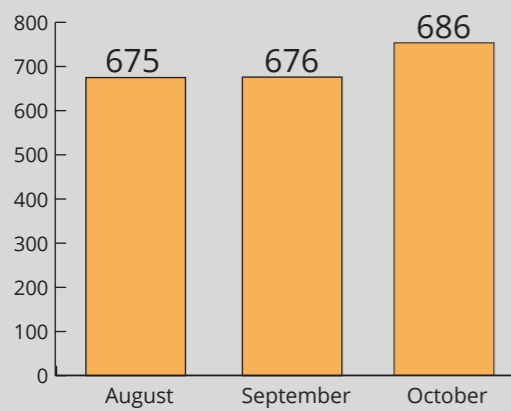


Comments:

Comments area for reporting any additional information or observations regarding the performance metrics.

Day services

SCC total customer numbers:



August:

- 675 customers

September:

- 676 customers - 4 starters and 3 leavers

October:

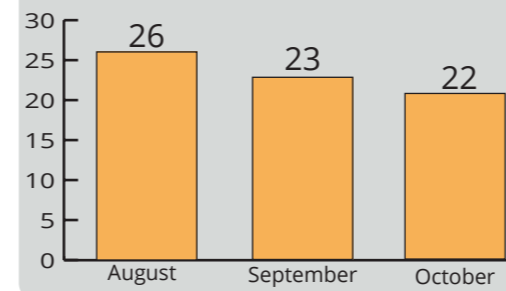
- 686 customers - 10 starters and 7 leavers.

RAG rating



Green = volume maintained
Amber = 1% to 9% drop in volume
Red = 10% or more drop in volume

Health and safety incidents, accidents or near misses:



August:

- 26 incidents reported

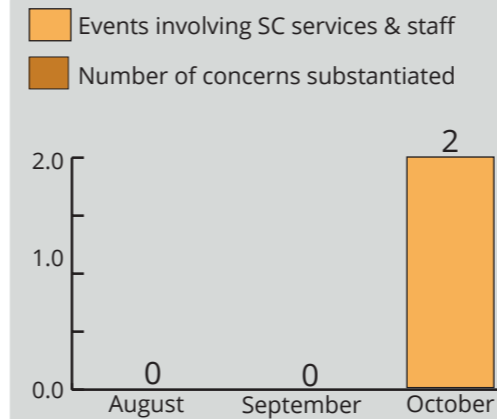
September:

- 23 incidents reported

October:

- 22 incidents reported

Safeguarding notifications:



August:

- No events involving SC services or staff recorded

September:

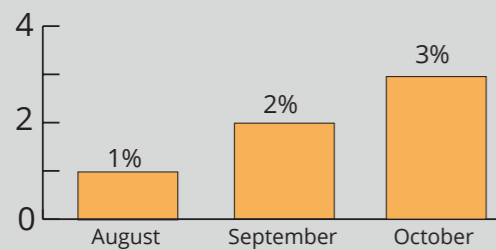
- No events involving SC services or staff recorded

October:

- Two events recorded - not substantiated

Page 135

Workforce turnover rate:



August:

- 1%

September:

- 2%

October:

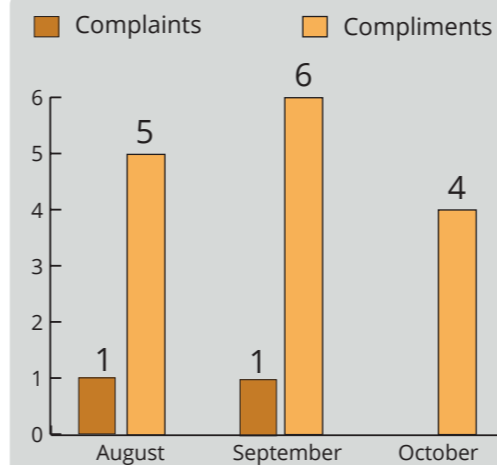
- 3%

RAG rating



Green = 0% -10%
Amber = 11% to 20%
Red = 21% to 100%

Compliments and complaints:



August:

- 1 Complaint
- 5 Compliments

September:

- 1 Complaint
- 6 Compliments

October:

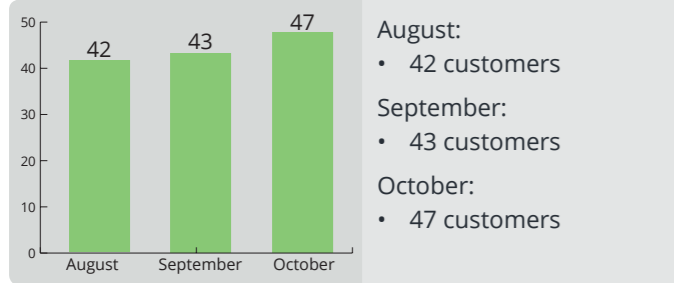
- 0 Complaints
- 4 Compliments

Comments:

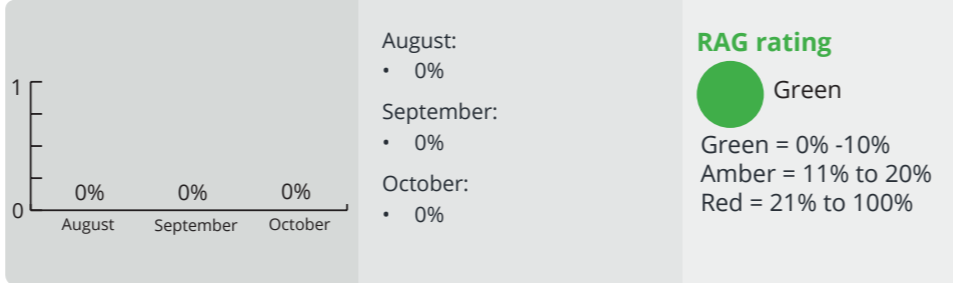
Integrated support

Shared Lives

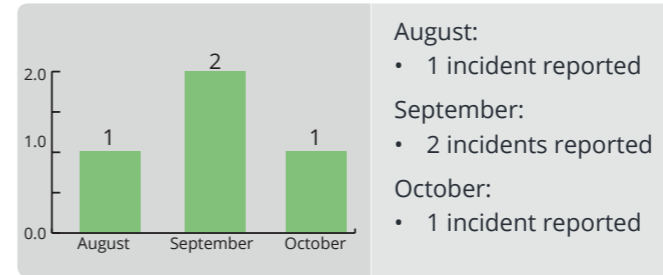
Total number of customers:



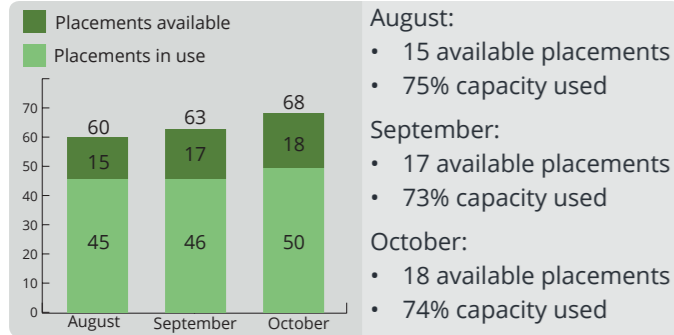
Workforce turnover rate :



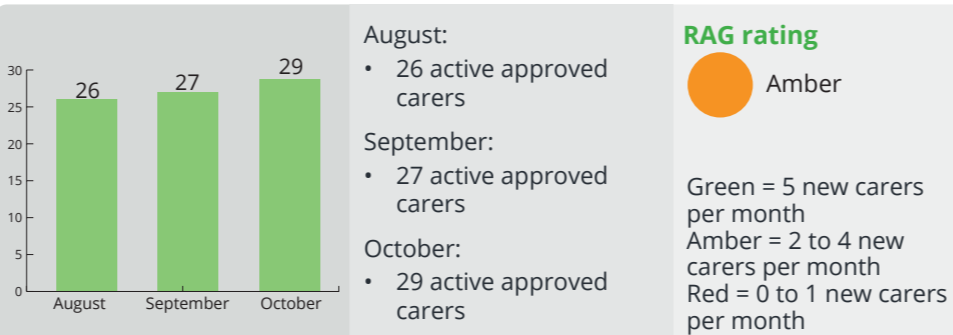
Health and safety incidents, accidents or near misses:



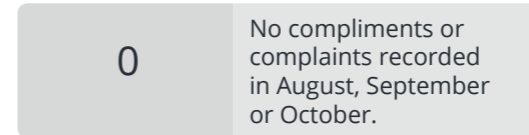
Total vacancies:



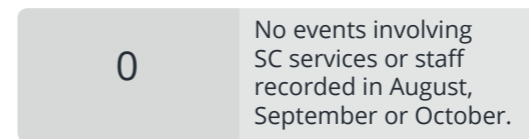
Total Shared Lives active approved carers:



Compliments and complaints:

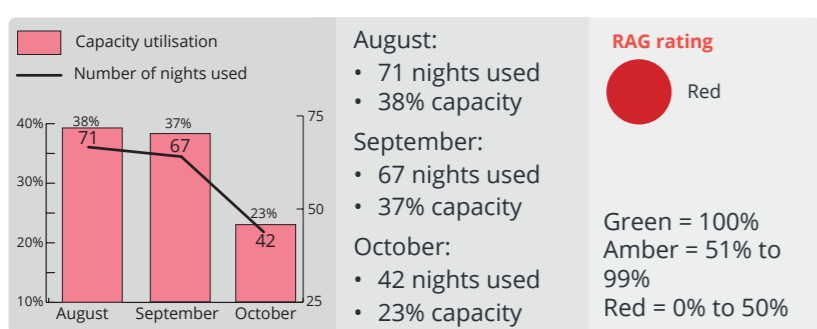


Safeguarding notifications:

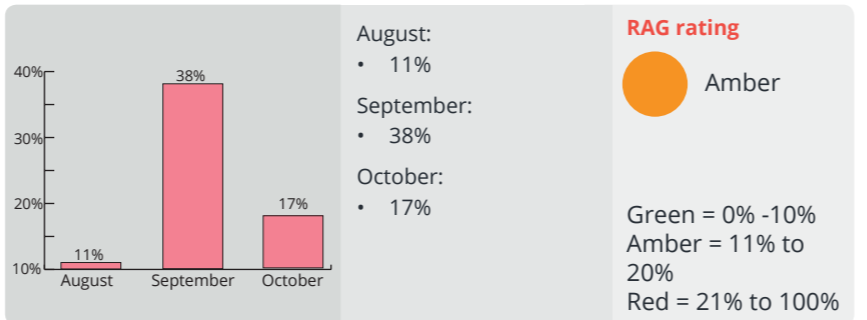


Short Breaks Banstead

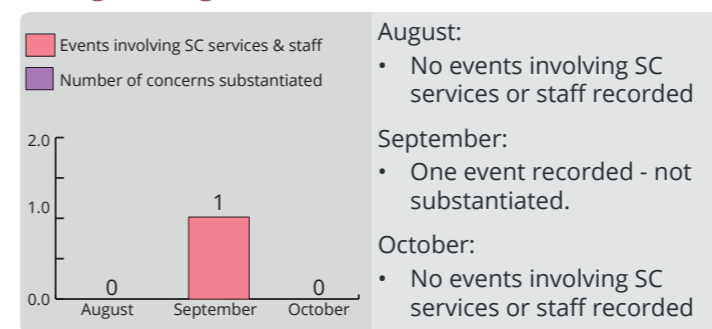
Capacity utilisation:



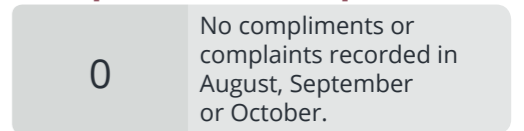
Workforce turnover rate:



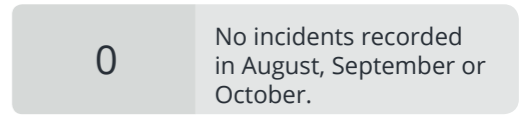
Safeguarding notifications:



Compliments and complaints:

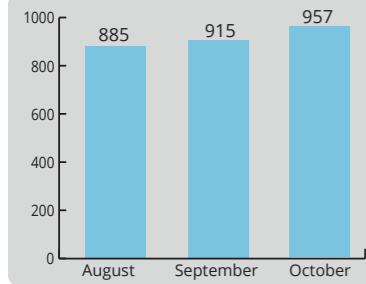


Health and safety incidents, accidents or near misses:



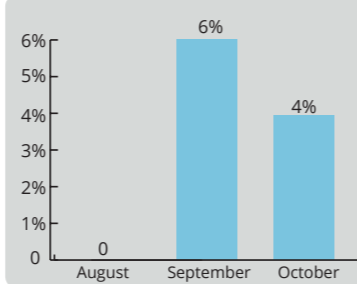
EmployAbility

Total customer numbers:



- August:
- 885 customers
- September:
- 915 customers
- October:
- 957 customers

Workforce:



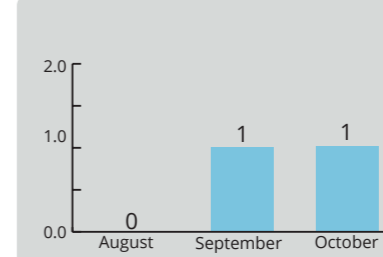
- August:
- 0%
- September:
- 6%
- October:
- 4%

RAG rating



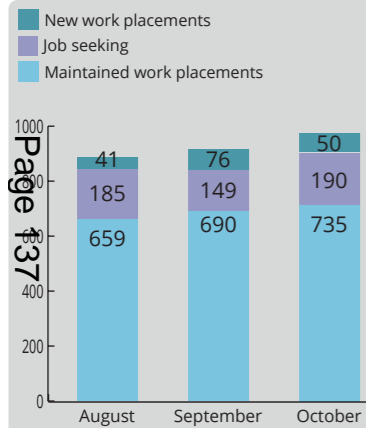
Green = 0% -10%
Amber = 11% to 20%
Red = 21% to 100%

Health and safety incidents, accidents or near misses:



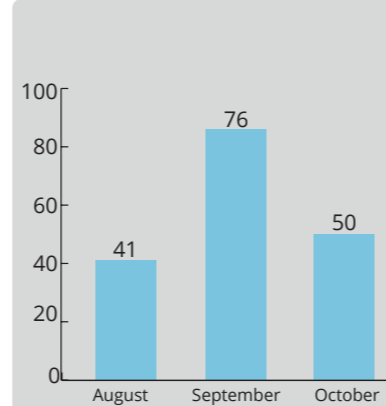
- August:
- No incidents reported
- September:
- 1 incident reported
- October:
- 1 incident reported

Ongoing support in work related activities:



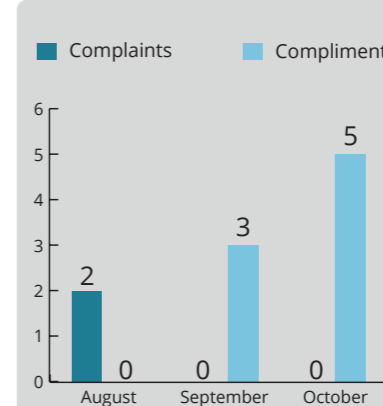
- August:
- 166 Paid, over 16 hrs.
 - 196 Paid under 16 hrs.
 - 231 Voluntary
 - 2 Self employed
 - 53 Work experience
 - 52 Training
- September:
- 177 Paid, over 16 hrs.
 - 207 Paid under 16 hrs.
 - 256 Voluntary
 - 2 Self employed
 - 82 Work experience
 - 42 Training
- October:
- 182 Paid, over 16 hrs.
 - 220 Paid under 16 hrs.
 - 274 Voluntary
 - 2 Self employed
 - 62 Work experience
 - 45 Training

Number of work related outcomes:



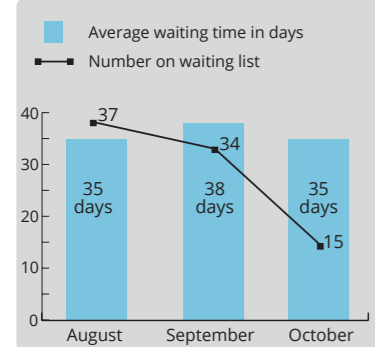
- August:
- 2 Paid, over 16 hrs.
 - 4 Paid under 16 hrs.
 - 12 Voluntary
 - 8 Work experience
 - 15 Training
- September:
- 12 Paid, over 16 hrs.
 - 14 Paid under 16 hrs.
 - 22 Voluntary
 - 21 Work experience
 - 7 Training
- October:
- 6 Paid, over 16 hrs.
 - 12 Paid under 16 hrs.
 - 19 Voluntary
 - 9 Work experience
 - 4 Training

Compliments and complaints:



- August:
- 2 Complaints
 - 0 Compliments
- September:
- 0 Complaints
 - 3 Compliments
- October:
- 0 Complaints
 - 5 Compliments

Waiting list:



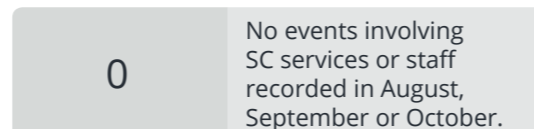
- August:
- 35 days average wait
 - 37 customers on list
- September:
- 38 days average wait
 - 34 customers on list
- October:
- 35 days average wait
 - 15 customers on list

RAG rating



Percentage increases in waiting time:
Green = 0% to 10%
Amber = 11% to 20%
Red = 21% to 100%

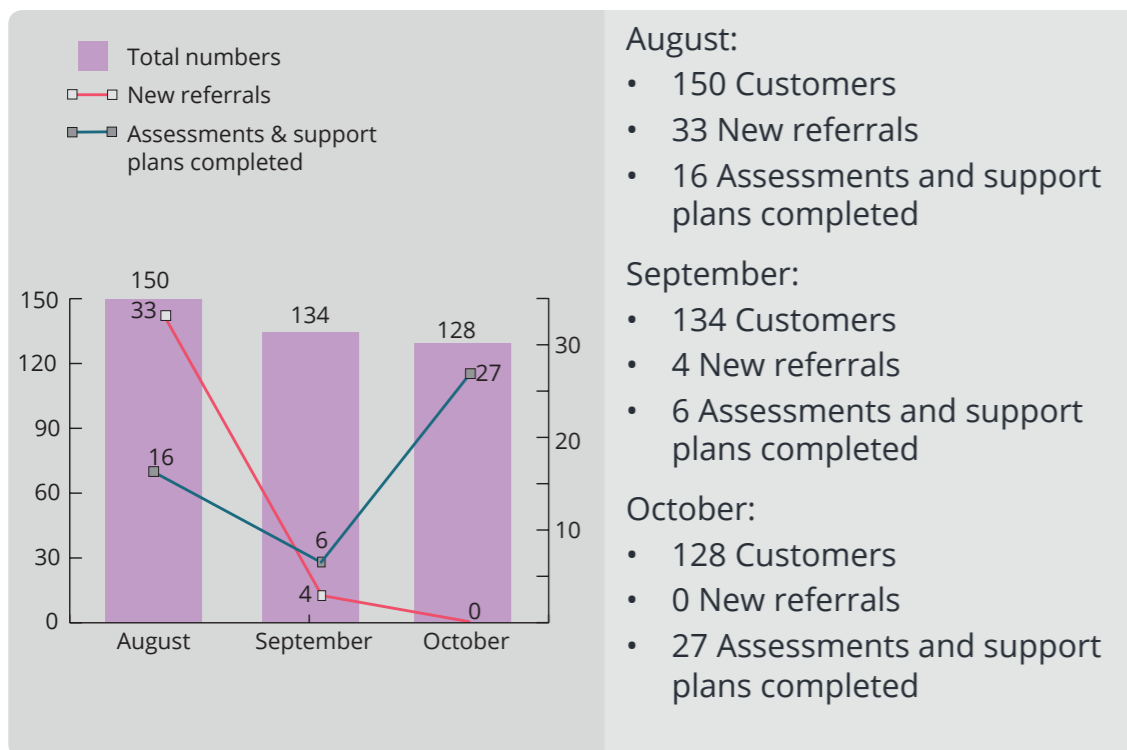
Safeguarding notifications:



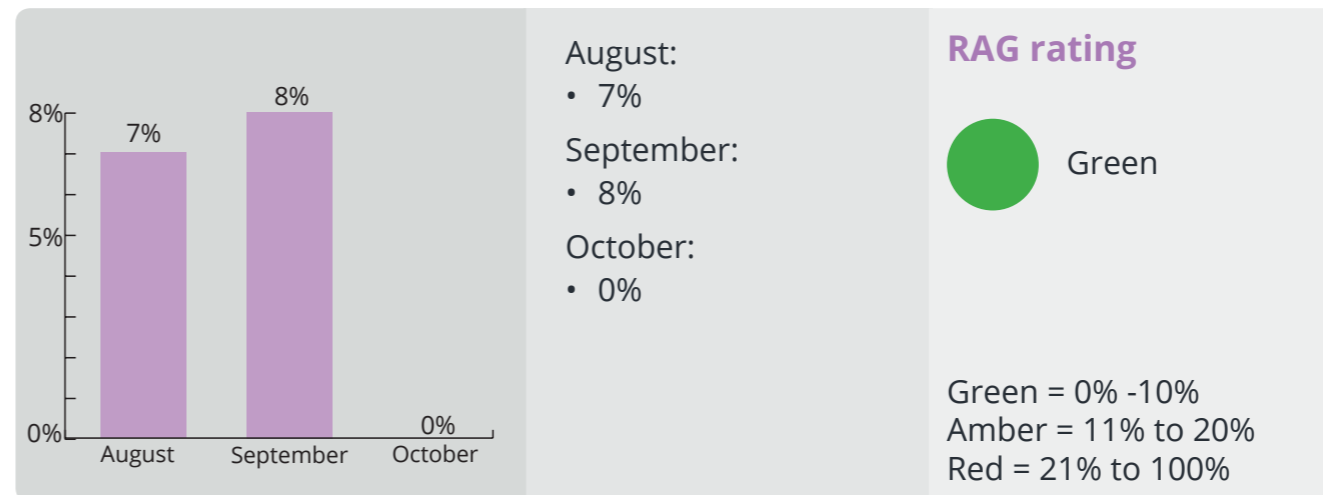
Comments:

Personalisation team

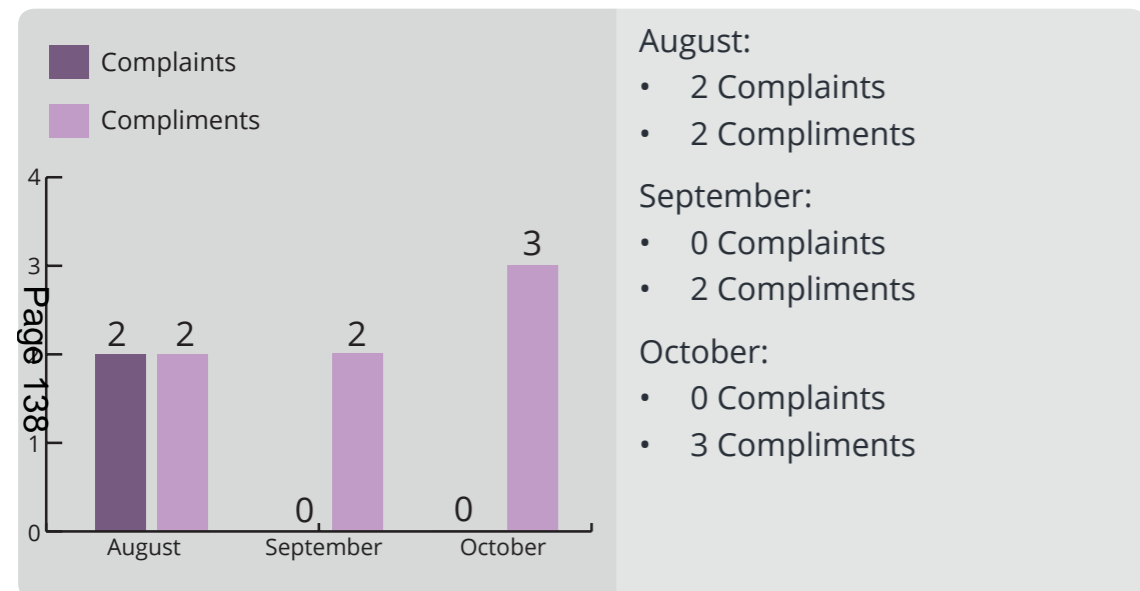
Total customer numbers:



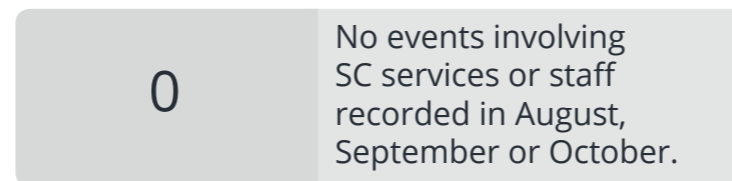
Workforce turnover rate:



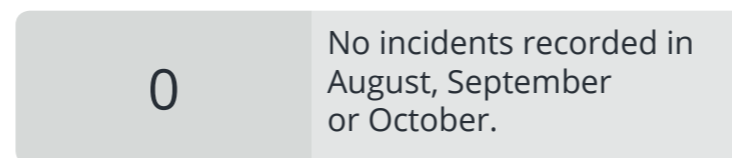
Compliments and Complaints



Safeguarding notifications:



Health and safety incidents, accidents or near misses:



Comments:

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October 2015 Quality Survey Results

Carers responses

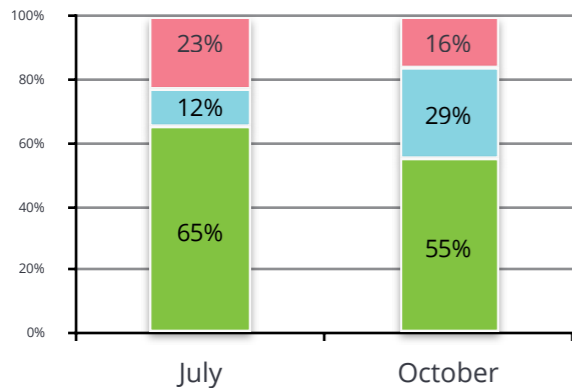
In July 31 carers returned their feedback forms

In October 38 carers returned their feedback forms.

This survey reflect Surrey Choices day services only.

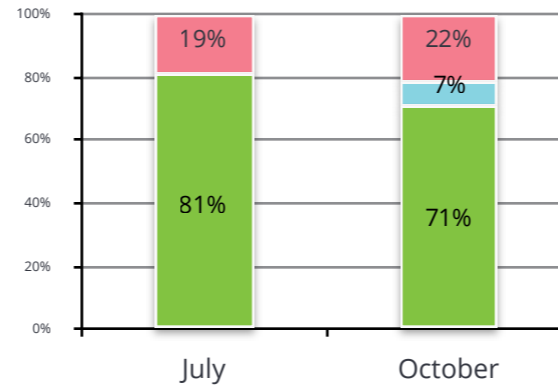
Do staff regularly keep you informed of the progress of the person you care for?

- I have to call to get an update
- At the annual review
- Every time there is an achievement



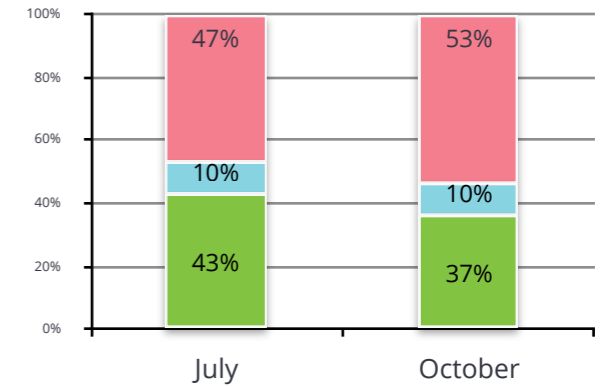
Do you know who the Link Worker (Key Worker) is for the person you care for?

- No
- It keeps changing
- Yes



Do you have regular contact with the named Link Worker for the person you care for?

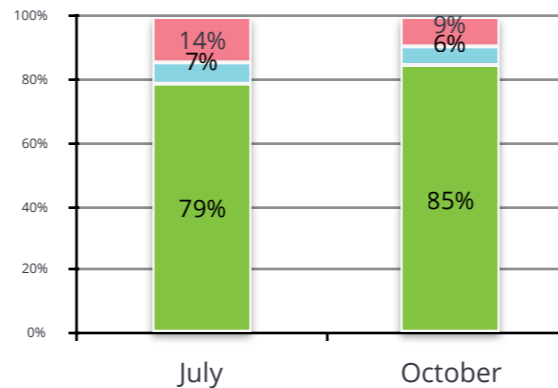
- Only when there is a problem
- Once a month
- Once a week



Do staff listen to you and respect your opinions and views?

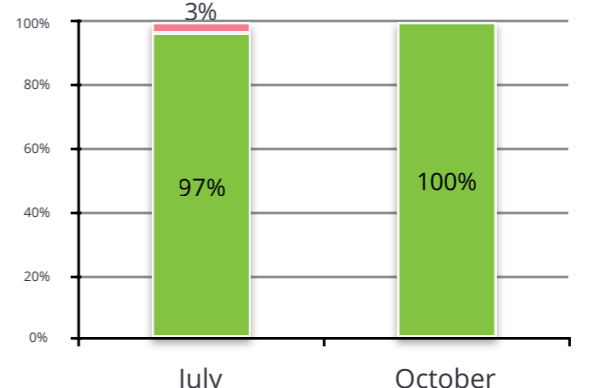
Do staff listen to you and respect your opinions and views?

