

# Services for Young People in Spelthorne Performance Summary 2013/14

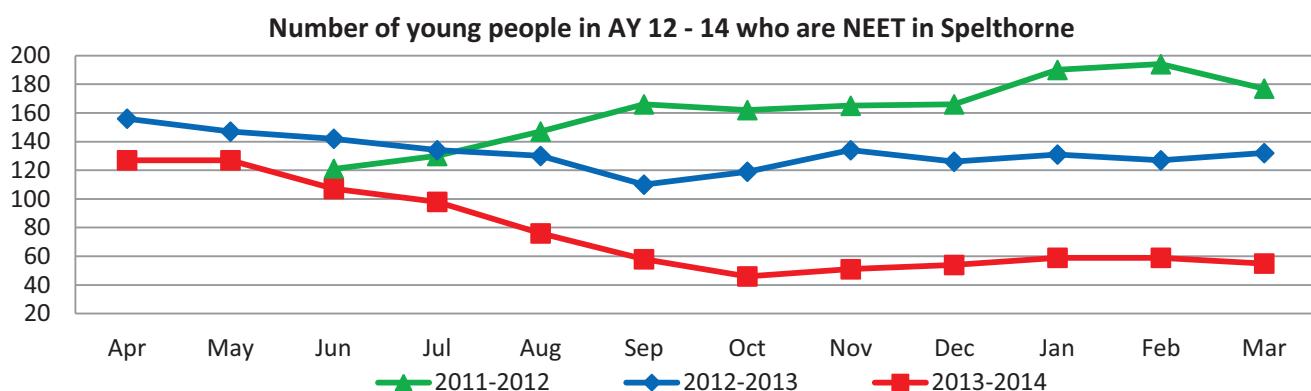


## Countywide overview

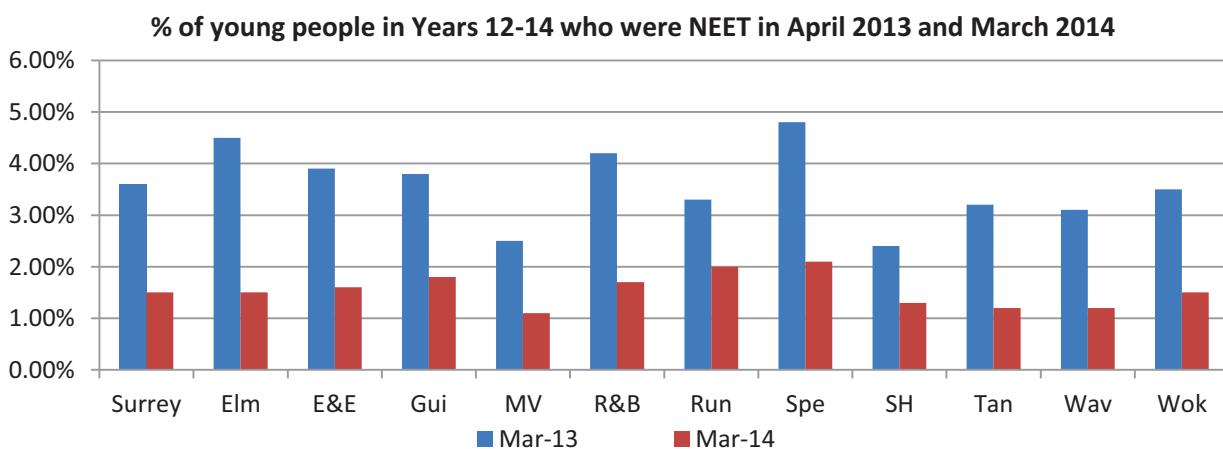
Services for Young People, working with our partners, has achieved a transformational reduction in the number of young people who are not in education, employment or training (NEET) from 978 (3.6%) in March 2013 to 429 (1.5%) in March 2014. Interim benchmarking data for the November 2013 to January 2014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

## Local performance story in Spelthorne

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 Spelthorne.



- In March 2014 only 55 young people were NEET compared to 132 in March 2013, a reduction of nearly 60%.
- 97.9% of young people were participating in education, training, employment or re-engagement at the end of March 2014, compared to 95.2% in March 2013.



