

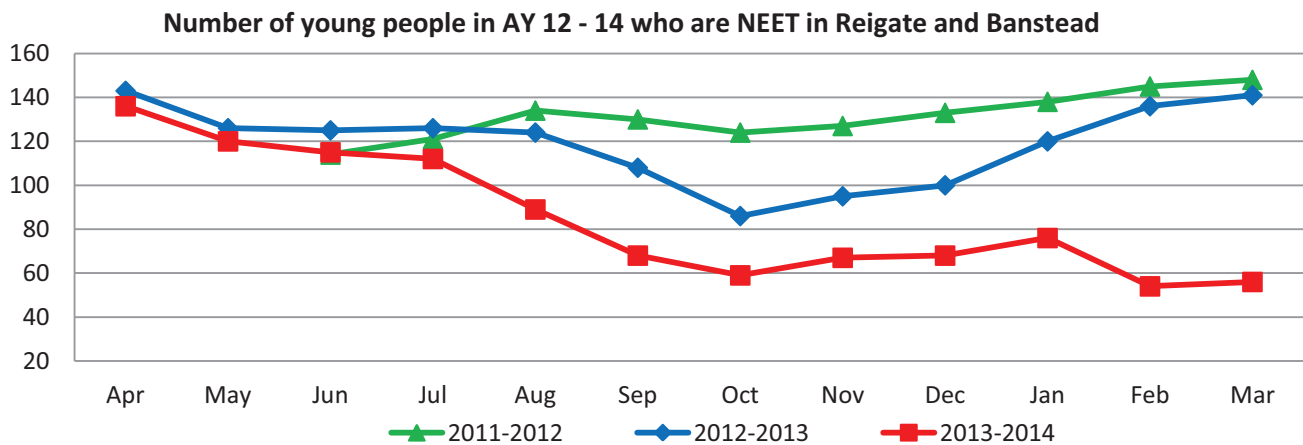
Services for Young People in Reigate & Banstead Performance Summary 2013/14

Countywide overview

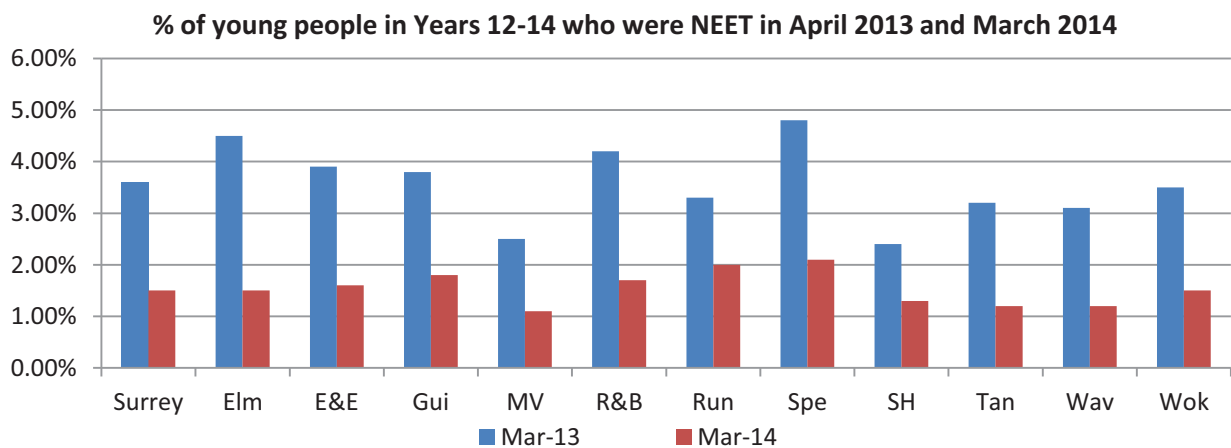
Services for Young People, working with our partners, has achieved a transformational reduction in the number of young people who are not in education, employment or training (NEET) from 978 (3.6%) in March 2013 to 429 (1.5%) in March 2014. Interim benchmarking data for the November 2013 to January 2014 supports our success, showing how Surrey had the joint-lowest proportion of young people who were NEET in the country.