- They don't ask for my advice & do what they think is best
- Yes, but they don't act on my advice
- Yes



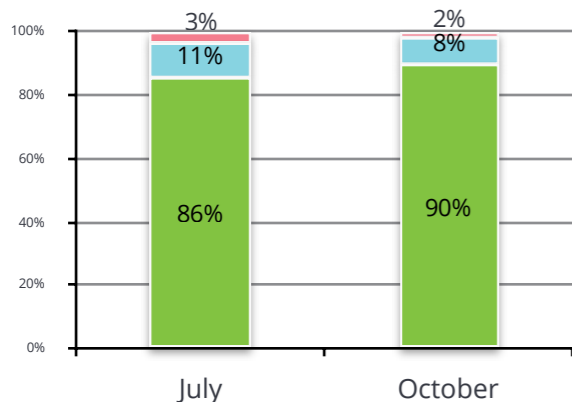
Do staff make you feel welcome when you visit our services?

- I am not made to feel welcome
- I have to make an appointment
- I feel welcome



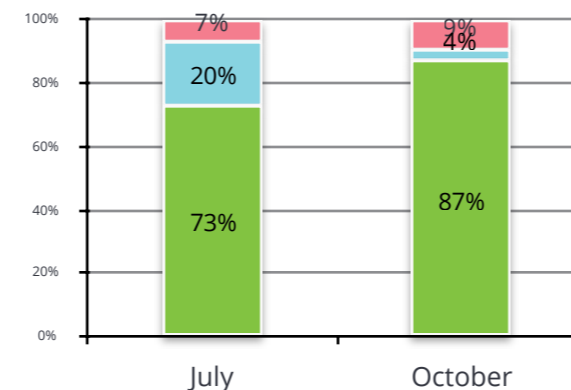
If I have a question...

- Never return my calls
- Within a week
- Return my calls the same day



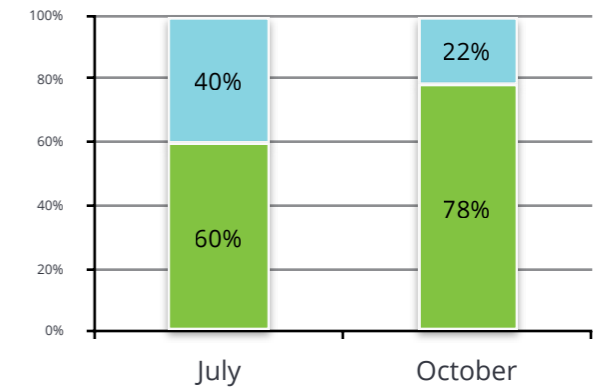
Do staff attend to your needs promptly when you arrive?

- I have to go and find a staff member
- I have to wait a while
- I am greeted as soon as I arrive



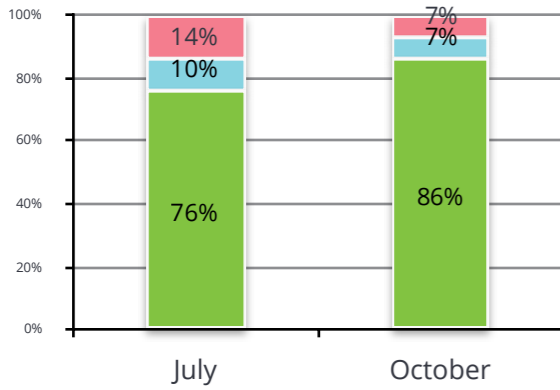
Do you know how to make a compliment or complaint about Surrey Choices services?

- No
- Yes



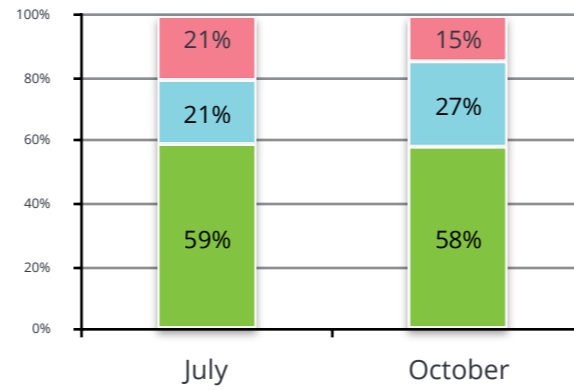
Do you know what activities Surrey Choices provides in your area?

- I haven't received any information about SC services
- I have to look on the website
- I have been given information



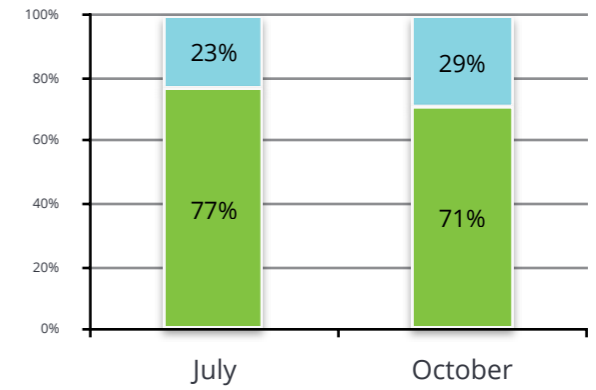
Do you know the outcomes the person you care for is working towards & what support is provided?

- I am never asked to be involved
- I am sometimes asked to be involved
- I am fully involved in the care planning



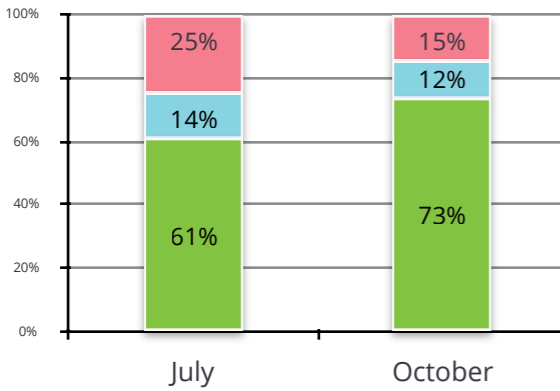
Do you feel the activities provided by Surrey Choices meets the need of the person you care for?

- None of the activities meet their need
- Some of the activities meet their needs
- Yes



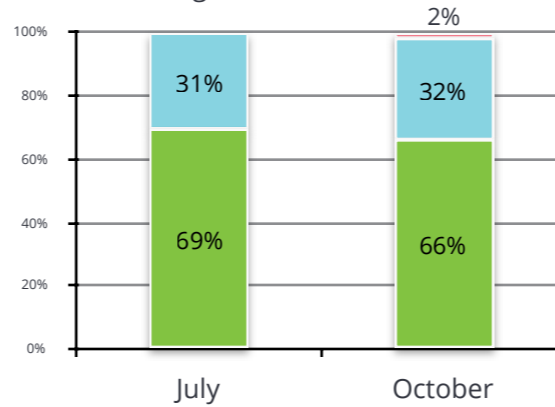
Are you invited to support the person you care for to review their services?

- We haven't had a review for 3 years or more
- I am invited, but they are often cancelled
- I am regularly invited to and attend reviews



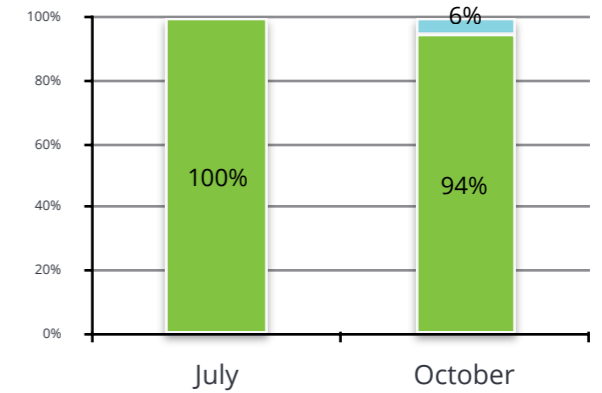
Do you feel our services have changed for the better as a result of your comments in our customer evaluations?

- Enjoyable activities have been stopped
- It has made no difference
- Yes, I can see changes for the better



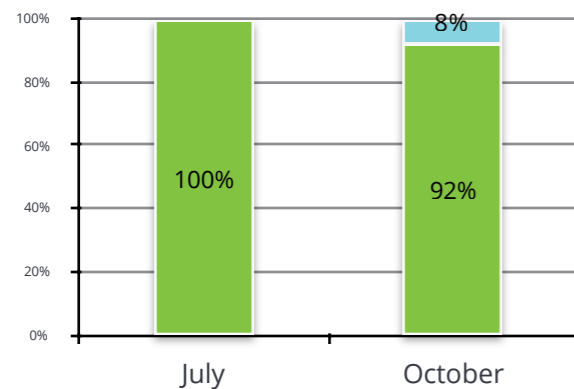
Is the reception area welcoming and accessible?

- It has a window so I can't speak to the staff easily
- It is too small and untidy
- It is clean and there is enough space



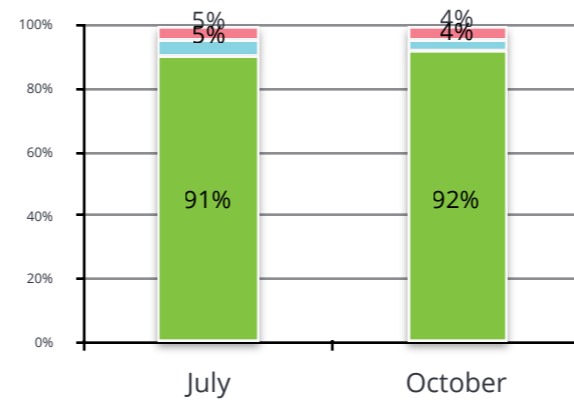
Is the building accessible and does it meet the needs of the person you care for?

- It is difficult to access
- They need support to use the automatic doors, ramps and rails
- There are ramps, automatic doors and rails they can use on their own



Are the toilets clean and accessible?

