

# Surrey County Council Looked After Children (LAC) Sufficiency Plan



## Annual Update (2021/2022)

To be read alongside [Surrey County Council Sufficiency Strategy 2020 - 2025.](#)

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## 1.0 Introduction and Background – why is sufficiency important?

Surrey County Council's Sufficiency Strategy is an update for 2021, building on the overall [Surrey County Council Sufficiency Strategy 2020 - 2025](#).

This document outlines:

- Key Changes to the national context
- Legislative changes that may impact on Surrey County Council sufficiency for looked after Children (LAC)
- Local context, including placements made at distance
- Changes to provision sufficiency
  - Independent Fostering Agency (IFA) and fostering
  - Children's Residential provision
  - Supported Accommodation

Sufficiency is important to Surrey County Council (SCC) and, most importantly, the children and young people in its care. To SCC, sufficiency means:

"Sufficiency" really means having enough of the right accommodation and services, in the right places, to effectively support Surrey's children, young people and families. This also includes thinking about the quality of those services and whether they are making a positive difference to the lives of children, young people and families. We often call these positive differences "**outcomes**".

However, to the children and young people in care, it means a lot more than just that. The comments below highlight what sufficiency means to our children and young people in care:

*Sufficiency is important to me because I have had to come from the dirt where I had no stability, no money, no nothing and I had to work very hard to have what I have today and I have create stability in my life I have a stable balance coming in every month , I'm doing very well and I can see a difference in the two when there was no stability my life was chaos and a bad environment but when I created that stability for myself I am loving life and being the best I can be that's why its so important to me because I never want to end up back in the dirt.*

**Looked After Child (17)**

*"(Sufficiency) is important to me because we all have needs/wants that should be sufficient in our lives (e.g. food, water, shelter etc)."*

**Care Leaver (18)**

*"Sufficiency has impacted my life because I was lucky, I got to stay with my last placement for 5 years and having them be sufficient with me helped me to bloom and grow into the person I am today."*

**Care leaver, 18**

## 2.0 Sufficiency Strategy 2020 – 2025

This sufficiency strategy is an update for 2021, and should be read in conjunction with the [Surrey County Council Sufficiency Strategy 2020 - 2025](#).

### 3.0 National Context – what’s changed?

There is an emerging priority regarding sufficiency of supported accommodation provision and children’s residential provision, and significant growing demand for services.

The numbers of children in care is rising nationally. At 31 March, the number of children looked after (CLA) by local authorities in England rose to 80,080, up 2%. This is a rate of 67 per 10,000 children - up from 65 in 2019 and 64 in 2018 (Department for Education 2020). Additionally, a recent report by National Centre for Excellence in Residential Childcare (NERCC) in 2020 on the cost of children’s residential provision determined that the weekly cost of placements at private and voluntary sector settings is, on average, £3,970 (NERCC 2020, Page 3). In Surrey, the average weekly cost is £4,525 – £5,500 higher than the average cost, making Surrey County Council a significant outlier in the cost of care. This is also against the backdrop of increased cost pressure on the sector, and research by government looking to introduce similar tools and approaches from the adult social care sector into children’s residential markets (Department for Education, 2015).

Moreover, wider national drivers are evident, catalysed by the COVID-19 pandemic. A report by the ADCS noted COVID caused “a deterioration in placement availability and increasing costs for private provision” (ADCS 2021a, Page 52). It notes that since March 2020, “£5,000 - £7,000 a week for a placement is becoming more common as demand increases and availability reduces” (ADCS 2021b, Page 52). This gap in supply is also compounded by an increase in the use of unregulated provision. The government held a consultation in relation to unregulated provision (Supported Accommodation) from the 12 February 2020 through to 12 February 2021 (Department for Education 2021a). The response to the questionnaire was published in February 2021, confirming that for children under the age of 16 placements in independent or semi-independent settings will be banned, new national standards for Supported Accommodation will be introduced, and new powers will be introduced (Department for Education, 2021b, Page 19). Surrey County Council has seen an increase in the number of Supported Accommodation providers with high weekly costs – approaching similar weekly costs to care and therefore unregistered provision.



## 4.0 Local Context - Key Changes

### 4.1 Overall context

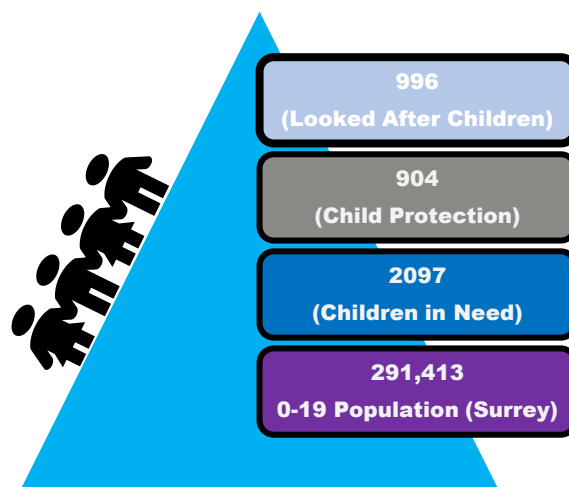


Figure 1: CIN, CP and Looked After (LAC) numbers (31<sup>st</sup> March 2021).

Surrey County Council continues to see a rise in the number of Looked After Children (LAC). Table 1 outlines the changes<sup>1</sup> from the 2020 sufficiency strategy to the present version.

There has been a small increase in the number of looked after children in Surrey, a reduction in Children in Need (CIN), but a 29% increase in children on child protection plans in Surrey. Overall, around 1.37% of the 0-19 population in Surrey are subject to LAC, CP or CIN status.

Type of care	Sufficiency Plan 2020	Sufficiency Plan 2021	% change
Looked After Children (LAC)	982	996	1.43%
Child Protection Plan (CP)	698	902	29.22%
Child in Need (CIN)	2106	2097	-0.43%

The increase in Child Protection rates is against national trends during COVID. Nationally, in line with the Vulnerable Children and Young People Survey, the total number of children looked after (CLA) was 3% higher than the same time in 2019-20 and the total number of children on a child protection plan (CPP) was 6% lower (DfE 2021, Page 5).

#### Sufficiency Statement 1

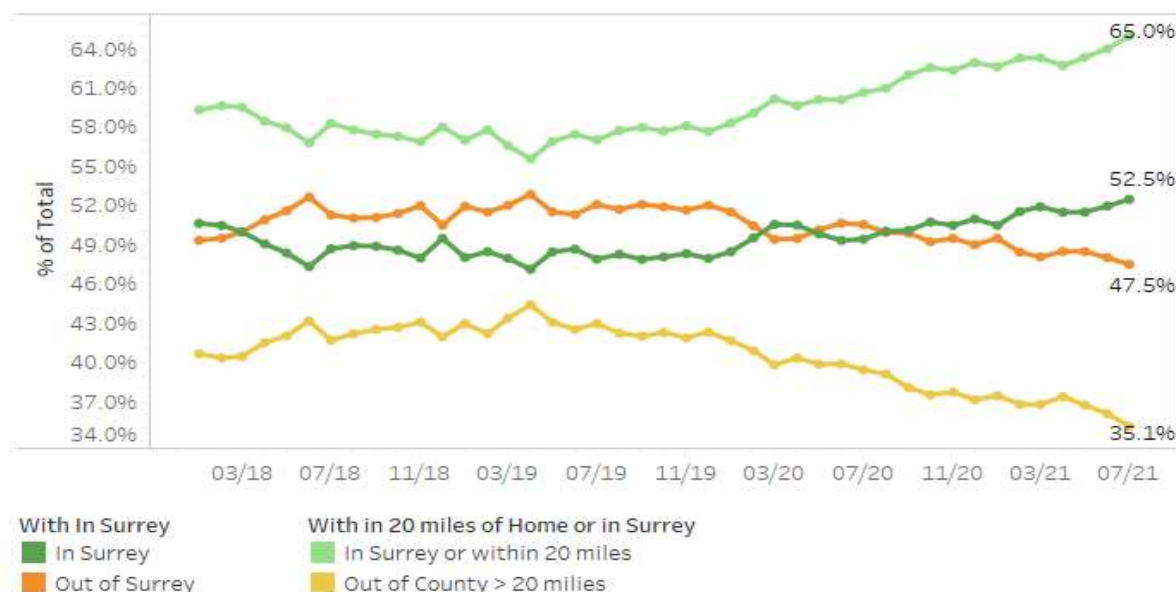


Surrey County Council has seen an increase in Children on Child Protection Plans, against national trends. SCC intends to take a strength-based approach, reviewing its family resilience provision to build on areas of good practice and work with partners to consolidate the response to family's needs.

<sup>1</sup> [Surrey County Council Sufficiency Strategy 2020 - 2025.](#)

## 4.2 In and out of county

### Location of Placements Over Time



**Figure 2:** Chart shows the trend of placements in and out of county since the start of 2018. It also shows placements in and out of county which is calculated by any placements that is with 20 miles of home address and, where that is not available, any placements in Surrey borders. 545 children in care are placed within county, with 481 outside of Surrey Borders. This increases to 662 if calculated within Surrey or within 20 miles of Surrey (365 further than 20 miles).

A trend of placing children outside of Surrey is now starting to be reversed since the publication of the 2020 full sufficiency plan, and because of the work outlined in Section 12.0<sup>2</sup>, though it is acknowledged significant additional work is required to continue to support this trend, particularly around residential provision.

For children looked after in Surrey:

- A declining proportion of children in care are placed out of county and over 20 miles of Surrey;
- An increasing proportion of looked after children placed within Surrey or 20 miles.