Local performance story in Reigate & Banstead

The reason for this report is to tell the local story of how Services for Young people, working with our partners, has been making a difference to young people in Reigate & Banstead.



- In March 2014 only 56 young people were NEET compared to 141 in March 2013, a reduction of 60%. This was the largest reduction in terms of the number of young people who were NEET in the county.
- 98.3% of young people were participating in education, training, employment or re-engagement at the end of March 2014, compared to 95.6% in March 2013.



Youth Support Service

- 1.7% of young people in years 12-14 were NEET in March 2014 compared to 4.2% in March 2013
- Young people who were NEET had been out of education or work for an average of 155 days compared to 207 in the previous year
- 197 young people moved from NEET to PETE during the year compared 127 in the previous year
- 30.4% of young people who were NEET had been NEET before compared to 22.0% in the previous year
- 6.1% of young people were unknown in March 2014 compared to 6.5% in March 2013
- 22 first-time entrants to the youth justice system in 2013/14 compared to 15 in 2012/13 and 33 in 2011/12
- Only 9 young people sentenced to custody in Surrey during 2013/14
- 67 disposals given to young people as a result of offending in 2013/14 compared to 69 in 2012/13
- 119 Youth Restorative Interventions (YRIs) employed with young people involved in low-level offending this year, compared to 143 last year
- 51 young people at risk of homelessness supported in 2013/14
- 24 Children in Need case managed by the YSS in 2013/14

The Youth Support Service in Reigate and Banstead has made a really significant contribution to the large year-on-year reduction in NEET that has been achieved in the borough during 2013/14 – from 141 young people in March 2013 to only 56 in March. At 60%, this is the largest reduction achieved by any district or borough in county. Within this overall change a key success has been the reduction in young people who are NEET but choose not to engage with the service, which has been achieved via partnership working with local providers (such as Catch 22 Route to Work and Step Ahead) and persistent and creative efforts to engage young people by Youth Support Officers (YSOs)

Alongside reducing the number of young people who are NEET, there have also been reductions in the number of young people who are involved in offending, with statutory cases and Youth Restorative Interventions (YRIs) at an all time low – reducing to only 186 in 2013/14 compared to 212 during the previous year, working in partnership with other SYP commissioned services and partners.

As a Team we have worked together really well despite two members suffering long-term illness and two staff who moved on to other things during the year. Three new members of staff joined the team in November 2013 and are now finding their feet having completed their inductions.

Admin apprenticeship in our team offered to a NEET young person from Tandridge; During the year we have also had to remain flexible to changing demands and needs in the borough. As a team we are growing in confidence in managing our new Children in Need (also known as targeted support) cases. We are also now running a teen parent group, which meets weekly in our offices. The longer-term aim of this work is to link the young people with the universal provision that is already available in the borough, such as the Sure Start Children's Centres, with young people more willing to engage with YSS group initially, as it seen as more nurturing and less daunting for young parents who don't always feel they belong with the older groups at Children's Centres.

During 2014/15 we are keen to improve our co-working with local centre based youth-workers and are already forming links between individuals in the team and different centres. Similarly we have been trying to improve our liaison with Local prevention framework providers and held a frontline youth workers meeting in January, hosted by Reigate & Banstead Borough Council which encouraged networking with Local Prevention and Centre Based Youth Work. We plan to continue with this in 2014/15. We are also

planning to host a networking event for training providers to meet with staff and young people during the May half-term.

Case study – Supporting a Child in Need in Reigate and Banstead

D has been known to Children's Services for the duration of her life due to parental neglect and alcohol misuse. Her brothers were removed from the family home when they were younger, to permanently live with their father, but as D had a different father (who she has never met) she remained in the family home and continued to be placed at risk by her Mum.