- The toilets are dirty
- The toilets are clean most of the time
- The toilets are kept clean, have toilet paper and hand towels



Carers responses

Customer responses

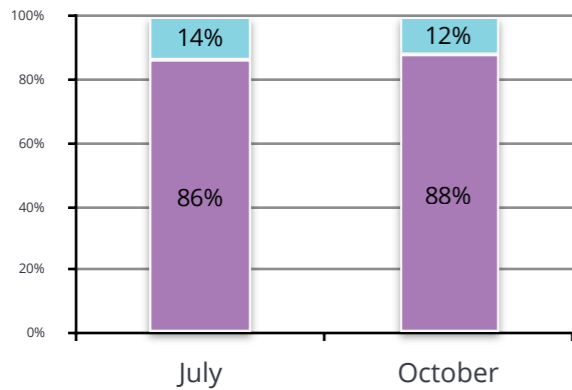
In July 45 customers returned their feedback forms

In October 83 customers returned their feedback forms.

This survey reflect Surrey Choices day services only.

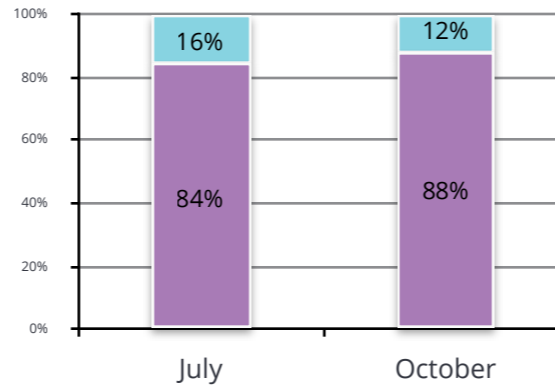
Do staff support you in the way you want and need?

- None of the staff understand my needs
- Some staff try to help, but they don't really understand my needs
- Staff understand how I want to be supported



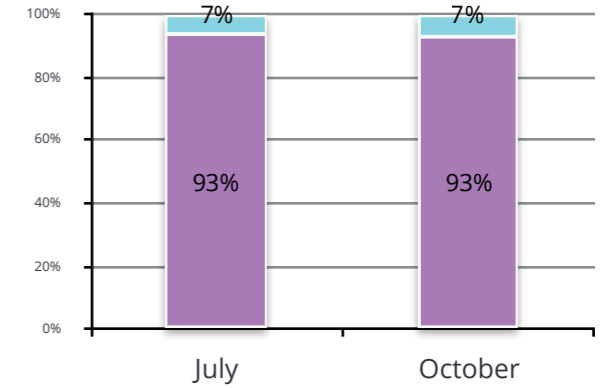
Are staff friendly and easy to talk to ?

- Staff are unfriendly and I can't talk to them
- I can talk to some staff
- I can talk easily to all staff



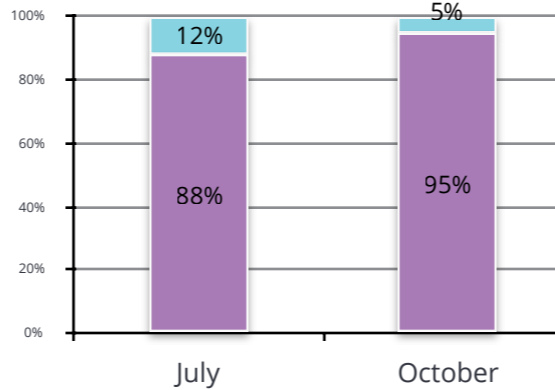
Do staff take time to listen to you and understand your wants and needs?

- Staff ignore me
- Staff are often too busy to talk to me
- Staff spend time with me and listen to me



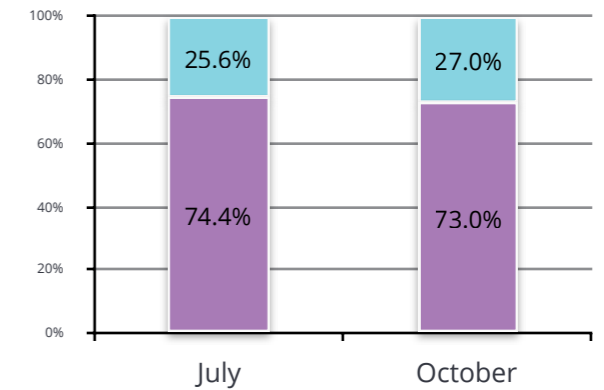
Do staff give you accessible information and enough time to make your own decisions and choices?

- I am not given information or the chance to make choices
- I am not given all the information and I am rushed
- I am given information and lots of time to make choices



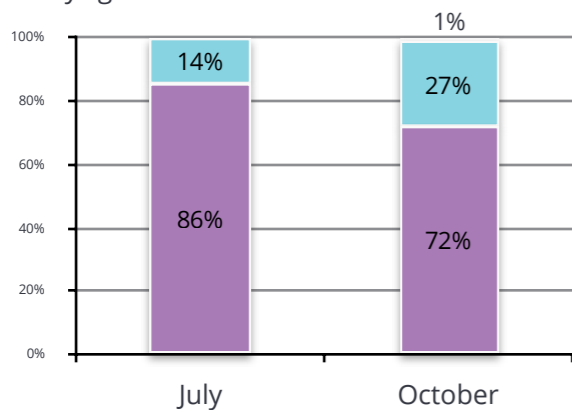
Do you know how to make a complaint if you are unhappy with the way you are supported?

- No
- Yes



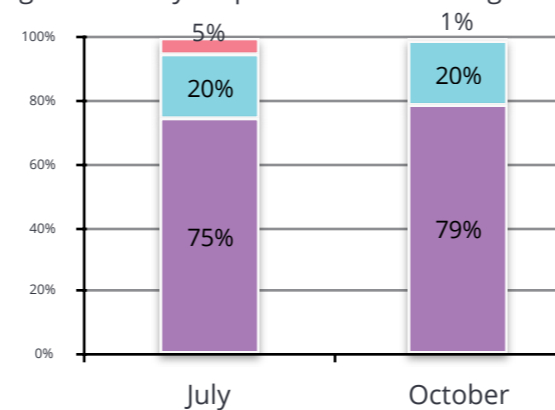
Are you able to choose the activities you do?

- I am never given a choice
- I am sometimes given a choice
- I am always given a choice



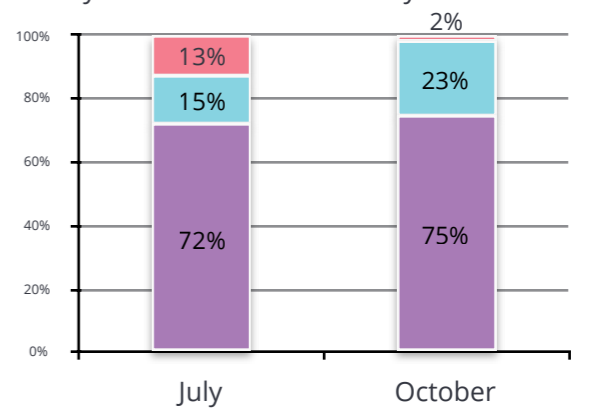
If there are changes to your activities, are they explained to you and are you given new choices?

- Changes are not explained and no choice given
- Changes are sometimes explained and choices given
- Changes are always explained and choices given



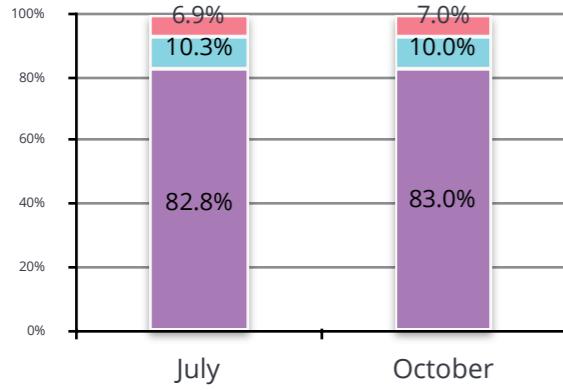
Are you involved in deciding what activities should be provided?

- I am never asked
- I am sometimes asked
- I am always asked what activities my service should provide



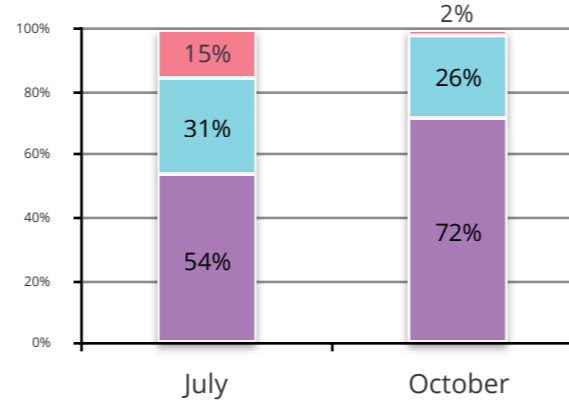
How often are your regular activities cancelled at short notice?

- More than once a week
- Once a week
- Once a month



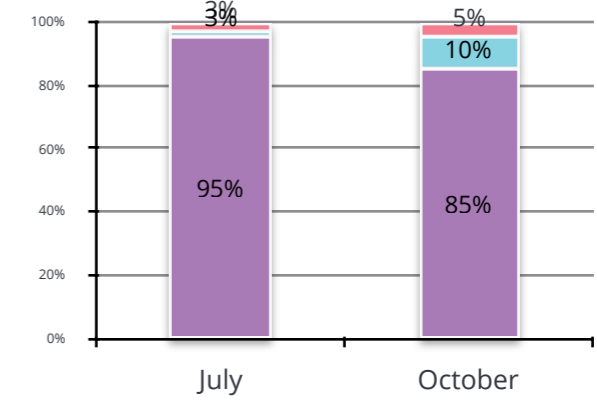
Do you get to review your activities?

- I never get to review my activities
- I review my activities every year
- I review my activities every 6 months



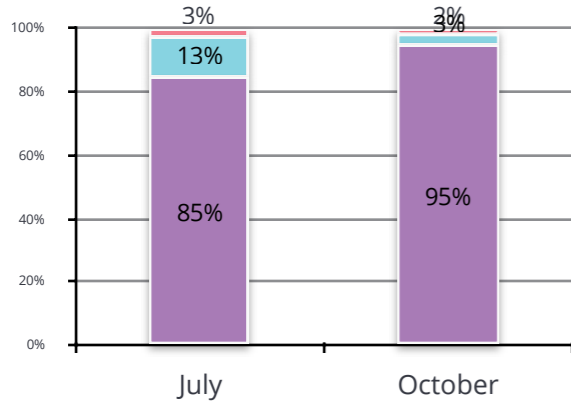
Is the building accessible and does it meet your needs?