In terms of the in Surrey / out of Surrey split, progress is being made with a trend upwards of placements purely within Surrey borders.

### Sufficiency Statement 2



SCC will increase the amount of provision in county across Fostering, Residential and Supported Accommodation. Further information as to the amount required and how SCC intends to do this can be found in [Section 13](#).

<sup>2</sup> Numbers may not add up to 100%, because some young people have multiple placements i.e. respite placements or might be at a school during term time and at a foster placement during the holidays



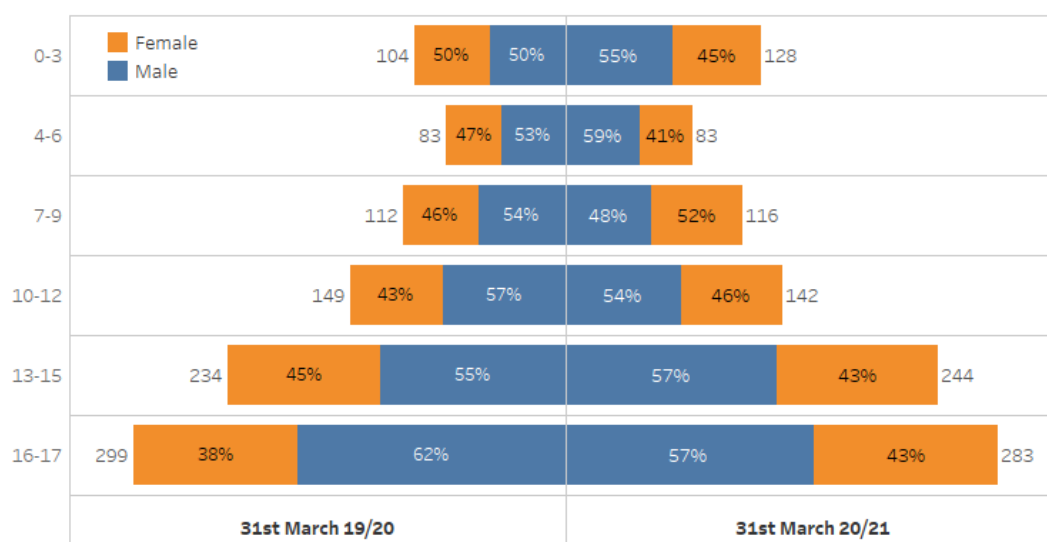
Ensuring children and young people in care are supported within Surrey is a key priority in establishing this sufficiency plan and subsequent actions. However, it is acknowledged that some children and young people are placed out of county due to specific circumstances assessed to be in their best interests.

*"Being placed out of county has worked well in keeping stability because it was to keep me safe from harm and keep me in a safe environment. It kept me safe and helped me become who I am today".*

16yr old looked after child

## 5.0 Key changes

### 5.1 Characteristics of Looked After Children in Surrey (By Age)



**Figure 3:** Gender and Age make up of Surrey LAC population as at 31st March 2021

SCC has seen the largest growth in the 0-3 age range, increasing by 23% since 2020. There have been more modest increases in the 7-9 age range (3.5%) and 13-15 (4.27%). The numbers in the age range of 13-15 naturally start from a higher base, and with modest growth will inevitably require additional supported accommodation provision as these individuals leave education or transition to adulthood.

Growth of 23% at the lower age range is consistent with additional demand increases for parent and child assessment units and indicates a requirement for provision of this type.

Overall, 2021 saw an increase in the proportion of Females in care compared to Males of 1% when compared to the previous year. (2020- 56% male and 44% female, 2021- 55% male and 45% female)



### Sufficiency Statement 3



A higher proportion of 14–15-year-olds in care (and a large proportion of 16-17 year-olds), with changes to the Supported Accommodation regulation from September 2021, will require a) additional in-house fostering provision for adolescents and/or clear pathways to independence b) high quality Supported Accommodation within Surrey c) alternative pathways or provision

### Sufficiency Statement 4



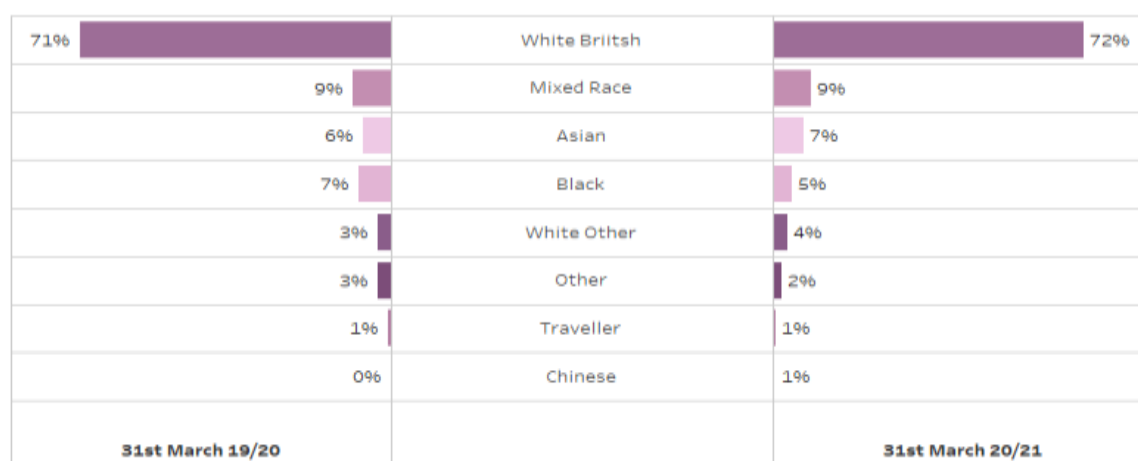
Additional provision and / or additional options for Residential Parenting Assessment (RPA) units need to be established within Surrey / within 20 miles of Surrey, considering increasing demand.

### Sufficiency Statement 5



In line with increasing proportions of females in care, SCC will look to review the utilisation of single gender homes in residential and supported accommodation.

## 5.2 Characteristics of Looked After Children in Surrey (By Ethnicity)



**Figure 4:** Ethnicity of LAC population as at March 31<sup>st</sup>, 2020 and 2021

Ethnicity of the Looked After Child (LAC) cohort is broadly like 2020, with smaller increases in the percentage of children with ethnicity listed as Asian and White British. There has been a 2% decrease in the number of looked after children with ethnicity identified as black. Published research has noted the importance of culturally appropriate placements, particularly for children in foster care. (Ofsted, 2019).

### Sufficiency Statement 6



SCC will ensure children in foster placements are appropriately matched with culturally appropriate placements, and that a sufficient pool of foster carers is available to meet the needs of this cohort.

## 5.3 By Placement type

Place Provider (group)	Placement type	31st March 2020	31st March 2021	Difference	Difference %
In House	Fostering	306	300	-6	-1.96%
	Kinship Fostering	134	174	40	29.85%
	Childrens Home	32	30	-2	-6.25%
	Semi-Independent	17	11	-6	-35.29%
	Adoption Placements	8	8	0	0.00%
	Residential School	1	1	0	0.00%
	Residential Care Home	0	0	0	
External	Fostering	251	241	-10	-3.98%
	Semi-Independent	104	95	-9	-8.65%
	Childrens Home	98	93	-5	-5.10%
	Family Center/Mother a..	7	8	1	14.29%
	Secure Childrens Home	3	0	-3	-100.00%
	YOI	2	2	0	0.00%
	Residential School	2	4	2	100.00%
	Adoption Placements	0	2	2	
	NHS	1	3	2	200.00%
	Residential Care Home	0	2	2	
Parental Provision	Parental Placement	17	24	7	41.18%
Grand Total		982	996	14	1.43%

Figure 5: Placement types (by searched category)

Compared to March 2020, Surrey County Council has seen modest reductions in the use of externally provided provision (provision commissioned via private providers).


In the external market:

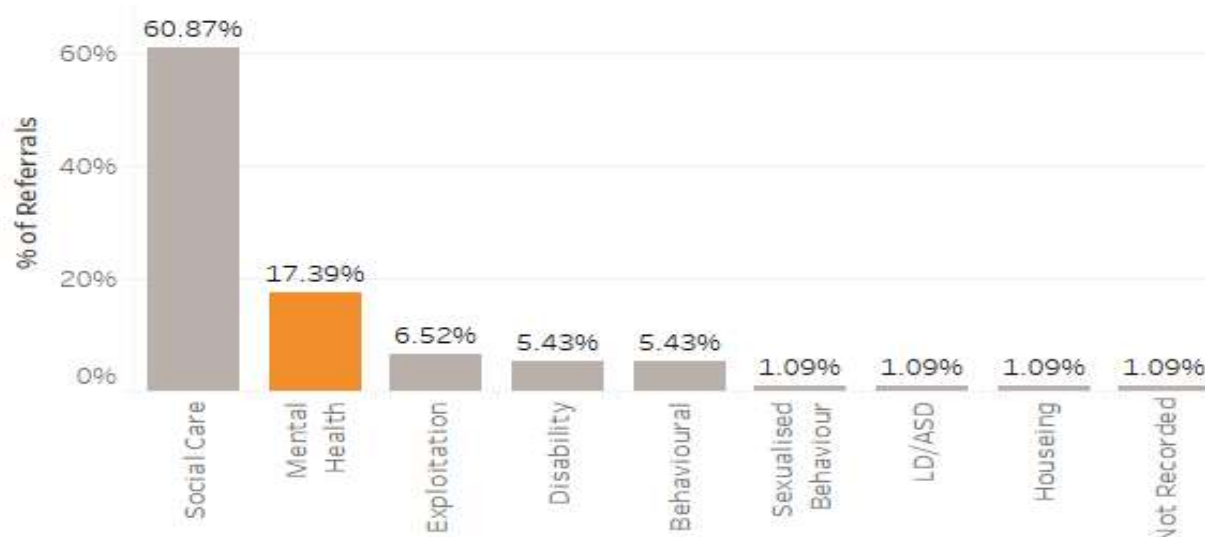
- SCC has seen a modest increase in the use of residential Family Centre units (mother and baby assessment unit).
- SCC has seen an 5% decrease in the amount of external residential provision required from 2020. The No Wrong Door (NWD) hubs, due to be established in Surrey, will continue to support SCCs ambition to see fewer children in residential.
- Other external provision types have seen modest decreases or have remained static.