Beginning in August 2012, D made a number of serious attempts to end her life, leading to her being sectioned and admitted to hospital. Upon discharge in January 2013, D was offered a place at Hope in Chessington, with a view to reintegration back to School. Since starting D has had 100% attendance, engaging well, but her reintegration back into mainstream school has been hard, despite a range of approaches including the YSS providing financial support so her Nan could transport her to school. However, she has continued to learn independently and achieve excellent results in all of her mock exams.

D experiences anxiety resulting in extreme thought processes and this leads to her self-harming. D has been admitted to hospital several times during the past year for self-harming which has gone wrong. D has expressed disappointment at herself on each occasion and the episodes are becoming less frequent.

D is now living with her Nan, which has been a significant factor in her progress. Initially Nan struggled managing D's self-harm but was offered support via a Grandparents group and also regular contact with professionals working with D, including her YSO, to support her to support D. D's YSO has worked closely with her over the last year, including regular visits every one to two weeks, all of which have been led by D, which has meant they have done a variety of things including, several long dog walks, visits to many garden centres as she enjoys looking at plants and seeds, and cups of coffee.

Through these informal meetings they have begun to explore D's relationship with her mum and the YSO has also been able to provide emotional support following incidents of self-harm, removing her from her environment if appropriate. In addition the YSO has provided Advocacy with School to ensure that D is able to best meet her potential in a way which is comfortable for her.

As a result of this work D is self-harming far less frequently and, when she does, no longer sees this as a positive coping strategy and her level of need with regards to emotional health has been assessed as reducing. D is excited about her future and often talks about things she would like to achieve and how she may get there. She is going to sit her GCSE's in May/June this year and an agreement has been reached with school, albeit a very creative one, which will ensure that D feels comfortable with the environment. She is predicted C's and D's in all subjects. She is then due to start Pamper Parlour with Route to Work in July and the YSO is working with the School to arrange work experience.

D was discharged from Hope on 24th April having been a patient for 15 months and having 100% attendance. D has requested a break in her therapy for a few months and will be reviewed by CAMHS Psychiatrist monthly for medication and mood in the interim. D will start East Surrey College in September to do hair and beauty course and has also recently been supported by her YSO to start a part time job at Chessington World of Adventures on a Saturday, which she is really enjoying.

Commission RAG ratings explained

To summarise performance of the Centre Based Youth Work (CBYW) and Local Prevention Framework (LPF) commissions we have used a Red Amber Green (RAG) rating system to make it easier to get a sense of how a particular provider is performing. The rationale behind the RAG rating is as follows:

- Red** agreed performance not achieved and no plan in place to achieve agreed performance or mitigating factors
- Amber** agreed performance not achieved but either a robust plan in place to achieve the agreed performance, or mitigating factors as to why the performance is unlikely to be achieved
- Green** agreed performance achieved or within the tolerance zone (85% or more)

Centre Based Youth Work (£43,259 and 7.8 full-time equivalents)

Centred Based Youth Work offers open-access youth work to young people in many of the areas with the greatest need in Surrey. Management of seconded Surrey County Council staff sits with a range of local providers, who complement SCC funded delivery with matched provision in terms of funding, resources and staff and volunteer time.

Banstead Youth Centre (Raven Housing Trust)

Banstead Youth Centre has consolidated on last year's performance and has made steady progress towards achieving level 2 of the Quality Mark. Young people are involved in delivery of youth work to a great extent, particularly on Friday evenings, which is run totally by the young people's committee. There has been a relatively high turn-over of part-time staff at Banstead Youth Centre which has had an impact on the total number of hours delivered.