## Youth Support Service

- 2.1% of young people in years 12-14 were NEET in March 2014 compared to 4.8% in March 2013
- Young people who were NEET had been out of education or work for an average of 116 days compared to 173 in the previous year
- 220 young people moved from NEET to PETE during the year compared 195 in the previous year
- 47.3% of young people who were NEET had been NEET before compared to 34.8% in the previous year
- 5.4% of young people were unknown in March 2014 compared to 7.0% in March 2013
- 13 first-time entrants to the youth justice system in 2013/14, the same as 2012/13 and fewer than 30 in 2011/12
- Only 9 young people sentenced to custody in Surrey during 2013/14
- 43 disposals given to young people as a result of offending in 2013/14 compared to 52 in 2012/13, a 17% reduction
- 88 Youth Restorative Interventions (YRIs) employed with young people involved in low-level offending this year, compared to 117 last year
- 28 young people at risk of homelessness supported in 2013/14
- 21 Children in Need case managed by the YSS in 2013/14

The Spelthorne Youth Support Service (YSS) supports the most vulnerable adolescents in Spelthorne. It runs a case management service for young people who are NEET (not in education, training or employment), those who are offending or causing anti-social behaviour in their communities, and young people who are homeless. In recognition of YSS staff skills with vulnerable and challenging teenagers, the Youth Support Service also now manage Child in Need cases aged 14+ as part of an Early Help arrangement with Surrey Children's Services, and works under the No Labels scheme to engage young people with mental health issues who are failing to engage with the Child and Adolescent Mental Health Service (CAMHS). Successfully intervening with young people and families at this stage not only has a positive impact on individual lives, but is likely to significantly reduce the future demands on public services and finances.

The young people and families that fall under this remit present with multiple and complex needs. YSS staff, who come from a variety of professional backgrounds, use a range of specialist skills to achieve positive change and participation. These include skills in motivation and engagement, careers advice and guidance, substance misuse and mental health, offending behaviour, and working with families and parents. A typical approach starts with a full assessment of a young person and the family, followed by the drawing up of a tailored plan to achieve positive change. Interventions are sequenced so that the main barriers to participation are addressed first, thereby enabling the young person to go on to engage with constructive activities. Work is often intensive – a high risk or vulnerable young person may be seen several times a week. Underpinning the YSS approach, and central to its success, is a belief in the importance of developing a trusting professional relationship between the young person and their Youth Support Officer.

Over the last two years, the YSS in Spelthorne has made significant progress in reducing risk and achieving participation for local young people. The number of NEET young people in borough has been reduced from 160 in January 2012 to 53 in November 2013. Youth offending rates remain at an historic low and no young person in Spelthorne has been sentenced to custody during the 30 months of the YSS' existence. The YSS

has undertaken key work to safeguard local Children in Need, which has included the delivery of Surrey's Homeless Prevention Service. This in turn has eased pressures on Surrey's Children's Services and forms an important part of Surrey's Early Help offer.

#### YSS Spelthorne case study

B was referred by Surrey Children's Services to the YSS in 2012 at a 16 year old Child in Need. B had a long history of contact with statutory services – she had been on the Child Protection Register since the age of 8 and had spent periods as a Looked After Child. She had a range of vulnerabilities, including a history of being sexually abused, and experiencing breakdowns in family relationships and her education. She had previously self-harmed, used drugs, and refused to engage with child mental health services.

B began to work with her Youth Support Officer in 2012. Given her multiple needs, the action plan needed to be carefully structured to ensure it was effective. The key to this was taking account of B's own wishes and priorities, and making sure that the work was sequenced so that it was manageable. Initially her Youth Support Officer focussed on supporting B's emotional health. This included some referrals elsewhere (for example to a specialist counselling service for victims of sexual assault), but also 1:1 work to support B in managing her anger and her relationships with her family. Given the level of family breakdown, this was a challenging area of work which also involved support of B's father around his parenting skills. After seeing improvement in this area, her YSO went on to work with B around other risk-taking behaviours such as her drug use, risky sexual practices, and her ongoing vulnerability to being sexually exploited by others. B both reduced her drug use and increased her understanding of what constitutes a healthy and non-abusive relationship. The positive and trusting relationship that had developed between B and her YSO was the key to being able to address these sensitive and personal areas of B's life.