For in-house provision:

- SCC has seen a 30% increase for kinship fostering (extended family). This could be linked to the COVID-19 pandemic.
- A 30% decrease in the use of Supported Lodgings placements
- Modest reductions in other provision types.

The increase in demand for residential placements is in line with challenges felt more widely on a national level. The recently published CMA market investigation notice states that “On supply, the overall number of looked-after children grew by over 20% between 2011 and 2020, but the number of children’s homes places grew by just 8% in the years 2012-20 (CMA 2021, Page 15). This is also supported by placement matching analysis in **section 5.8**.


Sufficiency Statement 7	
	In line with the successful increase(s) to kinship fostering, SCC will look to ensure capacity for Reg 21 assessments and explore whether kinship placements could become permanent in time.



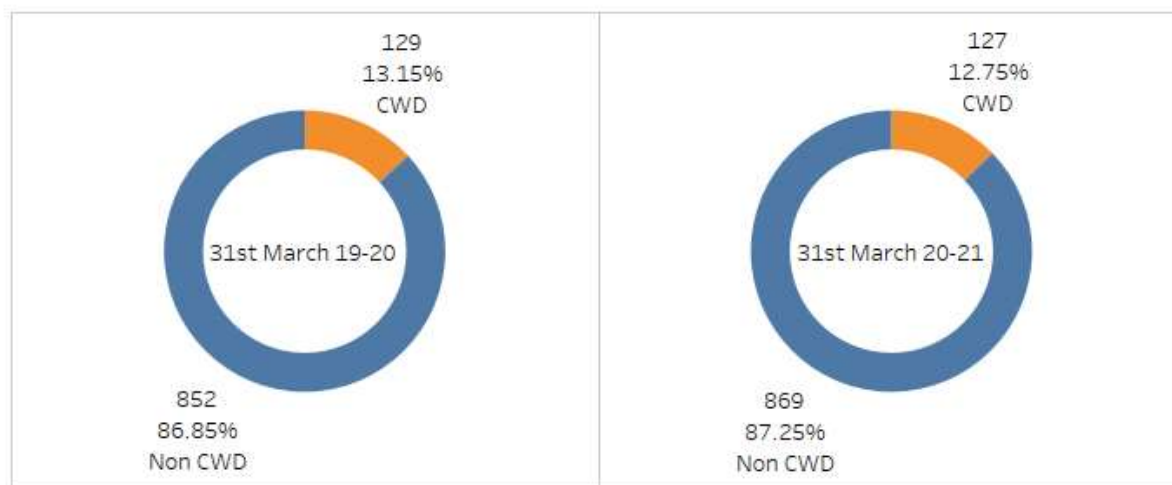
**Figure 6:** Primary need of referrals for teenage females since April 2021

**Figure 6** shows the number of referrals SCC has received for teenage females (Age 13 – 17) since April 2021.

Whilst most referrals are for reasons relating to social care, a significant proportion of these referrals are for females with associated mental health difficulties.

Sufficiency Statement 8	
	In line with the increases to females with mental health needs, Surrey will look to develop more provision for females with tier 4 mental health needs. Work to enhance and expand Surrey’s Hope Service (a multi-agency service for young people aged 11-18 who are experiencing complex mental health, emotional, social and behavioural needs) will form a key part of this. This work is <b>closely linked to sufficiency statement 11 – developing additional crisis/emergency beds</b> .

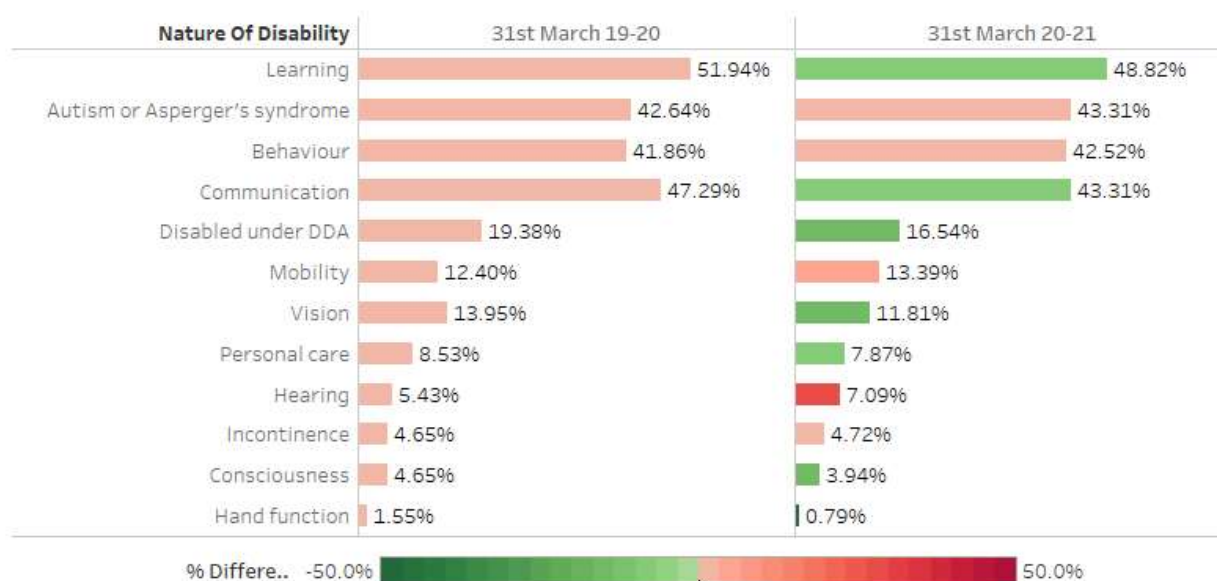
## 5.4 Children with Disabilities – total



**Figure 7: Percentage of LAC population with Disabilities**

Surrey County Council is seeing a declining of proportion of Children with Disabilities, compared to March 2020. A breakdown of need is outlined in **section 5.5**.

## 5.5 CWD – nature of disability



**Figure 8: % Disability type of LAC who are CWD as of 31<sup>st</sup> of March 2020 and 2021.**

Although overall numbers of children with disabilities has decreased, specific areas of need are seeing increases, which will impact on the type(s) of provision and support offers SCC will require in the coming years. These areas are:

- A higher percentage of CWD with a hearing impairment
- Increases in CWD with behavioural difficulties, autism, or mobility.

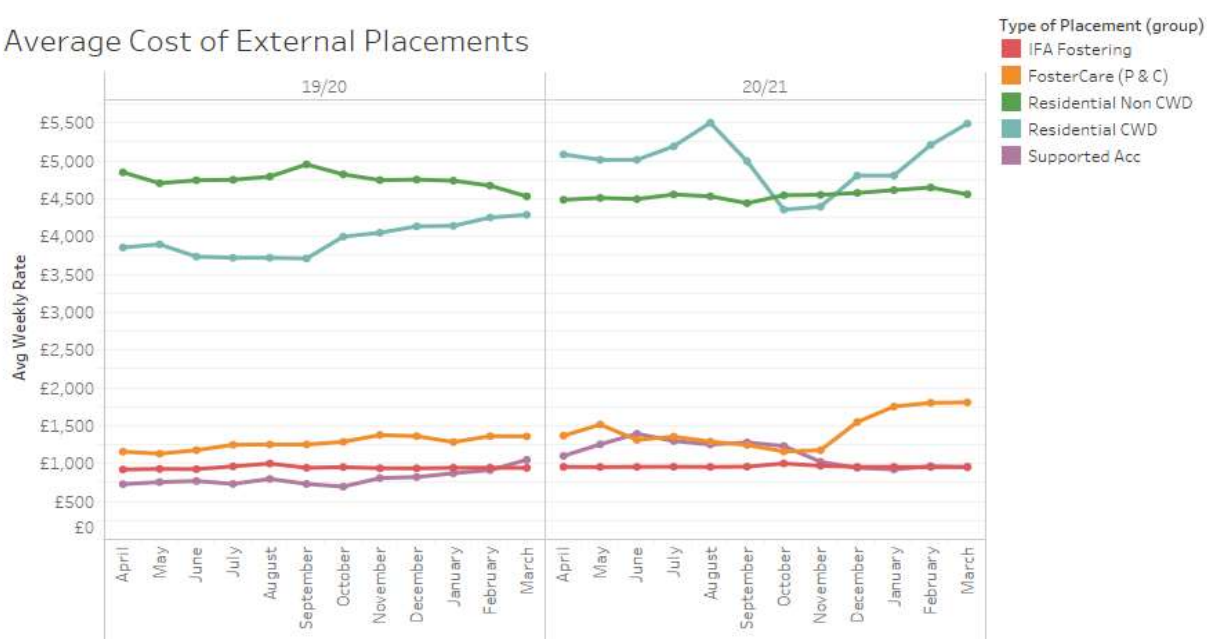
### Sufficiency Statement 9



SCC intends to develop in-house CWD residential provision, primarily around Autistic Spectrum Disorder (ASD) and Social Emotional and Mental Health (SEMH), to ensure more children with complex needs are supported closer home. This will reduce the reliance on high-cost external provision, often located out of county.