Performance indicator	2013/14 performance					
	Agreed performance 2013/14	Actual 2013/14 performance	Achievement against agreed performance	Comparative 2012/13 performance	Direction of travel	RAG
1.1 Hours of co-produced youth work delivered from the Centre in 2013/14	700	566	80.9%	500	↑	Amber
1.2a Young people engaged in one or more hours of youth work	120	126	105.0%	93	↑	Green
1.2b Average hours of engagement per young person	60.0	48.0	80%	58.7	↓	Amber
1.3 Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.*	126	46	36.5%	19	↑	Amber
1.5 Each Centre achieves the National Youth Agency quality kite mark within the first Contract Year, and retains this mark in each subsequent contract year	Level 2	Level 2	On track		↑	Green
2.2 Young people who have been identified as at risk of becoming NEET who have attended the centre	30	4	13.3%	Comparison not available due to change in RONI process		Amber

*Distance travelled: clear and tangible development for a young person

Horley Youth Centre (Raven Housing Trust)

Horley Young People's Centre has seen a number of changes over the last year. There is a new Full-Time Youth & Community Worker who has been in post since November 2013. This has inevitably caused some disruption, although the offer to young people has continued to be of good quality throughout. There has also been a change of focus onto a younger age group, primarily 11-15, with a number of older young people becoming volunteers and paid staff. Even with the change of leadership, Horley Young People's Centre has achieved level 2 of the Quality Mark and is working towards level 3.

Performance indicator	2013/14 performance					
	Agreed performance 2013/14	Actual 2013/14 performance	Achievement against agreed performance	Comparative 2012/13 performance	Direction of travel	RAG
1.1 Hours of co-produced youth work delivered from the Centre in 2013/14	800	784	98.0%	680	↑	Green
1.2a Young people engaged in one or more hours of youth work	165	148	89.7%	152	↔	Green
1.2b Average hours of engagement per young person	55.0	29.1	52.9%	48.8	↓	Yellow
1.3 Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.*	148	93	62.8%	104	↓	Yellow
1.5 Each Centre achieves the National Youth Agency quality kite mark within the first Contract Year, and retains this mark in each subsequent contract year	Level 2	Level 2	On track		↑	Green
2.2 Young people who have been identified as at risk of becoming NEET who have attended the centre	35	11	31.4%	Comparison not available due to change in RONI process		Yellow








*Distance travelled: clear and tangible development for a young person

Merstham Youth Centre (Raven Housing Trust)

Provision in Merstham continues to be delivered from a number of venues, including St Nicholas' School and the Community Venue in Portland Drive. There is a focus on outdoor education with a number of young people working towards their Bronze and Silver Duke of Edinburgh Awards. One of the main pieces of work this year has been involving young people in the plans for the new community hub and youth centre in Portland Drive. Merstham Youth Centre has achieved level 1 of the Quality Mark and is working towards a level 2 assessment in the new academic year.

Performance indicator	2013/14 performance					
	Agreed performance 2013/14	Actual 2013/14 performance	Achievement against agreed performance	Comparative 2012/13 performance	Direction of travel	RAG
1.1 Hours of co-produced youth work delivered from the Centre in 2013/14	800	718	89.8%	114	↑	Green
1.2a Young people engaged in one or more hours of youth work	100	116	116.0%	91	↑	Green












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1.2b Average hours of engagement per young person	40.0	29.8	74.5%	14.9		
1.3 Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.*	116	26	22.4%	27		
1.5 Each Centre achieves the National Youth Agency quality kite mark within the first Contract Year, and retains this mark in each subsequent contract year	Level 1	Level 1	On track			
2.2 Young people who have been identified as at risk of becoming NEET who have attended the centre	50	22	44.0%	Comparison not available due to change in RONI process		

*Distance travelled: clear and tangible development for a young person

Phoenix Youth Centre (Raven Housing Trust)

The Phoenix Youth Centre has built on last year's success and continued to deliver high quality, needs led youth work on the Preston Estate. This quality was reflected in that the centre was given assessed as 'outstanding' during the observation of practice section of its successful level 2 Quality Mark assessment – one of only a handful of open access youth centres to have achieved this nationally. Young people have been closely involved in the development of the plans for the new youth centre. The Phoenix Youth Centre is working towards a level 3 Quality Mark assessment before the end of this academic year.