- It is difficult to access
- I need support to use the automatic doors, ramps and rails
- There are ramps, automatic doors and rails I can use on my own



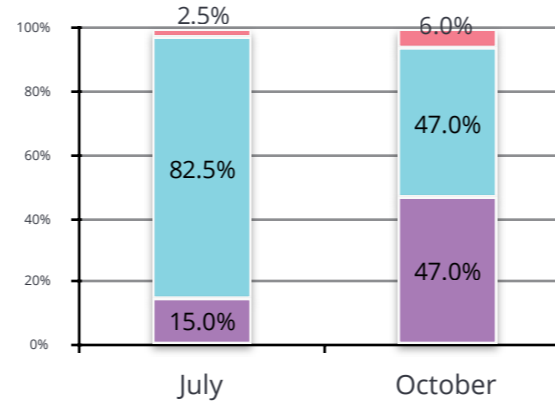
Is the reception area welcoming and accessible?

- It has a window so I can't speak to the staff easily
- It is too small and untidy
- It is clean and there is enough space



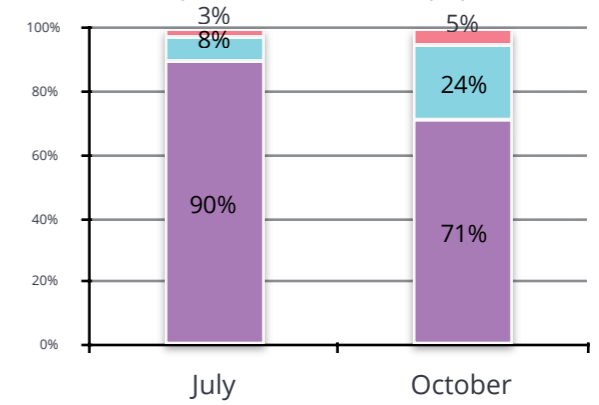
Have you been given a locker to keep your things safe?

- My bag is kept in a room I don't have easy access to
- My service doesn't have lockers, so I keep my bag with me
- I have been given a locker



Are the toilets clean and accessible?

- The toilets are dirty
- The toilets are clean most of the time
- The toilets are kept clean, have toilet paper and hand towels



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Annexe 4 - Case Studies highlighting some achievements of our Business Units.

Case Study - 1

Title of Case Study: Personalised communication

Date: 28th August-Ongoing

Business Unit: Short Breaks

Share your experience:

RM is 71 years old with a diagnosis of cerebral palsy, a moderate learning disability, arthritis and is profoundly deaf.

RM was referred to Surrey Choices following a fall at home and a subsequent four-week admission to hospital. While in hospital RM had requested a catheter be fitted as they were having difficulty communicating when to access the bathroom. On leaving hospital the catheter remained.

Over recent months RM has suffered with reoccurring urine infections that are associated with the catheter. These were causing RM pain and discomfort which resulted in low mood. Various discussions had taken place about the removal of the catheter, these had all proven unsuccessful as interim management would be the use of continence wear whilst the bladder strengthened. Due to RM's communication difficulties it had been difficult to ascertain the level of understanding around the need for continence wear. Following any discussion RM refused to entertain the idea explaining "I'm not a baby".

As time has progressed various professionals have assessed RM and have suggested that the catheter be removed. Again this was refused by RM. The team at Surrey Choices continued to work with RM and the Royal Association for the Deaf to find ways to explain the benefits of having the catheter removed. Staff spent many hours drawing pictures, purchasing objects of reference and miming outcomes of the catheter removal. In more recent weeks they purchased a variety of continence wear that were greatly improved and more discreet than those RM had previously seen. After encouragement from the team RM agreed to trial the underwear on a short-term basis.

Following the trial RM agreed to the catheter being removed. RM is now free from pain and discomfort RM's mood has improved greatly.

Challenge:

The challenge during this time was communication and finding ways to make RM fully understand the implications of keeping the catheter and the benefits of having it removed.

Solution:

Partnership working with Community Learning Disabilities Team, the Royal Association for the Deaf and the District Nurse Team.

The team found personalised methods to communicate with RM. They were consistent in their approach and continually thought of new ways to help RM understand the decision to be made.

Impact:

Following the trial of the new continence wear RM requested the catheter be removed. Staff are able to encourage RM to the toilet to help repair the bladder which is also improving mobility as it is now necessary for RM to engage with transfers.

Key learning points:

- Importance of creative communication
- Reporting and recording
- Small consistent efforts
- Partnership working

Any direct quotes/feedback from the individual you worked with:

Thumbs up.

Case Study - 2

Title of Case Study: Step down support

Date: 18 August 2015

Business Unit: Shared Lives

Share your experience:

Surrey Choices short breaks service was contacted by an Adult Social Care Locality Team to provide emergency support for S who had been discharged from hospital and could not return home. Although the short breaks service did not have availability in time, Surrey Choices Shared Lives service found a Carer who was available within 24 hours.

This arrangement was initially for two weeks to allow S to recover and to allow the Locality Team to look for alternative support and accommodation, as returning home was not possible. Finding alternatives has taken longer than expected but the Shared Lives Carer has continued to provide a service to S, so that S has not needed multiple placements or to move into other temporary accommodation. The Shared Lives Carer has worked flexibly and balanced the needs of S and herself to provide the necessary support.

Shared Lives as a model works very well for S, meets needs and S enjoys being supported in a family environment. As a result, we are now working with S to consider Shared Lives as a long term support option.

Challenge:

To develop a wrap around package of support working with the individual, family members, Locality Team, Community Nurses, another provider and Shared Lives Carers to ensure that S had a holistic and integrated package of support in place by the following day.

Shared Lives carer to enable S to be supported by outside agencies coming into her home, and encourage S to access support as required. S had previously declined all support; this was the original cause of self-neglect and hospital admission as S would not engage with support.

Solution:

Ensure S and her views remained central to current and future planning.

We worked in partnership to facilitate a nurse helping with bathing as it was very important to S that a nurse (a person wearing a uniform) was there to help. Following involvement and discussion with S and family, S would like to live with the right Shared Lives family in the long-term.

Impact:

- S has overcome some of the fears which attributed to self neglect such as sleeping in a bed rather than on a sofa, accessing the local community rather than isolation, positive interaction with others, eating balanced healthy meals as opposed to only eating (often expired) packaged foods.
- Improved physical and emotional health and well-being
- Empowering approach adopted, supporting S to be fully involved in all decisions and meetings enabling S to taking ownership and have real choice and control
- Supported to consider and visit other Shared Lives Carers and accommodation options to ensure all information relating to the decision is accessible to S
- A joined up approach and continuity of care so a planned transition can continue onwards ensuring consistency and stability for S in order to maintain the positive outcomes.

Key learning points:

That Shared Lives can offer emergency and step down support type arrangements at very short notice, providing the person with a positive experience of family support and continued support to look for alternatives if appropriate.

Any direct quotes/feedback from the individual you worked with:

- I enjoyed going to the birthday party.
- P (SL Carer) is funny.
- The house is nice and warm.

Case Study - 3

Title of Case Study: Moving from College to work

Date: 28th August-Ongoing

Business Unit: EmployAbility

Share your experience:

H and her friend were moving to Surrey after being away at college for 2 years. H has a learning disability. H was keen to move into their community and have a job but had very little experience. H was interested in catering so attended a 9 month supported internship at the University of Surrey which gave her the chance to try two different environments, a busy cafe and a restaurant with silver service. It was a slow start and H took a while to get used to the work, but it gave her the chance to learn skills in a real work environment to get a taste of what is expected from customers and other work colleagues. Surrey Choices taught her to catch the bus to work from her new home. With a new house in a new community, there was a lot to take on, so it was all taken slowly at the right pace for H. At the end of the internship she decided catering was the right career and she liked working in a cafe. Surrey Choices then found her some work experience at the Sodexo staff canteen in the Nuffield private hospital. It was a friendly environment where she got a chance to build up relationships with your customers. With a good reference from the University she applied for a permanent role and was successful. She now catches the bus to work and is enjoying the independence of her new life.

Challenge:

To enable an individual to be able to make their own choices. It can be hard for people with a Learning disability to make choices without trying things out first. The supported internship was tailored around her existing skills, but gave her the chance to learn new ones at her own pace. It gave her the confidence and skills to go into work experience with the best chance of impressing the employer with her ability to do a paid job. She made the choice of a career based on real knowledge of what would be involved. The supported internship was less pressurised than work experience and it gave her the time to get ready for work. It taught her how to work as a team and the pace of work to be expected.

Solution:

We worked closely with her social work team (Hampshire CC) who were moving her away from the family home to her chosen place to live in Guildford, Surrey. Working together we were able to address all aspects of her new life, from housing, friendship groups, social activity, accessing the community and her job. H and her friend were involved in all the decision making and her family were supportive of their choices.

Impact:

Her job is in her local community, all the staff know H and she enjoys friendly banter with them. As the role is within a hospital she is also aware of the wider hospital staff and patients. She has learnt appropriate behaviours and how to work with a wide range of people. She has also learnt some catering skills she can use to help her eat and prepare healthy food. Without a job she would lack structure in her week and something to be proud about.

Case Study - 4

Title of Case Study: Customer support to get their Art Diploma

Date: 18/02/2016

Business Unit: Nexus, Sunbury

Share your experience:

Customer A, who had been involved in a road traffic accident, showed exceptional talent in the art class at Nexus. A went on to show work at various art exhibitions that were held internally and externally, even selling pictures. A was encouraged by staff at Nexus to further A's skills and love of Art by attending college.

Challenge:

To enable the customer to complete a City and Guilds Functional Skills Qualification in English at level 1 to be able in the future to attend Art College to begin an Art diploma.

Solution:

The Art Tutor at Nexus taught the customer different art techniques

A also had 1:1 tuition from Learning Links at Nexus, organised by Surrey Choices.