By this point B was resilient enough to start focussing on her future career aspirations. She began with a small step – attending a local cookery group run by the YSS to enable young people to get their food hygiene certificate. The group as a whole grew in confidence, and soon began taking on occasional catering commissions, which gave B the experience of preparing for and running an event, including interacting with the public. B has since gone on to complete the YSS skills centre course run by Brooklands College and is currently attending the Prince's Trust Course.

B often talks about the journey she has made (and continues to make). She expresses delight at no longer have the 'label' of being a child protection case or Looked After Child. Her family relationships have strengthened to the point where a source of distress has become a source of happiness and protection. She has ceased her risk-taking behaviours and finds herself much better able to manage her own emotions and relationships with others. Perhaps the greatest impact has been on B's self-esteem. She has the belief that she can be a success in her personal life and career, and a range of positive experiences under her belt that advance her on that path.

## Commission RAG ratings and direction of travel 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:

<b>Red</b>	agreed performance not achieved and no plan in place to achieve agreed performance or mitigating factors
<b>Amber</b>	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
<b>Green</b>	agreed performance achieved or within the tolerance zone (85% or more)



2013/14 performance is at least 2% less than 2012/13 performance



2013/14 performance is within 2% above or below 2012/13 performance



2013/14 performance is at least 2% above 2012/13 performance

### Centre Based Youth Work (*£50,100 and 7.95 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.

#### *Ashford Youth Centre (The Youth Consortium – Lifetrain Trust)*

Ashford Youth Centre has had a slow year, primarily link to staffing shortages. A new Youth and Community Worker was appointed in September 2014 and the centre has made steady progress since. The number of sessions and young people using the centre has increased. A new partnership project with local schools has been very successful. The centre has had to build its membership from a very low base, so there is greater focus currently on younger young people, to provide early prevention support.

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	757	112	14.8%	188	⬇️	Yellow
1.2a Young people engaged in one or more hours of youth work	180	71	39.4%	174	↔️	Yellow
1.2b Average hours of engagement per young person	25	20.0	80.0%	20.4	↔️	Yellow
1.3 Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.*	180	71	39.4%	14	⬆️	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	Yes		On track / Development needed			
2.2 Young people who have been identified as at risk of becoming NEET who have attended the centre	50	10	20%	Comparison not available due to change in RONI process		

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

### *Leacroft Youth Centre (The Youth Consortium – Lifetrain Trust)*

Leacroft has had a hectic year. It's important to note that the centre was closed until January 2014 to allow for its refurbishment. The centres staff team delivered youth work outcomes to young people in alternative venues whilst the centre was closed. This had a significant impact on performance reporting. Since the centre re-opened it has achieve Level One of the National Youth Agency Quality Mark and has opened new sessions.

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	757	195	25.8%	81		
1.2a Young people engaged in one or more hours of youth work	60	67	111.7%	51		
1.2b Average hours of engagement per young person	30.0	41.1	137%	13.6		
1.3 Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.*	140	30	21.4%	0		
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	Yes	Yes	On track / Development needed			
2.2 Young people who have been identified as at risk of becoming NEET who have attended the centre	50	4	8%	Comparison not available due to change in RONI process		

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

### *Shepperton Youth Centre (The Youth Consortium – Lifetrain Trust)*

Shepperton Youth Centre remains at the heart of the community in Shepperton. The centre is immersed in innovative project ideas and involving young people is a key strength of the centre. Performance for year two was lower than year one, however year one was exceptional. The centre carries out many trips and visits and continues to work with the community to add value to the offer to young people. Due to staff vacancies and other factors beyond the centres control the centre has reported lower than expected performance. However the centre has achieved Level Two of the NYA Quality Mark, demonstrating that the centre delivers good outcomes for young people.

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

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1.1 Hours of co-produced youth work delivered from the Centre in 2013/14	857	482	56.2%	832		
1.2a Young people engaged in one or more hours of youth work	240	170	70.8%	210		
1.2b Average hours of engagement per young person	37.0	39.8	107.6%	19.8		
1.3 Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.*	200	62	31.0%	6		
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	13	4	30.8%	Comparison not available due to change in RONI process		

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

### *Stanwell Youth Centre (The Youth Consortium – Lifetrain Trust)*

Stanwell Youth Centre is to be congratulated on its performance throughout 2013-14. The centre has been nearly fully staffed all year and has offered more sessions of youth work to young people than ever in its history. The centre achieved Level Two of the NYA Quality Mark, demonstrating that the quality of provision is high. This is in the context of often poor behaviour and significant challenging needs. The centre has had to support a number of serious cases and has done this to a high standard.