Performance indicator	2013/14 performance					
	Agreed performance 2013/14	Actual 2013/14 performance	Achievement against agreed performance	Comparative 2012/13 performance	Direction of Travel	RAG
1.1 Hours of co-produced youth work delivered from the Centre in 2013/14	800	638	79.8%	406		
1.2a Young people engaged in one or more hours of youth work	200	180	90.0%	176		
1.2b Average hours of engagement per young person	45.0	32.4	72.0%	26.1		
1.3 Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.*	180	115	63.9%	93		
1.5 Each Centre achieves the National Youth Agency quality kite mark within the first Contract Year, and retains this mark in each subsequent contract year	Level 2	Level 2	On track			
2.2 Young people who have been identified as at risk of becoming NEET who have attended the centre	40	22	55.0%	Comparison not available due to change in RONI process		

*Distance travelled: clear and tangible development for a young person

Sovereign Youth Centre - Satellite (Raven Housing Trust)

Performance indicator	2013/14 performance		
	Performance in period 2013/14	Performance in period 2012/13	Direction of travel
Hours of co-produced youth work delivered from the Centre in 2013/14	78	182	↓
Young people engaged in one or more hours of youth work	83	192	↓
Average hours of engagement per young person	12.1	24.7	↓
Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.	15	23	↓
Number of young people who have previously been subject to YRIs who have attended the centre	1	10	↓
Number of young people who have been identified as at risk of becoming NEET who have attended the centre	5	Comparison not available due to change in RONI process	
Each Centre achieves the National Youth Agency quality kite mark within the first Contract Year, and retains this mark in each subsequent contract year.	No	N/A	↑

Local Prevention Framework (*£152,620 during 2013/14*)

Following a comprehensive evaluation, the Local prevention framework was re-commissioned during 2013 with a clarified focus on the outcome of increasing the resilience of young people and reducing their risk of becoming NEET and targeted by local neighbourhood. Priorities are set locally by Youth Task Groups, fora involving Members, young people partners and stakeholders. Activities commissioned often include youth work, mentoring or counselling, although a wide range of solutions have been developed across the county.

April 2012 – August 2013 (*The Youth Consortium - £242,250*)

Performance indicator	Agreed performance April 2012-August 2013	Actual performance April 2012-August 2013	% achieved April 2012-August 2013	RAG
Number of young people engaged in one or more hours of preventative activity	187	404	216.0%	

September 2013 – March 2014 (*Reigate and Redhill YMCA - £81,370*)

Performance indicator	2013/14 performance				RAG
	Agreed performance (September 2013 - August 2014)	Expected performance for period September 2013 to March 2014	Actual performance September 2013 to March 2014	Achievement against expected performance	
Number of young people engaged in one or more hours of preventative activity	254	141	158	112.1%	
Number of young people engaged in 12 or more hours of preventative activity	254	141	43	30.5%	
Average hours of engagement* per young person**			7.9		

*Engagement: a meaningful conversation or activity with a young person.