A has short term memory as a result of brain injury so it was really important that A work on a 1:1 basis and in a quiet environment.

Impact:

A began tuition and support on 17th July 2015 and passed 4 modules and was awarded the City and Guilds Functional Skills Qualification on 1st October 2015.

A has gained a huge amount of confidence, which will enable A to move to Level 2 English.

Key learning points:

With the right support and encouragement our customers can achieve their goals and dreams.

Any direct quotes/feedback from the individual you worked with:

"I didn't think that the 1:1 support would help but it has been really good and I now want to go on to do my Level 2 English."

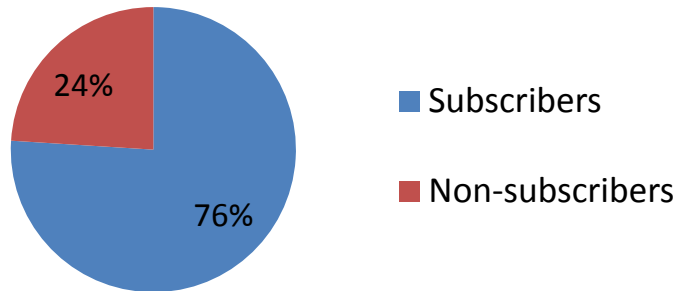
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The Social Care Market in Surrey: Key Issues

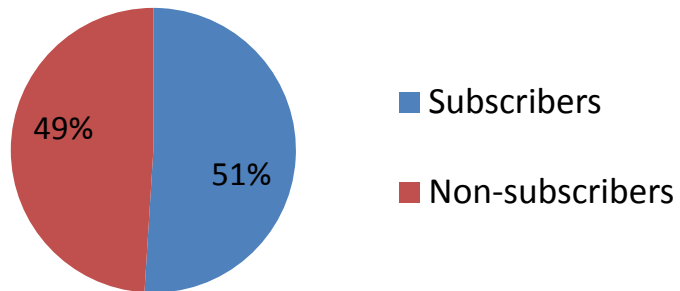
David Holmes
Chair of Surrey Care Association
March 2016

Who we represent

Care beds in Surrey



Domiciliary Care Agencies



What we do

- Member benefits
 - Information and intelligence
 - Financial benefits
 - Performance improvement
 - Workforce development
- Market development
 - Improve sector image
 - Influence policy to shape market
 - Promote community engagement
 - Promote quality of outcomes
 - Improve resources: Funding
 - Improve resources: Staff
 - Facilitate market efficiency
 - Develop market tools

The Care Act 2014 requires Surrey County Council to shape the market to meet the needs of all people who need care and support

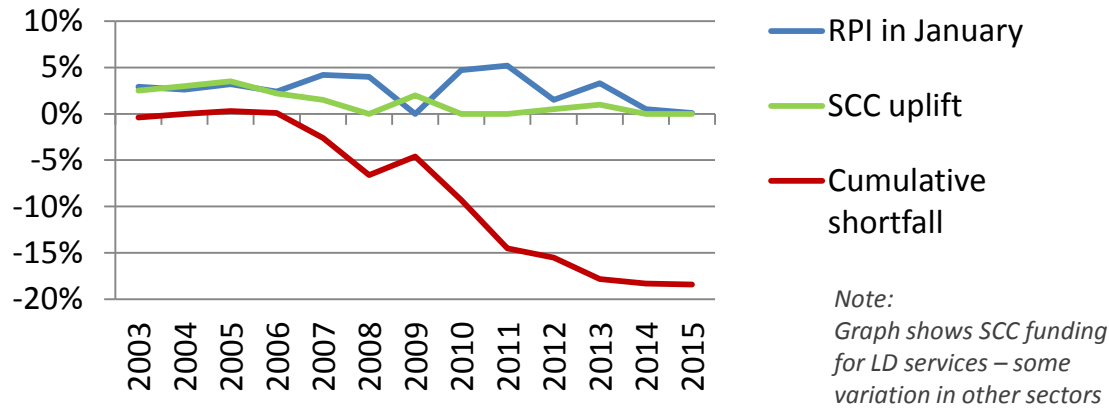
The care market should be:

“ sustainable, with a diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support ”

Surrey Care Association fully supports this objective

Key issue: Funding

Background



Current issues

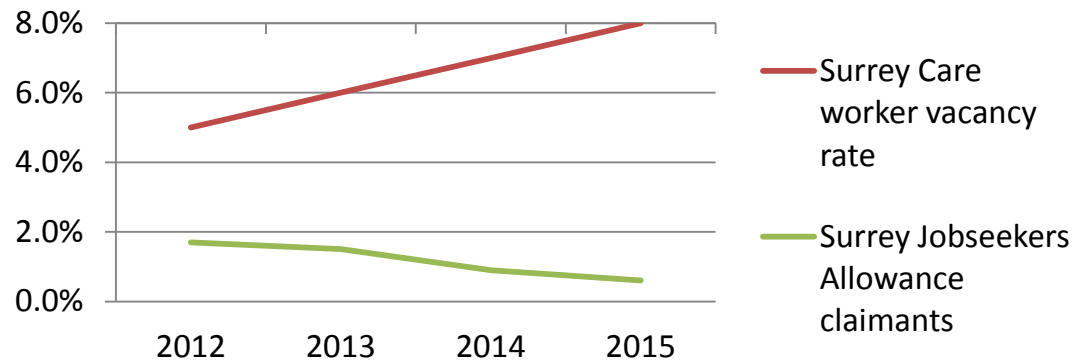
- Impact of wage erosion on recruitment and retention
- National Living Wage - £7.20 in April 2016, rising to £9.00 by 2020:
 - Publicly funded vs privately funded
 - Differentials between grades
 - Differential vs other sectors
- Pension Auto-enrolment
- Working Time Directive
- Proven underfunding in LD services – ref 2013 L&B study

Proposals

- Shift approach from resource-led to **needs-led**
- Establish current and future long term **cost of care** in each sector
 - Complete work in elderly care sector
 - Evaluate in other sectors
 - Evaluate impact of Living Wage (link to WSCC work?)
- Produce **standard cost model** for Surrey, with benchmarks
- Define **cost benchmarks**
- **Re-cost services** to understand areas of over and under-funding
- **Review value and sustainability** of services to inform decision-making
- **Fight for resources** if confirmed that the sector is underfunded

Key issue: Staffing

Background



Current issues

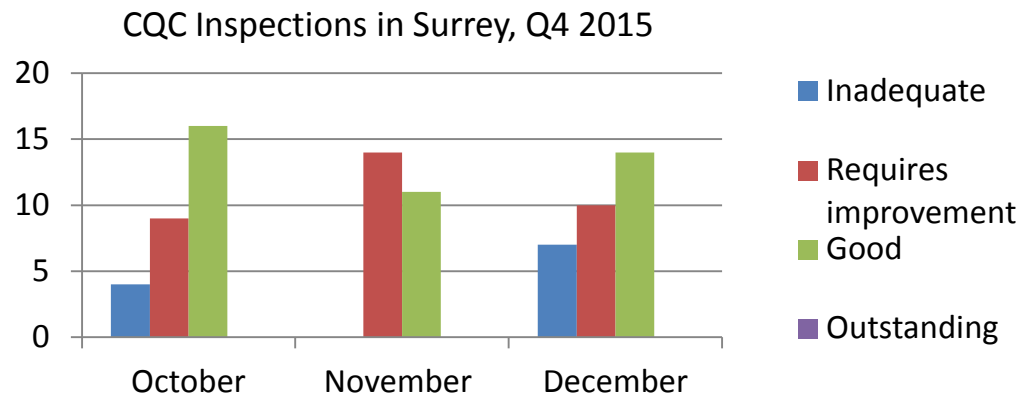
- Virtually no unemployment in Surrey
- Surrey staff vacancy rates above national average, and increasing
- Surrey retention rates also above the national average, and increasing (currently 31.3% per NMDS)
- Traditional overseas sources of excellent people cut off
- Barriers being erected to discourage immigration from the EU
- Pessimistic scenario suggests 1 million national shortfall by 2037
- Financial constraints have pushed pay towards minimum wage

Proposals

- Understand and **evaluate current workforce issues** (with reference to providers and NMDS)
- Develop Surrey **Social Care workforce strategy**
- Recruit a Project Manager and **get active now!**
 - PR campaign to raise profile
 - Social media
 - School careers
 - Recruitment fairs
 - Advertising
 - Provider support
 - Scandinavian approaches
- **Facilitate overseas channels**
- **Support training and development** through grant funding
- **Promote innovative models**, including friends, family and community

Key issue: Quality

Background



Page 160

Current issues

- No Surrey services inspected in Q4 2015 considered 'Outstanding'
- 52% of Surrey services inspected in Q4 2015 either 'Inadequate' or 'Requires improvement'
- 'Safety' highlighted as biggest area of concern (> half of inspections)
- Surrey inspection outcomes worse than national average
- Quality inevitably impacted by constrained funding and staffing
- Providers frustrated by inability to deliver high quality care
- Inevitable impact on sustainability

Proposals

- Adopt proposals to **ease funding and staffing constraints** – or no hope for quality
- Co-design **Surrey Care Standards** which focus on quality of life and experience
- **Adopt Surrey Care Standards across the County**
 - Raises profile of quality
 - Gives focus to what is really important in care in Surrey
 - Provides audit and development tool for providers
 - Capture and share innovative practice
 - Performance measurement and benchmarking
 - Contract performance management

Key issue: Sustainability

Market objectives

- Sustainable market
- Diverse range of care and support providers
- Continuous quality improvement
- Choice
- Better outcomes
- Cost effective
- Promotion of wellbeing

Market realities

- Fragile market, sustainability under threat
- Surrey provider community diverse, but all public-funded provision under threat
- Providers suffering:
 - Reduced profitability
 - Lack of investment
 - Low motivation and morale
 - Increased risk
- Quality hard to maintain
- Choice reducing, placements drying up
- Outcomes unclear, but CQC measures not positive
- Providers efficient and economical, and fighting to maintain effectiveness
- Delivering good value, but not sustainable

Deliver all 'good' savings

- Efficient processes
- Enablement
- Economies of scale
- Shared services
- Buying power

Fund at sustainable cost of care

- Reverse attrition caused by withholding inflationary uplifts
- Mitigate impact of Living Wage
- Achieve long-term market objectives
- Enhance quality
- Facilitate investment and development
- Motivate and incentivise providers

Cultural change

- Re-confirm shared interest (with new multi-party Surrey Concordat?)
- Communication, consultation, teamwork
- Joint work and co-design
- Transparency
- Fairness

Make brave, Nero-defying decisions

- Avoid complicity with savings targets which will damage lives
- Challenge SCC funding formula
- Lobby for a larger slice of SCC pie
- Go to referendum to ask the Surrey public to support social care with a reasonable increase in Council Tax

SOCIAL CARE SERVICES SCRUTINY BOARD
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED February 2016

The recommendations tracker allows Board Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Board. 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.