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	757	550	72.7%	463		
1.2a Young people engaged in one or more hours of youth work	230	225	97.8%	225		
1.2b Average hours of engagement per young person	37.0	32.0	86.5%	30.5		
1.3 Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.*	210	206	98.1%	69		
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	Yes	Yes	On track / Development needed			
2.2 Young people who have been identified as at risk of becoming NEET who have attended the centre	45	88	195.6%	Comparison not available due to change in RONI process		

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

### *Sunbury Youth Centre (The Youth Consortium – Lifetrain Trust)*

Sunbury Youth Centre has had a steady year building on the work in 2012-13. The centre has had significant recruitment challenges, although these are now being resolved. The centre has recently been developing new provision for young people and has a successful Steering Group. The centre has embraced new

approaches to community conferencing and is actively building relations with partners to challenge poor behaviour in and around the centre.

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	757	341	45.0%	269	↑	Yellow
1.2a Young people engaged in one or more hours of youth work	150	215	143.3%	162	↑	Green
1.2b Average hours of engagement per young person	39.0	25.8	66.2%	30.2	↓	Yellow
1.3 Young people attending the youth club demonstrate positive 'distance travelled' by end of intervention.*	150	71	47.3%	48	↑	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	Yes	Yes	On track / Development needed		↑	Green
2.2 Young people who have been identified as at risk of becoming NEET who have attended the centre	30	33	110.0%	Comparison not available due to change in RONI process		Green

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

## Local Prevention Framework (*£126,250 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.

The LPF in Spelthorne has been broadly very successful. This report covers two commissioning periods. In 2012-13 the YSS delivered half of the LPF offer and achieved all the stated outcomes for young people. Alongside at the YSS, The Youth Consortium delivered the other half of the service equally well. Both providers had to work together to minimise duplication and completion.

Since September 2013 the Lifetrain Trust has been delivering 100% of the LPF service to young people. The new young people led Mobile Bus Shelter has been a huge success accounting for much of the statistics for the project. Joint work with business leaders and volunteers from the world of HR has delivered an exciting set of CV and Job Skills residencies hosted and Royal Holloway. These sessions have shown particular benefit to young people.

## April 2012 – August 2013 (*The Youth Consortium - £90,667*)

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	113	230	202.9%	Green

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### April 2012 – August 2013 (*YSS Spelthorne £90,667*)

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	113	161	142.1%	Green

### September 2013 – March 2014 (*Lifetrain Trust - £72,917*)

Performance indicator	2013/14 performance				
	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	RAG
Number of young people engaged in one or more hours of preventative activity	600	290	446	153.8%	Green
Number of young people engaged in 6 or more hours of preventative activity	280	140	257	183.6%	Green
Average hours of engagement* per young person**			10.0		Green
Number of young people displaying a demonstrable increase in resilience and reduction in risk	#		#		Green