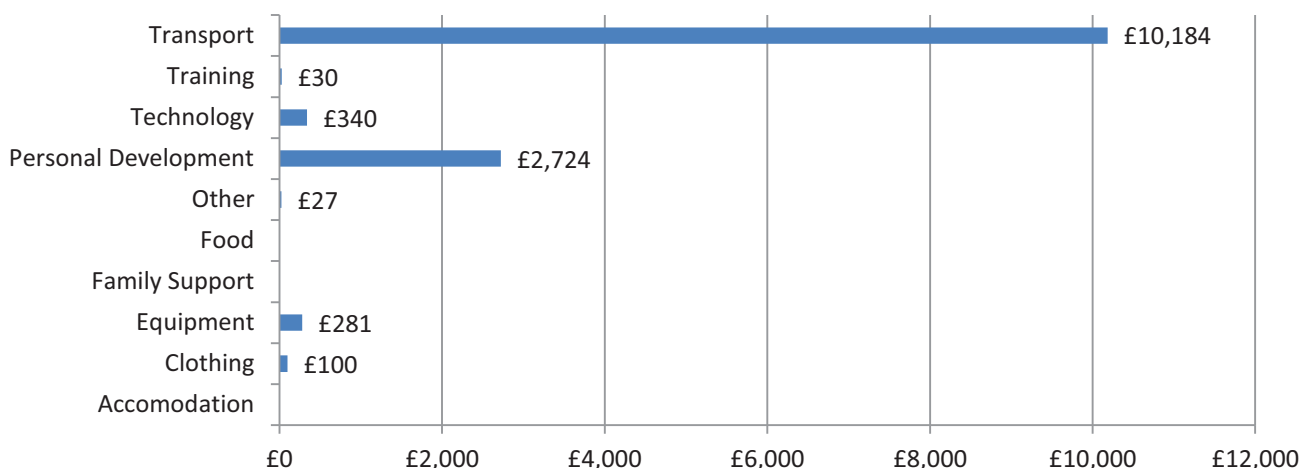
**This measure not recorded for April 2012-May 2013

Since its re-commission starting on 1 September 2013, the Local Prevention Framework has got off to an excellent start. The provider has worked in all the priority areas including Redhill, South Reigate, Merstham and Preston and with a high number of young people. There is now a strong team of staff recruited to deliver high quality preventative work with young people ranging from detached youth work to youth counselling. The work with young people will be assessed for level 1 of the Quality Mark in the winter.

Individual Prevention Grants (£15,000)

Individual Prevention Grants (IPGs) were introduced in Surrey in 2013/14 to remove barriers to participation for young people who are NEET or at risk of becoming NEET. Each local YSS Team had an allocated budget, set in consultation with Local Committees, to be used flexibly to respond the changing needs of young people.

IPG expenditure by type of need



- £13,685 of £15,000 (91.2%) of IPG funding was allocated to remove barriers to participation
- A total of 71 grants were given to young people with an average value of £193
- The main barriers addressed were 'Transport' (74%) and 'Personal Development' (20%)
- 76% young people who were NEET during 2013/14 and received IPGs in Reigate and Banstead were PETE in March 2014

Youth Small Grants (£25,000)

Youth Small Grants are available to small voluntary, community or faith sector organisations across Surrey to enable: more quality youth work to be delivered locally; more young people to participate in education, training and employment; and more young people to be kept safe from crime and anti-social behaviour. The grants were administered by Surrey Youth Focus for the first time this year.

The £25,000 allocated to Reigate and Banstead Local Committee for Youth Small Grants was allocated across 21 projects to support work with young people across Reigate & Banstead as follows:

Organisation	Project Title	Amount allocated
10th Redhill Guides	Christmas Crafts Day	£300
2nd Reigate Explorer Scout	2nd Reigate Explorer Scouts – Summer Camp & Expedition 2013	£500
9 th Horley Beaver, Cub, Scout and Explorer Scout Group	Replace Tents	£1,600
Borough of Reigate and Banstead Arts Council	BRBAC Arts Festival Community Drama Day for young people	£950