## 5.6 Placement cost(s)

### Average Cost of External Placements



**Figure 9:** Average cost of external placements including extras.

Surrey County Council is seeing reductions in average weekly cost of external placements for Supported Accommodation, IFA Fostering and Residential (Non-CWD). This corresponds to additional work done with improved contract monitoring processes, the introduction of CareCubed, and increases in supply for Supported Accommodation provision.

### Sufficiency Statement 10



In line with change(s) to placement cost, and the announced CMA investigation into residential cost, SCC will utilise CareCubed for review of existing placement cost and look to embed the tool into placement making panels / decisions going forward. SCC will look secure good value for money at a fair and sustainable price for care and support.

## 5.7 Placement searches

Effectiveness of Placement Searches 20/21

Type of Placement Searched For	Placement Match		Placement Doesn't Match	
	Number of Referrals	% of Referrals	Number of Referrals	% of Referrals
<b>Fostering</b>	179	87.32%	26	12.68%
<b>Children Home</b>	39	70.91%	16	29.09%
<b>Supported Accommodation</b>	132	86.27%	21	13.73%
<b>Grand Total</b>	<b>398</b>	<b>81.39%</b>	<b>91</b>	<b>18.61%</b>

**Figure 10:** Table show the effectiveness of placement searches for fostering, children's homes or supported accommodation by the referral allocation team within gateway to resources. The Grand total includes placement referrals for to other placement types searches.

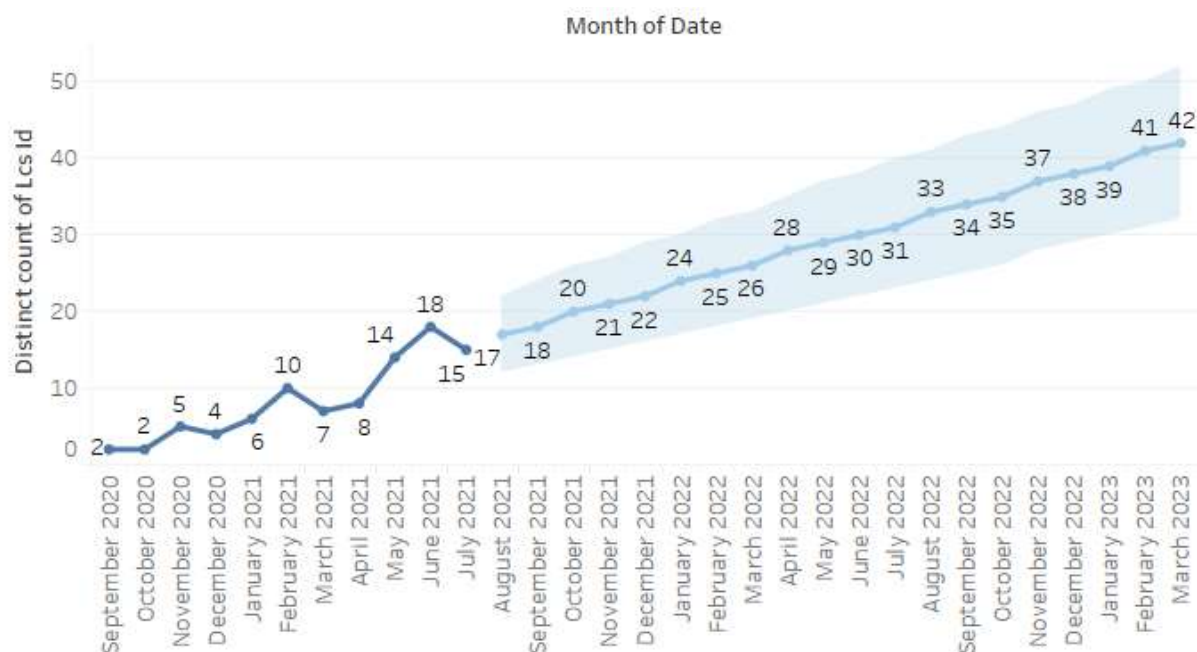
In line with the national context of limited children's residential home supply, SCC has seen challenges in securing residential placements for children in care. Specifically, we have identified lower proportions of residential provision located within Surrey so SCC is looking to create additional provision to meet this gap.

Though Children's Homes make up a smaller percentage of the overall placement search number, these placements are often required for individuals in care with some of the most complex needs.

## 5.8 Crisis and emergency beds

The changes to Supported Accommodation legislation from September 2021, restricting the use of unregulated placements for children in care under the age of 16, mean that SCC will require additional same-day and emergency beds. In addition, there has been a significant increase in the use of crisis provision, likely to be exacerbated by the COVID-19 period and changes to legislation. The projected trend for this provision type is therefore one of likely increase, as shown in **Figure 10**.





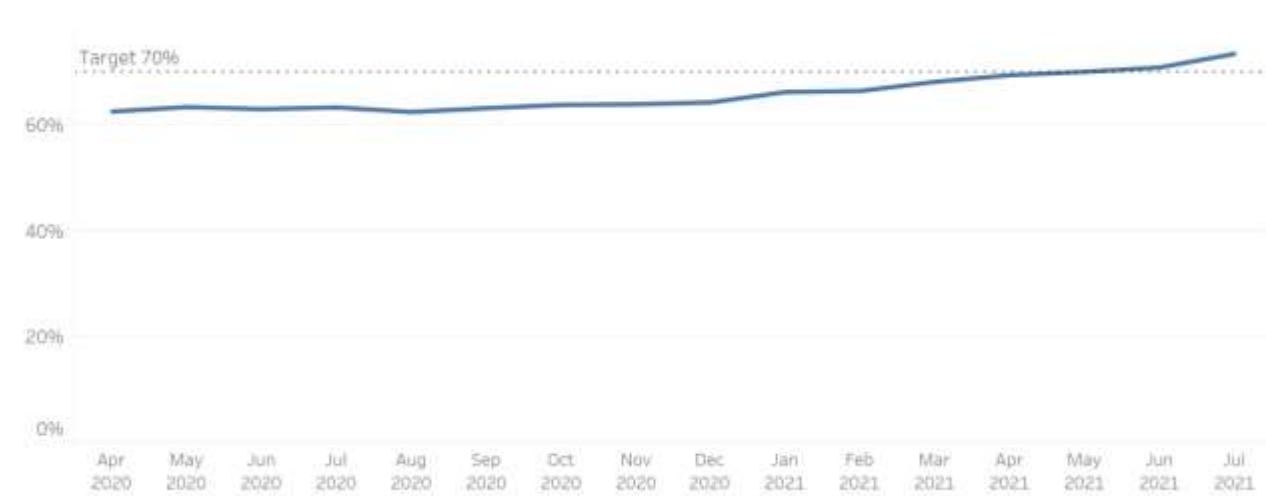
**Figure 11:** Chart show the number of crisis/emergency/quarantine beds per months since September 2020 when data was captured in this form. It also gives a forecast based on that data showing an increasing trend in use of this type of accommodation if nothing else changes.

#### Sufficiency Statement 11



SCC will commission additional emergency / same day beds within county, to meet future projected demand in line with changes to legislation. This will be supported with changes to practice models to improve crisis management without the need for emergency placements.

### 5.9 Long term placement stability



**Figure 12:** Long term placement stability (children who have been in their placement for at least 2 years)



Since April 2020, long term placement stability (children who have been in the same placement for at least 2 years) has been increasing steadily.



In April 2020, this stood at 63%, and remained relatively consistent from this date through to December 2020. Since 2021, long term stability has been increasing further, reaching 73% in July 2021, 3% above SCCs target.

In-county placement stability reached a target of 70% in December 2020, with out of county placements reaching the 70% target in June 2021. Overall, In-county stability is higher than those out of county placements, though the rate of improvement for out of county stability has shown a faster and larger rate of improvement (from a base of 57% in April 2020, to 72% in July 2021, against In-county being 69% in April 2020 through to 75% in July 2020).

## 6.0 Gaps and areas of demand

### 6.1 Residential

Surrey County Council has a significantly fewer number of external children's homes within county, compared to neighbouring boroughs, and a strong level of in-house residential provision.

In-House Residential			
	Neighbouring LA	Total Capacity	Capacity as % proportion of CLA population
	Surrey	60	6.12%
	Hampshire	60	3.75%
	Kent	32	1.77%
	East Sussex	27	4.56%
	West Sussex	44	5.45%
External Residential			
	Neighbouring LA	Total Capacity	Capacity as % proportion of CLA population
	Surrey	39	3.98%
	Hampshire	227	14.17%
	Kent	324	17.93%
	East Sussex	68	11.49%
	West Sussex	123	15.22%

**Figure 13:** SCC comparison for in-house and external residential provision, as proportion of CLA population (2020)

Surrey has a significant smaller number of external residential provider placements located within the county. Since the publication of the last sufficiency plan, a new external children's

home has opened in the North East of the county, with additional external providers exploring provision in Surrey in response to market engagement by Surrey County Council. This is also supplemented [by an in-house residential development programme](#).

### 6.1.1 By distance – residential

	In Surrey	Out of Surrey		In Surrey or within 20 miles	Out of county
<b>2020</b>	40.54%	59.46%	<b>2020</b>	46.85%	53.15%
<b>2021</b>	37.93%	62.07%	<b>2021</b>	43.10%	56.90%

Residential placements made within Surrey borders or within 20 miles have decreased over the last year, in line with limited residential provision within Surrey, and wider national sufficiency challenges. This is in contrast to overall improvements in sufficiency.