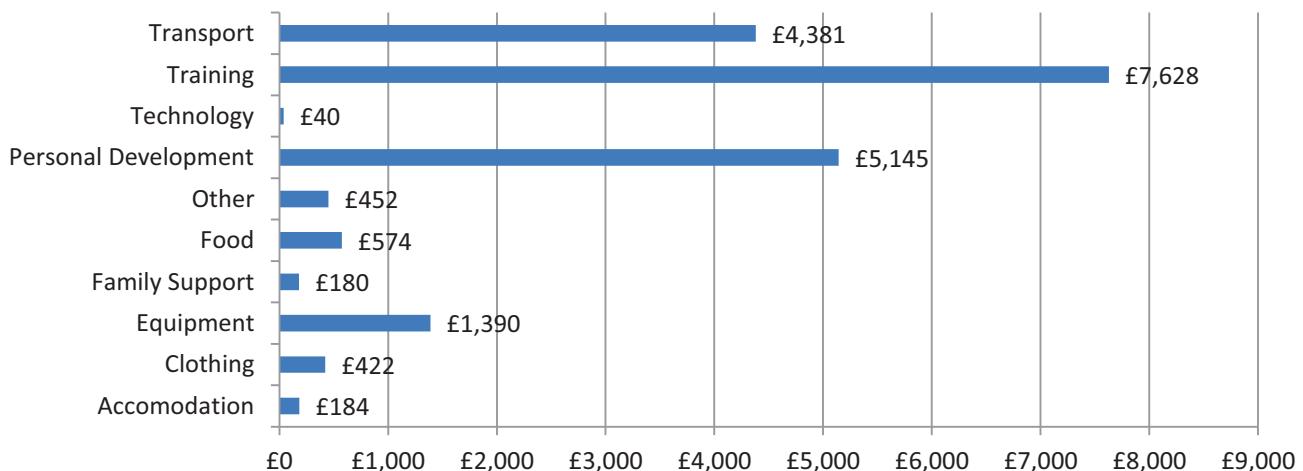
\*Engagement: a meaningful conversation or activity with a young person.

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

### Individual Prevention Grants (£20,000)

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 to the changing needs of young people.

**IPG expenditure by type of need**



- £20,395 was allocated to remove barriers to participation for young people against a budget of £20,000

- A total of 92 grants were given to young people with an average value of £222
- The main barriers addressed were 'Training' (37%), 'Personal Development' (25%) and 'Transport' (22%)
- 80% young people who were NEET during 2013/14 and received IPGs in Spelthorne were PETE in March 2014

## Youth Small Grants (£17,000)

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 £17,000 allocated to Spelthorne Local Committee for Youth Small Grants was allocated across 9 projects to support work with young people across Spelthorne as follows:

<b>Organisation</b>	<b>Project title</b>	<b>Amount allocated</b>
398 (Staines & Egham) Squadron ATC	Cadet Training Classroom Upgrade	£2,695
CAMHS Youth Advisors (CYA)	CYA Awards	£138
Colne Valley Girls & Ladies FC	Colne Valley Girls Football Club	£2,000
Community Film Unit	Talent Development Scheme	£2,000
Dramatize Theatre company	Dramatize Theatre company	£5,000
Studio ADHD	Reflections Angling Project	£1,094
Mediation North Surrey	Mediation North Surrey	£1,500
The Phoenix Project	Expedition Trekkers	£2,073
Woodcraft Folk	Wummer Camp	£500
<b>Amount allocated</b>		<b>£17,000</b>
<b>Amount remaining</b>		<b>£0</b>

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Case study example about one particularly successful Youth Small grant for the year

### Dramatize Theatre Company – Play Scheme

Dramatize was granted £5,000 toward a holiday play scheme for young people with learning disabilities.

The funding was used to run a weekly theatrical play scheme in October 2013 half term and February 2014 half term.

The play schemes have provided young people with learning disabilities a place to socialise with their peers in a safe, fun and secure environment. They have learnt new skills and been able to express themselves through different mediums of the arts. As well as this it has provided much needed respite for the carers/families whose children have attended the scheme.

10 young people to attend daily with 20 different children attending on different days.

Quotes that from feedback forms from some of the families whose children have attended the play scheme.

*'Dramatize play scheme has provided time out during holidays for me and interesting things for Jodie to do with her friends'*

*'It was wonderful for Rose, she wouldn't stop talking about it we look forward to joining you again soon'*

*'It gives me some respite during holidays and gives Holly a chance to socialise with her peers'*

The small grant gave us the opportunity to help a number of families within Surrey and provide a fun, exciting and safe place for the children to be themselves and socialise with their peers.



### 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, 45 young were in re-engagement provision in Spelthorne

### **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
- 14 new employers in Spelthorne 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 (*Brooklands College - £30,000*)**

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 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.

- 23 young people attended the Skills Centre in Spelthorne against a target of 24 young people
- 41% 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 (*Working Links - £60,000*)**

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

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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 76 Spelthorne young people in Year 11 who were identified, in partnership with local schools, as at risk of becoming NEET
- 99% 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
- 25 young people engaged in SOLD sessions in the NE, referred from the YSS, meaning expenditure of £4,620 against a budget of £35,000

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

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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