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CAMHS Youth Advisors (CYA)	CYA Awards	£690
Dorking and District Young Farmers Club	Dorking and District Young Farmers (New Senior Club)	£208
Holistic Harmony CIC	AIM (Aspirations in Merstham)	£3,954
Kingswood Falcons football club	Kingswood falcons football club	£1,243
Merstham Cricket club	TO EXTEND TRAINING SESSIONS FOR JUNIOR AND DISABILITY MEMBERS BY THE HIRE OF INDOOR FACILITIES FOR THREE MONTHS	£ 1,000
Redhill Raiders junior cycle squad	Redhill Raiders junior cycle squad - 2014 reaching-out project	£1,500
Redhill Town Complex Needs Football Club	Redhill Town Complex Needs Football Club. (Start Up in Redhill)	£1,820
Reigate & Banstead DofE Forum	Reigate & Banstead Duke of Edinburgh (DofE) Forum Group Annual Award Ceremony	£1,000
Reigate Priory Cricket Club	Cricket Academy	£500
Reigate Sea Cadets	New Band Equipment	£2,750
Salfords Cricket Club	Creation of Youth Cricket Section at Salfords Cricket Club	£2,000
Salfords NV Youth Club	Basic Cooking Skills	£450
Studio ADHD	Reflections Angling Project	£ 625
Surrey Army Cadet Force	Tiger's Adventure	£450
Surrey Federation of Young Farmers' Clubs	Surrey Young Farmers - core supportive activities and development project 2012	£310
TS Ambuscade (Nautical Training Corps)	Youth Marching Band	£ 990
UBB (Basketball Club)	UBB Basketball satellite club (Warwick School, Redhill)	£ 2,160
Amount allocated		£25,000
	Amount remaining	£0

Case study - Salfords NV Youth Club - Cooking Project

Salford NV Youth Club was granted £450 toward cooking equipment and ingredients to teach children basic cookery skills, team building, self confidence, sample different foods and styles of cooking.

The project engages 15 young people. The children are between 10 -16 with only two girls at the age of 15 and 16.

The cooking project has enabled the two older girls to learn leadership by helping the younger children learn basic cooking skills.

The young children have been placed in small groups and have learnt to communicate in a team, prepare ingredients, use cooking tools.

*"The children have lots of fun and I think the best thing was at the end of our first cooking evening one of the young boys said *thank you for arranging a wonderful night* it was the first time he had ever prepared food."*

When the kitchen is finished the club will prepare menu's with the children, discuss cooking tasks, try different foods from different cultures to enable the children to learn more life skills.



Leader's Ready for Work Programme (*£867,000 countywide*)

During 2013/14 SYP established the Leader's Ready for Work programme countywide, endorsed and part-funded by David Hodge (Leader of SCC). Building on the Transformation of SYP, the programme aimed to equip us to generate more individually tailored education, training and employment opportunities for young people that develop their employability. Achieving this has involved developing and embedding a range of new approaches, with three main examples below.

Re-engagement

Surrey's re-engagement programme (Ready 4 Work) is delivered in-house by the YSS and offers a bespoke local range of activities to young people who would otherwise be NEET, equipping them with the skills, attitudes and behaviours they need to 're-engage' in education, training or employment. Whilst the local offer in each area is different, the activity is underpinned by a shared employability curriculum.

- During 2013/14 this programme has engaged 1,330 young people across the county
- At the end of March 2014, 48 young were in re-engagement provision in Reigate and Banstead

Apprenticeships

The programme has focussed on increasing the number of Apprenticeships available to young people. As well as a number of employer engagement events and increasing apprentice recruitment by SCC and our partners, the programme has offered grants to support new employers to take on apprentices.

- 482 grants have been given to employers who are now offering apprenticeship opportunities to Surrey young people
- 41 new employers in Reigate and Banstead have taken on apprentices as a result

Employment Development Officers (EDOs)

EDOs have recently been recruited to support the YSS to develop meaningful employment and work experience opportunities for young people who would otherwise be NEET. In the SE of the County Catch 22 have developed a similar offer and fulfil the role of EDOs in these areas. Despite starting up between December 2013 and February 2014, EDOs had already secured 43 placements by the end of March.

Skills Centres (*East Surrey College - £26,500*)

Skills Centres provide foundation learning opportunities, delivered locally from some of our youth centres, to young people who would otherwise be NEET. Contracts have been awarded for three years, with

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projects pump primed with funding provided by Surrey County Council for the first year of delivery. This report covers the period September 2012 to March 2014, where all programmes delivered were eligible for Surrey County Council funding. Providers were monitored not only on participation but also on learner progressions, with funding being awarded partly on a payment by results basis. Across the County the programme exceeded its engagement target of 170, supporting 174 young people.