#### Sufficiency Statement 12



SCC requires additional residential provision within county, to support the vision of “Surrey homes for Surrey Children”. Provision should align to existing practice models such as No Wrong Door and look to support looked after children within the Surrey community.

#### Sufficiency Statement 13



SCC intends to invest £37 million in developing new capacity to accommodate looked after children and care leavers in Surrey, including significant investment in in-house residential provision. This will allow SCC to build on the in-house expertise the council already has in place, as we explore the development of up to 20-30 new in-house residential beds. Alongside this, improved market engagement will encourage complimentary growth in externally run residential provision.

## 6.1.2 What we're being told by care experienced children and young people (Residential Care)

*"I can't get to events when they're in Surrey as I am placed out of county and too far away."*

*"I wanted to go into foster care because that's where everyone else was going – looking back I believe I should have stayed in residential, as I struggled in a family environment."*

*I had to travel miles on end every morning just to attend school. When I was placed in care I was placed very far from my school, my home and my friends. Surrey children should not have to deal with losing friends because they must be moved far away."*

*"Being placed out of county has worked well in keeping stability because it was to keep me safe from harm and keep me in a safe environment. It kept me safe and helped me become who I am today".*

*I feel like things are different for people depending on what borough they live in; some people get free gym memberships and others don't. There should be equality*

### Sufficiency Requirement 14



SCC will look to embed the voice of the child in the placement search (where it is possible and appropriate to do so), ensuring the appropriate context for placement is considered full in line with the [Care Planning, Placement and Case Review Regulations 2010](#). **Increased placement choice** will therefore be a priority, aligned to the actions in [Section 13](#) around residential provision.

### Sufficiency Requirement 15



SCC will look to strengthen and energise partnership working with district and borough councils, to develop more consistent approaches to supporting looked after children and care leavers to progress to independence across Surrey.


## 6.2 Fostering

Surrey places a higher proportion of children in care in Independent Fostering Agency (IFA) placements (44.55%) than the national average (34%) (M Narey, 2019, Page 13). In addition, SCC places a lower number of fostering placements In-House (55.45%) than the national average (66%) (M Narey, 2019, Page 13). To ensure in-house is improved above the national average (top quartile), a total of 70-80 additional foster care placements will be required in-house. Including projected growth of +38 required foster care placements by 2025 ([Section 9.0](#)), this mean in total between **110 – 120** additional foster placements will be required in-house by 2025.

Surrey has also seen a decrease in the proportion of children in care in foster placements (down 2% from 2018), which is 1% higher than the national average. However, SCC has seen a smaller reduction compared to the South East Average of 3%. However, as of March 2020, Surrey is in line with the South East average in terms of the percentage of looked after children in foster care provision, and broadly in line with the overall average against statistical neighbors.

Local Authority	2018	2019	2020
Surrey	72.00%	71.00%	70.00%
Windsor	66.00%	76.00%	76.00%
Buckinghamshire	67.00%	70.00%	70.00%
West Berkshire	74.00%	72.00%	71.00%
Wokingham	67.00%	72.00%	69.00%
Hertfordshire	73.00%	70.00%	72.00%
Oxfordshire	69.00%	69.00%	64.00%
Bracknell Forest	72.00%	66.00%	66.00%
Hampshire	73.00%	71.00%	72.00%
Cambridge	74.00%	72.00%	71.00%
Central Bedfordshire	69.00%	72.00%	77.00%
South East	73.00%	73.00%	70.00%
National	73.00%	71.00%	72.00%

**Table 1:** Proportion of looked after children in foster care, by year against statistical neighbours, national and regional statistics. Windsor & Maidenhead and Central Bedfordshire highlighted because of notable increases

Sufficiency Requirement 16	
	<p>SCC will develop a plan around fostering to increase the proportion of children in foster care, including maximising existing fostering capacity and supporting the stability of foster placements.</p> <p>This will equate to looking to support an <b>additional 110-120 foster placements inhouse by 2025.</b></p>

### 6.2.1 By distance – fostering

	In Surrey	Out of Surrey		In Surrey or within 20 miles	Out of county
2020	48.67%	51.70%	2020	58.71%	41.67%
2021	49.06%	50.94%	2021	59.25%	40.75%

Fostering sufficiency within county is improving, driven primarily by improvements in capacity for the in-house fostering service (aligned to increase for kinship fostering).

### 6.2.2 What we're being told by care experienced children and young people (Foster Care)

*I have had a lot of different carers and placements, carers that involve you in the family making sure you feel included, family meals together and even things like asking how you are in the day really would've helped."*

*I am very lucky that I was placed with, such an amazing couple who I can never thank enough. They understood why I was struggling and never took anything to heart. I put them through so much stress, despite Social Workers frequently suggesting I move, they still stuck by me. I'm now happy that I am still a big part of their family!*

*I thought my placement would end abruptly. I thought "What's the point in forming a relationship with my foster carers if I was just going to move". I really think if the placement had been permanent I would have had a better experience.*

*If I was in charge, I would want to make sure that young people are placed with foster carers or in placements who are really going to be able to help them. I wouldn't place a young person here or there because it was easy or a quick move.*

*"I had known the carer from before I lived with her. I used to go to her house for dinner and for respite sleepovers and I think this really helped. You should be able to choose your foster carers".*

### 6.3 Supported Accommodation

In line with increasing Care Leaver demand, Surrey county Council has increased the proportion of blocks within county, whilst also expanding the number of providers on the Supported Accommodation DPS.

On the Dynamic Purchasing System:

- SCC has a total of 517 beds, of which 104 are within Surrey and 413 are outside.

- SCC has a further 229 block bed provision within county. District & Borough councils have nomination rights to a proportion of these beds.

Since the last Sufficiency Plan update, this is an increase of:

- 142 new call-off beds (26 within Surrey, the remainder being within 20 miles)
- 14 new block beds within Surrey

### 6.3.1 By distance – Supported Accommodation

Criteria	In Surrey	Out of Surrey	Criteria	In Surrey or within 20 miles	Out of county
<b>2020</b>	48.65%	51.35%	<b>2020</b>	54.95%	45.05%
<b>2021</b>	51.06%	50.00%	<b>2021</b>	69.15%	32.98%

In line with the additional Supported Accommodation provision developed in **section 6.3**, significantly more placements for supported accommodation are now being made in Surrey or within 20 miles of Surrey.

#### Sufficiency Requirement 17



SCC will **increase the number of block bed provision by up to 80 within county** to secure Surrey homes for Surrey children. SCC will also look to improve the quality of provision, with the implementation of CarePlace and Commissioning Alliance from September 2021.

### 6.3.3 Unaccompanied Asylum-Seeking Children (UASC)

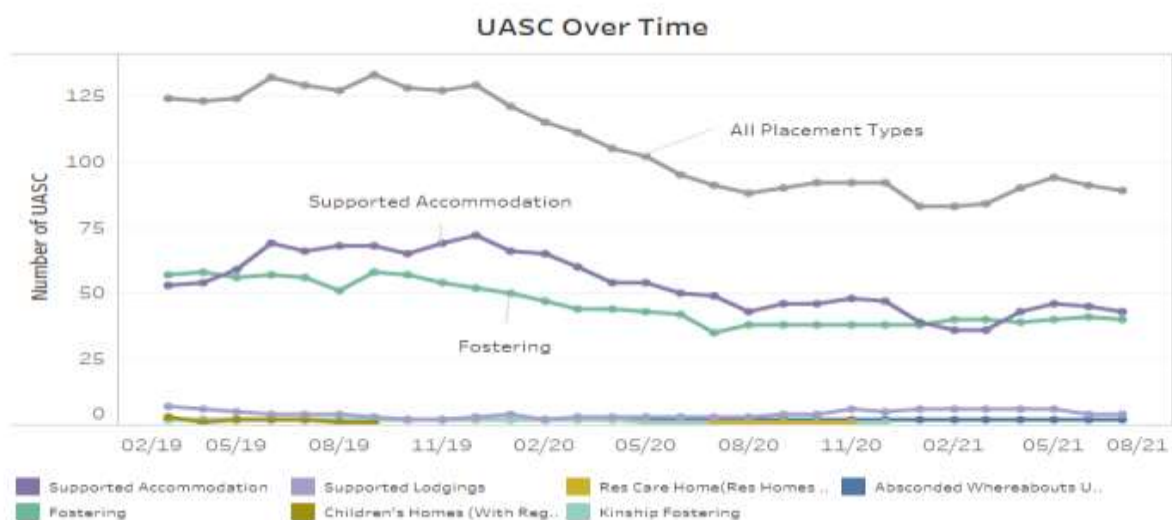


Figure 14: UASC placement volume over time



SCC has seen a declining number of placement type(s) required for Unaccompanied Asylum-Seeking Children (UASC), with a consistent decrease being seen over the period of the COVID-19 pandemic. A small increase in placement type(s) has since been seen since subsequent moves out of COVID-19 restrictions, driven primarily by Supported Accommodation, though this number remains far below that of the peak seen in 2019.

#### Sufficiency Requirement 18



SCC will develop Houses of Multiple Occupation, providing up to 30 beds across all quadrants for care leavers and UASC post-18, as part of an integrated pathway from Supported Accommodation to independence (dependant on individual circumstances).

### 6.3.3 What are care experienced young people telling us about Supported Accommodation?

Young People would like to have more options about where they're moving too, and the reason clearly explained for the move.

Young People are often not given the choice of location which can affect their relationships/education etc as they're moved away from all of this.

Young People report there is a lack of consistency in what support provisions are offered in different housing options/providers.