Scrutiny Board and Officer Actions

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
27 November 2014 063	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.	Internal Audit	The Service have reported that the actions in relation to this audit are now complete.	January 2016
10 April 2015 064	RECRUITMENT & RETENTION AND WORKFORCE STRATEGY [Item 8]	That the Select Committee continues to monitor the situation in relation to recruitment and retention in the service and receives a further report in January 2016. Recommends that the Directorate and HR liaise with the voluntary sector including the Surrey Coalition of Disabled People in the recruitment and retention of 'returning staff'.	Area Director – Mid Surrey Strategic HR & OD Relationship Manager	Scheduled for September 2016	January 2016

Item 14

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
10 April 2015 065	THE FUTURE OF SURREY COUNTY COUNCIL RESIDENTIAL CARE HOMES FOR OLDER PEOPLE [Item 9]	The Committee recommends that consideration be given to all staff to ensure that they are given ample opportunities to continue working for ASC or within the council.	Strategic HR & OD Relationship Manager		<i>September 2016</i>
25 June 2015	OFSTED BRIEFING AND UPDATE [Item 7]	That the strategy on recruitment and retention of social workers is shared with the Board at a future meeting.	Deputy Director of Children, Schools and Families	Interim Update scheduled for March 2016.	
25 June 2015 Page 164	OFSTED BRIEFING AND UPDATE [Item 7]	That a joint session is organised with the Education and Skills Board to explore the multi-agency approach to safeguarding in schools and other education provisions.	Democratic Services	The Education and Skills Board is due to look at its proposed Forward Work Programme on 17 September 2015 – a session will be scheduled for January 2016	<i>January 2016</i>
9 July 2015	ADULT SOCIAL CARE STRATEGIC DIRECTOR'S UPDATE [Item 5]	That the 0-25 pathway being co-designed by Adult Social Care and Children, Schools and Families is scrutinised by this Board.	Strategic Director Scrutiny Officer	An update on the Special Educational Needs and Disabilities (SEND) work-stream will be reported to the Education and Skills Board on 22 October. There is scope for the two Boards to establish	<i>March 2016</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				a cross-Board group to look at SEND and the 0-25 pathway in 2016.	
9 July 2015	DEPRIVATION OF LIBERTY SAFEGUARDS (DOLS) [Item 6]	That the Board is kept up to date on progress made on recruiting and training Best Interest Assessors (BIA) and the funding issues.	Practice Development Manager		July 2016
9 July 2015	SURREY SAFEGUARDING CHILDREN BOARD: CHILD SEXUAL EXPLOITATION [Item 9]	That officers work proactively with other safeguarding partners to ensure a single-point of contact for CSE is implemented across each organisation;		Discussed at the January meeting. Update requested for six months time	January 2016
9 July 2015	SURREY SAFEGUARDING CHILDREN BOARD: CHILD SEXUAL EXPLOITATION [Item 9]	That officers provide a further report demonstrating an analysis of trends and patterns related to CSE in 12 months' time.	Democratic Services	This will be added to the Forward Work Programme once 2016 dates are finalised	July 2016
9 July 2015	ADULT SOCIAL CARE DEBT [Item 8]	That work continues to increase the level of take-up of direct debit payments from 65%	Head of Resources		July 2016
9 July 2015	ADULT SOCIAL CARE DEBT [Item 8]	That officers explore the possibility of benchmarking the council's level of debt with other local authorities.	Head of Resources		July 2016

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
9 July 2015	ADULT SOCIAL CARE DEBT [Item 8]	That the data held on the level of adult social care debt as outlined in Appendix A of the report is extended to show how long unsecured debt has been outstanding e.g. 3 months, 6 months, 12 months.	Head of Resources		July 2016
7 September 2015	WORKING TOGETHER TO SAFEGUARDING CHILDREN 2015 [Item 7]	That an assessment is undertaken to establish the Council's expenditure for recent additional responsibilities to the Council following the Counter-Terrorism and Security Act, 2015 passing into law.	Community Safety Unit Senior Manager Gordon Falconer	This has been referred to officers, and will be reported back to the Board.	March 2016
7 September 2015	WORKING TOGETHER TO SAFEGUARDING CHILDREN 2015 [Item 7]	That officers work with key partners in the voluntary, community and faith sector to identify possible training gaps for front-line agencies in relation to CSE, FGM and Radicalisation.	Head of Safeguarding	Was discussed at January meeting. Recommended to return alongside Annual Report	January 2016
7 September 2015	WORKING TOGETHER TO SAFEGUARDING CHILDREN 2015 [Item 7]	That the latest report of the FGM Task and Finish Group is shared with the Board and a further update brought in 12 month's time.		This report has been circulated. Added to FWP	January 2016
7 September 2017	WORKING TOGETHER TO SAFEGUARDING CHILDREN 2015 [Item 7]	That progress on the County's Prevent Strategy Action Plan be brought to the Board in 12 month's time	Community Safety Unit Senior Manager	This will be added to the Forward Work Programme once 2016 dates are finalised	January 2016

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
Page 168		<p>Hicks, Ken Gulati, Yvonna Lay, Ramon Gray, Ernest Mallet and Fiona White.</p> <p>That officers clarify the formal mechanisms by which District and Borough Councils can share information and concerns related to safeguarding issues, particularly in relation to housing, taxi and premises licensing.</p> <p>That the Board receives an update on what actions have to be taken in line with the Improvement Plan to ensure the views of children and young people are heard.</p> <p>That the report receives a further report on the step-down processes in place for children's and families receiving support from children's services</p>			
30 October 2015	<p>MENTAL HEALTH CRISIS CARE CONCORDAT AND MENTAL HEALTH CODE OF PRACTICE: AN UPDATE [Item 9]</p>	<p>That the Scrutiny Board reviews the roll out of the Safe Havens across the remaining five Clinical Commissioning Group areas in Surrey including the financial sustainability of these projects.</p> <p>That an update is provided on the implementation of the Single Point of Access Project.</p>		Senior Commissioning Manager	May 2016

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
		That there is liaison between Surrey Police and Hampshire Police on good practice usage of the Aldershot Safe Haven for people in mental health crisis		Scrutiny Board Chairman and Police and Crime Panel Chairman	
25 January 2016 Page 169	ADULT SOCIAL CARE QUALITY ASSURANCE TASK & FINISH GROUP OUTCOMES [Item 7]	<p>The Board:</p> <p>Supports the proposals as outlined in the report, concluding the task and finish group work</p> <p>Supports the first phase of implementation and areas of further work, as outlined in the report, to be set up and managed as a new multi-agency project</p> <p>Recommends that Officers return to the Board when they have an implementation plan for the Board to review</p>	Head of Quality Assurance and Strategic Safeguarding		May 2016
25 January 2016	SURREY FAMILY SUPPORT PROGRAMME [Item 8]	<p>The Board notes:</p> <ul style="list-style-type: none"> • the success of this multi-agency and preventative approach in achieving the first phase of the Family Support Programme; and • the significant contribution the Family Support Programme can play as part of the emerging Preventative and Early Help Strategy and other 	Head of Family Services		May 2016

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
Page 170		<p>preventative initiatives across the Council and with Surrey partners.</p> <p>The Board requests further information, following the DCLG's national evaluation of the Troubled Families Programme, regarding the various savings made by the agencies involved in the Surrey Family Support Programme.</p> <p>The Board expresses concern regarding the proposed per capita Government funding of the programme and asks that the Cabinet take up this point to ensure the continuance of the programme beyond 2020.</p>			
25 January 2016	SURREY SAFEGUARDING CHILDREN BOARD ANNUAL REPORT [Item 9]	The Board recommends that a verbal update is provided by the Independent Chair on the Safeguarding Board's activity in six months time.	Independent Chair of the Surrey Safeguarding Children Board		<i>June 2016</i>

Social Care Services Board – Forward Work Programme 2016/17

4 March 2016
PUBLIC

- Surrey Care Association
- Review of Surrey Choices
- Internal Audit of AIS Care Assessments Update
- Children's Improvement Plan Interim Update
- Corporate Parenting: Lead Members Report
- Fostering and Adoption Services - Statements of Purpose and Annual Reports

12 May 2016
PUBLIC

- Integration - Better Care Fund Delivery
- Learning Disability Commissioning Strategy
- Transforming Care
- Children's Improvement Plan Update
- Youth Justice Strategic Plan

23 June 2016
PUBLIC

- Social Care Debt
- Continuing Healthcare

2 September 2016
PUBLIC

- Liquid Logic Update
- Adults Workforce inc. Recruitment and Retention
- FGM Task & Finish Group
- Prevent Strategy Action Plan

20 October 2016
PUBLIC

- Commissioning Support Unit
- Adult Social Care Budget Monitoring
- Liquid Logic

9 December 2016
PUBLIC

- Young Carers Trailblazer Project
- Review of Accommodation with Care & Support Strategy implementation and Older People's Homes Project

Future Scrutiny Topics

Potential topics that can be scheduled for scrutiny when appropriate as well as long term and ongoing items are listed below.

Children's Services and Youth Support Services

- Early Help
- Special Education Needs and Disabilities
- Safeguarding in schools (joint session with Education and Skills Board)

Adult Social Care

- Discharge Planning
 - Transition
 - Performance & Finance
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