- 12 young people attended the Skills Centre in Reigate and Banstead against a target of 20 young people
- 56% of those who attended the Skills Centre had achieved a successful and sustained progression lasting more than 3 months to further education, training or employment at the end of March 2014

Year 11/12 Transition (*East Surrey College - £49,596*)

The Year 11/12 Transition commission focuses on providing intensive support to young people in year 11 who have been identified as being at risk of becoming NEET through Surrey's partnership owned Risk of NEET Indicator (RONI). This approach identifies young people who exhibit NEET risk factors. Examples include being a looked-after child, having previously offended, participating in alternative learning programmes, having school attendance of less than 80% and being permanently excluded from school.

Young people are allocated a key worker from the January of year 11 and provided with mentoring to help them to identify a progression route following their compulsory schooling and then supported for the first term of year 12. National research indicates that young people are most vulnerable to dropping out of further education during the period leading up to Christmas, as they may struggle to keep up with the work or decide that they have chosen the wrong courses. This support takes a variety of forms and adopts a holistic approach to addressing the multiple barriers to participation for the young people, including homelessness, substance misuse, mental health issues and family breakdown.

- Supported 79 Reigate and Banstead young people in Year 11 who were identified, in partnership with local schools, as at risk of becoming NEET
- 95% success rate - 75 young people were in positive destinations at the end of January 2014

Pathways Team (SEND)

SEND Pathways Team work with all young people who have or previously had Statements of Special Education Needs aged 14-25, fulfilling a key statutory duty of the council to support their transition to education, training and other options. In practice this means: completing statutory Learning Difficulty Assessments (LDAs), in partnership with young people their families and other professionals, which sets out the young person's needs and the support required from an educational provider so that the young person can continue to access learning; providing information, advice and guidance to young people and their families; attending and contributing to school and college reviews; and liaising with social and educational establishments to ensure young people receive a support package that meets their needs.

- Across the county the Pathways team supported more than 2,000 young people with SEND during 2013/14
- 542 of these made the transition from year 11 to year 12 in September 2013, with 87% remaining in a positive destination at the end of January 2014.

Surrey Outdoor Learning and Development (SOLD) (£339,000 countywide)

SOLD offer outdoor learning opportunities to young people across Surrey and neighbouring areas. Many of their services are traded with other external organisations and they generated income of almost £1,050,000 in 2013/14. As well as these wider services, SOLD has been commissioned to offer local opportunities to young people who are NEET or at risk of becoming NEET in each of Surrey's districts and boroughs, relying on the YSS to engage young people.

- 5% increase in total visitors to SOLD countywide from 30,920 in 2012/13 to 32,420 in 2013/14
- 18% increase in income generated by SOLD during 2013/14
- 169 young people engaged in SOLD sessions in the SE, referred from the YSS, meaning expenditure of £9,370 against a budget of £35,000

Youth Engagement Contract (*Working Links* - £360,000)

The Youth Engagement Contract is a countywide service, largely delivered online and is designed to ensure young people are able to access the information, advice and guidance (IAG) that they need to make good decisions at key points in their lives. The offer comprises two main elements. The first is U-Explore, an online careers and education IAG service, whilst the second is 'wearesurge.co.uk', a co-produced online platform to engage young people and provide young people information in a way that is right for them.

- 53,059 young people accessed IAG on Surge
- 16,398 young people accessed careers and education IAG on U-Explore
- 2,872 social media comments and 'likes' related to IAG content

Following user testing in 2013 Surge and U-Explore undertook a series of improvements including the addition of live volunteering and apprenticeship opportunities and over 1,000 things to do and places to go for young people in Surrey. A supplier relationship management project was completed in March 2013 with Working Links exiting the contract and Surrey signing new contracts with U-Explore and The Eleven directly. At the same time the Surge website was completely rebuilt to significantly improve the service to young people. In total the SRM project saved the council £250,000 on the Youth Engagement Contract.

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