Young People would like all providers to have free access to internet/wifi as this is not consistent across all.

Young People report there is a lack of consistency in what support provisions are offered in different housing options/providers.

Some Young People report poor standards in some of the accommodation that they've viewed and feel that it's unsuitable for any CYP. e.g. untreated mould, maintenance/DIY not resolved quickly.

#### Sufficiency Requirement 19



In addition to increasing block provision within county and improving quality of Supported Accommodation provision via the Commissioning Alliance accreditation scheme, SCC will look to ensure key standards and requirements for WIFI are included within any future service specifications. This will extend to ensuring support is clearly articulated across providers and supplemented by contract management. A minimum response time to rectify faults or issues will be developed within future specifications.



### 6.3.4 Required locations

The following locations are key locations for Supported Accommodation Provision:

Woking	Redhill & Reigate
Epsom	Addlestone
Camberley	Staines
Walton on Thames	Godalming & Farncombe
Caterham	Shepperton

### 6.4 Care Leavers

Between March 2014 and March 2021, the number of young people with open pathway plans (the plan developed with care leavers) has increased by 58% (471 in 31st of March 2014 against 744 31st March 2021).

One reason for the increase is the rise in the number of UASC in the last 4 years. This is due to a national increase of unaccompanied minors arriving in the UK (especially in 2015-17) and changes in government policy to encourage more local authorities to take responsibility for the care of unaccompanied minors. The chart above shows that the number of non-UASC care leavers has kept reasonably steady with only a slight increase in numbers of 11% in 5 years. Numbers of UASC Care leavers has shown a much larger increase of 130% over the last 5 years.

The change in 2018 to national policy which requires local authorities to track and offer support for Care Leavers up to the age of 25 means that total numbers of Care Leavers are likely to increase as services are provided for longer to those open to, or returning to, the service. This can be seen in the chart by the steady increase in non UASC care leavers between 2019 to 2021.

As of the end of August 2021 Surrey currently Supports 786 Care leavers aged 18-25. Of those, 98% are currently in tough this compares favourably with both our statistical neighbours and nationally (both at 93%, based on 19/20 figures).

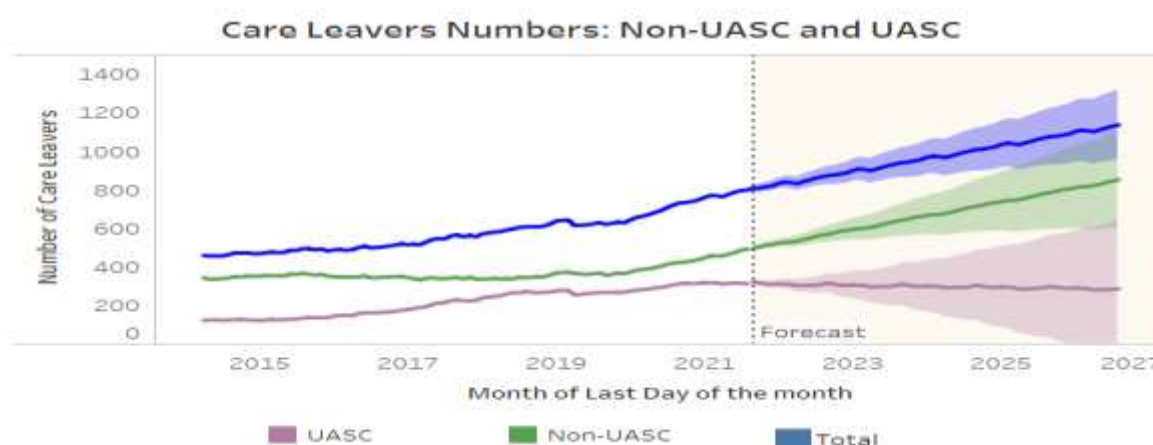


Figure 15: Projected number of care leavers Aged 18-25 2021 - 2025 (UASC and Non UASC)

## **7.0 Surrey's approach to meet demand – wider schemes**

### **7.1 Implementing No Wrong Door and Family Safeguarding model**

Surrey County Council is committed to the principle of early help, so that no child is left behind.

No Wrong Door ensures that the needs of young people in care, no matter how diverse, are addressed within a single team of trusted and skilled workers. These workers would stay with the young person throughout their journey; be it to prevent care, in care, across care or out of the care system.

Family Safeguarding (FS) is based on a simple concept, to get people who are working with the same family to work as a team under a matrix management structure. This approach enables professionals to share concerns and risks as a team to improve outcomes for families in a holistic way. The model provides the opportunity to work with parents to identify their needs and support them to address these needs arising from domestic abuse, parental substance misuse and poor parental mental health. This ground-breaking approach was adopted in Surrey because it has proved highly successful in other authorities for example: Hertfordshire, Bracknell Forest, Peterborough, Luton and West Berkshire.

### **7.2 Implementing Mockingbird for in-house Fostering**

3 constellations are now embedded as part of our Mockingbird programme, which totals 37 Looked After children being supported by this model and 28 fostering families. This is helping us to better support foster carers and children.

### **7.3 Fostering improvements**

SCC Fostering have a robust service plan in place, and are looking to:

- Rollout its marketing strategy which incorporates digital marketing and social media.
- Achieve a net gain in foster carers.
- Improved workforce development, including additional training opportunities for staff and carers, and thematic audits of provisions.

### **7.4 Renovation of Surrey County Council Children's Homes**

Surrey is committed to the principle of high-quality homes for children in care. A significant capital development programme is underway to refurbish in-house children's homes, as well as developing new opportunities within county.

### **7.4 Placement Value Outcomes (PVO) programme**

Considering the vital importance of this work for children and young people in Surrey, we have established the Placement Value and Outcomes (PVO) Transformation Programme, which launched on 1 April 2021.

The programme aims to increase the sufficiency of provision in Surrey for children and young people who are looked after and/or have special educational needs and disabilities (SEND). By doing so, it will enable better long-term outcomes, with children closer to home and more connected to local communities and support services, but also improve value for money, as we strengthen our collaboration with local providers and other local authorities to manage the market of provision more effectively. Enhanced governance arrangements and decision making, supported by more robust data, will sustain the improvements in sufficiency and value for money that we realise into the future. This new programme ties together and builds on existing work that is underway within Corporate Parenting operations, Corporate Parenting commissioning and the Gateway to Resources Team.

Specific to children who are looked after (acknowledging that a number of these children also have SEND), we have established four sufficiency implementation groups, which draw together colleagues from the Corporate Parenting, Commissioning and Gateway to Resources, alongside others from SCC Property and Finance, and health partners.



## 8.0 What are care experienced children and young people telling us? A Summary

Area of provision	What we're being told	Sufficiency Statement Action to address feedback
Residential	<i>"I can't get to events when they're in Surrey as I am placed out of county and too far away."</i>	<p><b>Sufficiency Requirement 5:</b> SCC will look to increase the <b>number of block bed provision by up to 80</b> within county to secure Surrey homes for Surrey children. SCC will also look to improve the quality of provision, with the implementation of CarePlace and Commissioning Alliance from September 2021.</p> <p><b>Sufficiency Statement 16:</b> SCC will develop a plan around fostering to increase the proportion of children in foster care, including maximising existing fostering capacity and supporting the stability of foster placements. This will equate to looking to support an <b>additional 110-120 foster placements inhouse by 2025</b>.</p> <p><b>Sufficiency Statement 14:</b> SCC will look to embed the voice of the child in the placement (where it is possible and appropriate to do so), ensuring the appropriate context for placement is considered full in line with the Care Planning, Placement and Case Review Regulations 2010. Increased <b>placement choice</b> will therefore be a priority, aligned to the actions in <a href="#">Section 13</a> around residential provision.</p> <p><b>Sufficiency Statement 13:</b> SCC intends to invest £37 million in developing new capacity to accommodate looked after children and care leavers in Surrey, including significant investment in in-house residential provision. This will allow SCC to build on the in-house expertise the council already has in place, as we explore the development of up to 20-30 new in-house residential beds. Alongside this, improved market engagement will encourage complimentary growth in externally run residential provision.</p> <p><b>Sufficiency Requirement 15:</b> SCC will look to re-engage with district/borough partners, to develop a consistent approach to looked after children across Surrey.</p>
	<i>"I wanted to go into foster care because that's where everyone else was going – looking back I believe I should have stayed in residential, as I struggled in a family environment."</i>	
	<i>"I had to travel miles on end every morning just to attend school. When I was placed in care I was placed very far from my school, my home and my friends. Surrey children should not have to deal with losing friends because they must be moved far away."</i>	
	<i>"Being placed out of county has worked well in keeping stability because it was to keep me safe from harm and keep me in a safe environment. It kept me safe and helped me become who I am today".</i>	
	<i>I feel like things are different for people depending on what borough they live in; some people get free gym memberships and others don't. There should be equality</i>	

Area of provision	What we're being told	Sufficiency Statement Action to address feedback
<b>Supported Accommodation</b>	<i>Young People would like to have more options about where they're moving too, and the reason clearly explained for the move.</i>	<b>Sufficiency Requirement 5:</b> SCC will look to increase the number of block bed provision by up to 80 within county to secure Surrey homes for Surrey children. SCC will also look to improve the quality of provision, with the implementation of CarePlace and Commissioning Alliance from September 2021.
	<i>Young People are often not given the choice of location which can affect their relationships/education etc as they're moved away from all of this.</i>	
	<i>Young People report there is a lack of consistency in what support provisions are offered in different housing options/providers.</i>	
	<i>Young People would like all providers to have free access to internet/Wi-Fi as this is not consistent across all.</i>	<b>Sufficiency Requirement 18:</b> SCC will develop Houses of Multiple Occupation, providing up to 30 beds across all quadrants for care leavers and UASC post-18, as part of an integrated pathway from Supported Accommodation to independence (dependant on individual circumstances).
	<i>Some Young People report poor standards in some of the accommodation that they've viewed and feel that it's unsuitable for any CYP. e.g. untreated mould, maintenance/DIY not resolved quickly.</i>	
	<i>Young People report there is a lack of consistency in what support provisions are offered in different housing options/providers.</i>	
		<b>Sufficiency Requirement 19:</b> In addition to increasing block provision within county and improving quality of Supported Accommodation provision via the Commissioning Alliance accreditation scheme, SCC will look to ensure key standards and requirements for WIFI are included within any future service specifications. This will extend to ensuring support is clearly articulated across providers and supplemented by contract management. A minimum response time to rectify faults or issues will be developed within future specifications.

Area of provision	What we're being told	Sufficiency Statement Action to address feedback
<b>Fostering</b>	<i>I have had a lot of different carers and placements, carers that involve you in the family making sure you feel included, family meals together and even things like asking how you are in the day really would've helped."</i>	<b>Sufficiency Statement 6:</b> SCC will ensure children in foster placements are appropriately matched with culturally appropriate placements, and that a sufficient pool of foster carers is available to meet the needs of this cohort.
	<i>I am very lucky that I was placed with, such an amazing couple who I can never thank enough. They understood why I was struggling and never took anything to heart. I put them through so much stress, despite Social Workers frequently suggesting I move, they still stuck by me. I'm now happy that I am still a big part of their family!</i>	<b>Sufficiency Statement 7:</b> In line with the successful increase(s) to kinship fostering, SCC will look to ensure capacity for Reg 21 assessments and explore whether kinship placements could become permanent in time.
	<i>I thought my placement would end abruptly. I thought "What's the point in forming a relationship with my foster carers if I was just going to move". I really think if the placement had been permanent, I would have had a better experience.</i>	<b>Sufficiency Statement 14:</b> SCC will look to embed the voice of the child in the placement (where it is possible and appropriate to do so), ensuring the appropriate context for placement is considered full in line with the Care Planning, Placement and Case Review Regulations 2010. Increased placement choice will therefore be a priority.
	<i>If I was in charge, I would want to make sure that young people are placed with foster carers or in placements who are really going to be able to help them. I wouldn't place a young person here or there because it was easy or a quick move.</i>	<b>Sufficiency Statement 15:</b> SCC will develop a plan around fostering to increase the proportion of children in foster care, including maximising existing fostering capacity and supporting the stability of foster placements. This will equate to looking to support an additional 110 - 120 foster placements inhouse by 2025.
	<i>I had known the carer from before I lived with her. I used to go to her house for dinner and for respite sleepovers and I think this really helped. You should be able to choose your foster carers".</i>	



## 9.0 Projecting future demand

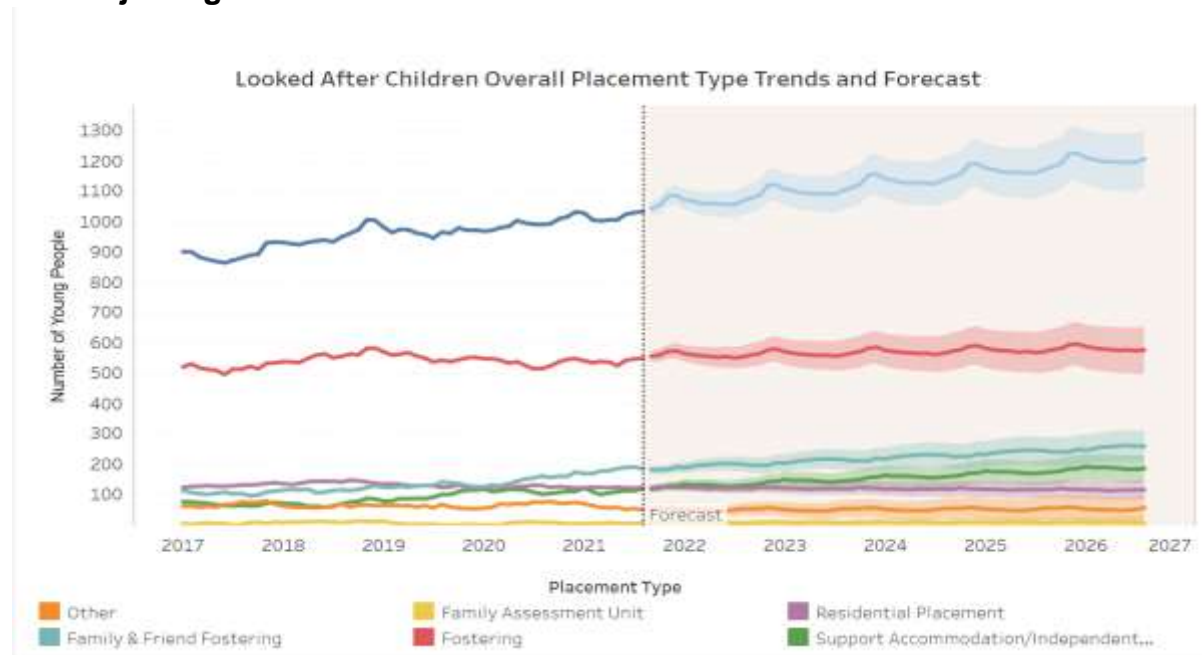


Figure 16: Projection(s) for LAC numbers, and subsequent provision type(s).

Surrey County Council have established projected future placement trends by using a standard linear regression projection based on current trends. This produces a forecast that provides an indication on future demand if nothing else changes (**i.e. the model does not take into account any potential changes on demand via changes to practice models**).

Using this standard approach, the following changes are projected:

Provision Area	March 2021	March 2025	Change (+/-)	% Change
Overall LAC numbers	982	1167	+185	18.84%
Residential	124	118	-6	-4.84%
Supported Accommodation	101	176	+75	74.36%
Fostering	539	577	+38	7.05%

## 10.0 Summary of Sufficiency – Surrey County Council's position

Clear and tangible progress is being made to increase SCCs position on sufficiency, as demonstrated by trends in placements being made within Surrey and within 20 miles, though it is acknowledged work needs to continue to improve this significantly in the coming years. Progress is beginning to be seen in areas of fostering, particularly around increases to kinship foster placements.

The launch of the new South-Central IFA framework has been strengthened to allow for frequent re-opening, so providers are able to join on a more frequent basis. A pipeline of new providers has been established in preparation for the new IFA tender, which will strengthen the overall provider base that SCC is able to access. In addition, a robust calendar of meetings with key Independent Fostering Agency (IFA) providers is undertaken



by representatives from Gateway to Resource and Commissioning, to foster improved strategic relationships going forward, including exploring targeted recruitment campaigns in Surrey to meet demand for key cohorts (such as children with complex needs, or adolescents). Surrey County Council is looking to supplement this activity with development of the in-house fostering service, building on the work undertaken to recruit additional carers but also to expand its offer over the next 5 years, to support an additional 110-120 children in Surrey in-house foster care by 2025..

Surrey's residential position is somewhat more challenging, including the increasing proportion of placements made out of county and over 20 miles from the border. This is reflective of the national picture and will likely increase as a result of changes to unregulated provision from September 2021. A strong pipeline of possible new provision is in train within Surrey, and commissioning and children's services will work to ensure this additional provision is established. This will be achieved via the children's capital development programme, including the opportunity to bid on the recently launched DfE scheme. Improved market management will supplement this approach.



**Figure 17:** Commissioning, Gateway to Resources and Children's services, supported by new practice models, are working together to develop sufficiency within Surrey.

## 11.0 Activity undertaken

The following key developments have happened since 2020, to support the initial aims as outlined in the publication of the [Surrey County Council Sufficiency Strategy 2020 – 2025](#).

Date	Update
March 2020	<b>COVID -19:</b> Staff redeployed across Surrey County Council in response to the pandemic to support critical service areas, including work to limit the adverse impact of this on sufficiency of provision for looked after children.

Date	Update
	Dedicated project manager appointed to take forward the development of the No Wrong Door model and support the development of the <a href="#">Surrey County Council Sufficiency Strategy 2020 – 2025</a> .
June 2020	Launch of <a href="#">helping families early strategy</a>
July 2020	Development and scrutiny of proposals to <b>implement the No Wrong Door</b> model in Surrey undertaken, in conjunction with the <a href="#">Children, Families, Lifelong Learning and Culture Select committee</a>
	Cabinet approved the creation of two new council-run children's homes, at a cost of £5.5 million;
	Draft of the Surrey County Council's <b>updated <a href="#">Surrey County Council Sufficiency Strategy 2020 – 2025</a></b> discussed and endorsed at the Corporate Parenting Board
February 2021	Cabinet approved the creation of a third new children's home, at a cost of £2.2 million and £30 million to develop <b>150 beds for care leavers in Surrey</b>
	<a href="#">Implementation of CareCubed</a>
March 2021	West of London Market Position Statement (as part of the South-Central Consortium)
	Launch of Surrey-wide Fostering recruitment campaign
	Development of No Wrong Door, to be launched in September 2021
April 2021	Placement Value Outcomes programme launched
	Surrey Supported Accommodation – final DPS Opening and evaluation(s)
	Recruitment of 45 new foster carers (in last year)
May 2021	New internal vacancy / occupancy dashboards created to maximise in-county opportunities at point of placement
	Surrey "Foster Care" fortnight campaign
	New block beds for supported accommodation commissioned within Surrey
	New Reg 44 Independent Visitor contract commissioned (for in-house)
June 2021	<a href="#">New off-contract terms &amp; conditions</a> for IFA, RESI and Supported Accommodation launched, alongside new Individual Placement Agreement (IPA)
	Mobilisation of all new Supported Accommodation provision (block and contract)
	South Central Market Engagement event (IFA)
	Fostering needs analysis completed
July 2021	Key areas for fostering development identified and agreed

Date	Update
	Completion of new IFA specification for new South-Central Framework opening
	Houses of Multiple Occupation (HMO) Options Appraisal
	Commencement of new contract monitoring process for Supported Accommodation, supported by <a href="#">Outcomes Star</a> .
<b>September 2021</b>	Publication of Sufficiency Plan refresh (2021)

## 11.1 Sufficiency Forward Plan

The following activity is planned from the publication of the refreshed sufficiency strategy update 2021 and the sufficiency strategy update for 2022:

Date	Update
<b>September 2021</b>	Implementation of Commissioning Alliance for Supported Accommodation
	Launch of the “No Wrong Door” model
	Fostering peer review
	Implementation of new In-House residential structure
	Establishing pathways between Supported Accommodation and newly established Department for Work and Pensions (DWP) Hubs
<b>October 2021</b>	Supported Accommodation Provider Forums launched
	Commencement of new block contract mini competition for in-county provision (Supported Accommodation)
	End of existing Residential Parenting Assessment (RPA) contract, and transition to South Central
	Development and support of Surrey-wide family centres
	Embedding of <a href="#">family support programme</a>
<b>November 2021</b>	Possible launch of Houses of Multiple Occupation (HMO) Pilot
<b>February 2022</b>	Additional mini competition for Supported Accommodation block provision (if required)
<b>April 2022</b>	Launch of new Independent Fostering Agency (IFA) Framework (South Central)
	Implementation of additional emergency/ crisis bed provision

Date	Update
	Full implementation of Commissioned Alliance (Supported Accommodation)
	Publish new Market Position Statement for Sufficiency

**13.0 – Surrey’s approach to meet demand – provision specific**

Area of provision	Sufficiency Statement supported	Actions	By Date	How this will meet sufficiency demand
Practice Models	<b>Sufficiency Statement 1</b> - Considering an increase in children on child protection plans, SCC will look to develop models of early intervention, enhancing its family resilience offer across the county.	Implementation of “No Wrong Door” ( <i>including development of practice around safeguarding adolescents</i> )	By September 2021	Surrey Homes for Surrey Children Family Settings First
		Continued development of Mockingbird	By 2025	
		Embedding of <a href="#">helping families early strategy</a>	By December 2022	
		Embedding of level 2 Early Help (voluntary sector)	By April 2022	
		Early help / family resilience transformation programme	By April 2024	

Area of provision	Sufficiency Statement supported	Actions	By Date	How this will meet sufficiency demand
Supported Accommodation	<b>Sufficiency Requirement 3</b> - A higher proportion of 14–15-year-olds in care (and a large 16–17-year-old), with changes to the Supported Accommodation regulation from September 2021, will require a) additional in-house fostering provision for adolescents and/or clear pathways to independence b) high quality Supported Accommodation within Surrey c) alternative pathways or provision	Implementation of new Contract Management for Supported Accommodation	By July 2021	Pathway to Independence Homes of the highest quality Surrey Homes for Surrey Children
		Launch of Outcomes Star to establish outcomes within settings	By September 2021	
		Development of “Houses of Multiple Occupancy”	By November 2021 (Pilot)	
		Commissioning Alliance launch, including use of the accreditation scheme	By September 2021	
	<b>Sufficiency Statement 18:</b> SCC will develop Houses of Multiple Occupation, providing up to 30 beds across all quadrants for care leavers and UASC post-18, as part of an integrated pathway from Supported Accommodation to independence (dependant on individual circumstances).  <b>Sufficiency Statement 17:</b> SCC will look to <b>increase the number of block bed provision by up to 80 within county</b> to secure Surrey homes for Surrey children. SCC will also look to improve the quality of provision, with the implementation of CarePlace and Commissioning Alliance from September 2021.	Launch of “Supported Accommodation Provider forums”, with 5 key working groups: Learning & Development of staff, Incorporating the voices of young people, Pathways to Independence, Technology & Innovation, Time to Talk	By September 2021	

Area of provision	Sufficiency Statement supported	Actions	By Date	How this will meet sufficiency demand
	<b>Sufficiency Statement 19:</b> In addition to increasing block provision within county and improving quality of Supported Accommodation provision via the Commissioning Alliance accreditation scheme, SCC will look to ensure key standards and requirements for WIFI are included within any future service specifications. This will extend to ensuring support is clearly articulated across providers and supplemented by contract management. A minimum response time to rectify faults or issues will be developed within future specifications.	Ensure feedback from young people is embedded with development of new supported accommodation block provision specification	By September 2021	
		Following implementation of the Commissioning alliance, establish a “mini competition” tendering process to create additional block provision in Surrey.	By December 2021	
		Mobilisation of new block provision	By April 2022	



Area of provision	Sufficiency Statement supported	Actions	By Date	How this will meet sufficiency demand
Residential	<b>Sufficiency Requirement 4</b> - Additional provision and / or additional options for Residential Parenting Assessment (RPA) units need to be established within Surrey / within 20 miles of Surrey, considering increasing demand.	Transition to use of South-Central Lot 4 - Residential Parenting Assessments (RPA) on residential framework.	By October 2021	Family Settings first a diverse range of placements A diverse range of placements Surrey Homes for Surrey Children
		Develop market position statement for RPA provision within county.	By April 2022	
		Development Community Assessment capacity on Independent Assessment Framework	By April 2022	
	<b>Sufficiency Requirement 8 &amp; 11:</b> In line with the increases to females with mental health needs, Surrey will look to develop more provision for females with tier 4 mental health needs) will form a key part of this. <b>This work is closely linked to sufficiency statement 11 – developing additional crisis/emergency beds</b>	Develop a proposal for expansion of in-house emergency bed /crisis provision	By November 2021	
		Once proposal established and approved, implement in line with Sufficiency Forward Plan	By April 2022	
	<b>Sufficiency Requirement 2</b> - SCC will increase the amount of provision in county across Supported Accommodation, Residential and Supported Accommodation.	Implement new market management process to identify and respond to new provision within Surrey	By August 2021	

Area of provision	Sufficiency Statement supported	Actions	By Date	How this will meet sufficiency demand
	<p><b>Sufficiency Requirement 9</b> - SCC will develop in-house CWD residential provision, primarily around Autistic Spectrum Disorder (ASD) and Social Emotional and Mental Health (SEMH), to ensure more children with complex needs are supported closer home. This will reduce the reliance on high-cost external provision, often located out of county.</p> <p><b>Sufficiency Statement 12:</b> SCC requires additional residential provision within county, to support the vision of “Surrey homes for Surrey Children”. Provision should align to existing practice models such as No Wrong Door and look to support looked after children within the Surrey community.</p> <p><b>Sufficiency Statement 13:</b> SCC intends to invest £37 million in developing new capacity to accommodate looked after children and care leavers in Surrey, including significant investment in-house residential provision. This will allow SCC to build on the in-house expertise the council already has in place, as we explore the development of up to 20-30 new in-house residential beds. Alongside this, improved market engagement will encourage complimentary growth in externally run residential provision.</p>	In line with DfE funding opportunity for residential provision, SCC will prepare a bid to support the development of new in-house residential provision	By September 2021	<p>Family Settings first a diverse range of placements A diverse range of placements Surrey Homes for Surrey Children</p>
		Utilising the <a href="#">Capital Development support for in-house provision</a> , commence renovation of existing in-house provision and development of new no wrong door hubs.	By January 2023	

Area of provision	Sufficiency Statement supported	Actions	By Date	How this will meet sufficiency demand
	<b>Sufficiency Statement 10:</b> In line with change(s) to placement cost, and the announced CMA investigation into residential cost, SCC will utilise CareCubed for review of existing placement cost and look to embed the tool into placement making panels / decisions going forward. SCC will look to reduce average placement cost across all areas of provision.	Implement <a href="#">CareCubed</a> for pricing of provision, including new provider(s) within county	By April 2022	homes of the highest quality a diverse range of placements
Fostering	<b>Sufficiency Statement 6:</b> SCC will ensure children in foster placements are appropriately matched with culturally appropriate placements, and that a sufficient pool of foster carers is available to meet the needs of this cohort.  <b>Sufficiency Statement 7:</b> In line with the successful increase(s) to kinship fostering, SCC will look to ensure capacity for Reg 21 assessments and explore whether kinship placements could become permanent in time.	Undertaken full needs analysis of fostering	By August 2021	Family Settings first a diverse range of placements
		External review of fostering service, with recommendations established for implementation	By September 2021	
		Develop options appraisal from needs analysis and external fostering review, covering:  1. Placement Stability & Quality 2. Website review 3. Children with Disabilities Fostering 4. Emergency Duty Team (Fostering)	By September 2021	

Area of provision	Sufficiency Statement supported	Actions	By Date	How this will meet sufficiency demand
	<b>Sufficiency Statement 16:</b> SCC will develop a plan around fostering to increase the proportion of children in foster care, including maximising existing fostering capacity and supporting the stability of foster placements. This will equate to looking to support an <b>additional 110-120 foster placements inhouse by 2025.</b>	Develop full business case(s) for each identified thematic area(s) for development	By November 2021	
		Commission external provider / local authority to commence fostering review	By December 2021	
		Following review, development of action plan and commencement of Implementation of recommendations	By April 2023	

## Reference List

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