

SURREY'S CHILDREN

Our care. Your future

**Sufficiency Strategy for
Looked After Children, Care
Leavers and Children on
the Edge of Care
2020-2025**



SURREY
COUNTY COUNCIL

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Introduction

Our community vision for Surrey, states a clear commitment to promoting the wellbeing of children and to ensuring that 'no child is left behind'. This aim applies to all children and young people in the county, but we must have a particular commitment to those children and young people who are 'looked after' by Surrey County Council.

The council's relationship with looked after children, and with those leaving the council's care, is unlike any other we have with Surrey's residents. We are 'Corporate Parents' to these young people and, as such, we have legal and moral responsibilities towards them like we have towards our own children. In simple terms, we need to be good parents and aim to be the best possible parents we can.

Looked after children need and deserve good parents. We must help all of our children to thrive and flourish; reach and exceed their potential; and expand their life chances. We must provide help and support when and where this is needed whilst also creating opportunities to develop resilience and independence as they move towards adulthood.

For the council to be the best corporate parent it can be, corporate parent, we need to have the highest ambitions for children and young people that are looked after and have a 'whole council' approach to their care and upbringing, involving staff, carers and Elected Members alike. We need to engage the hearts and minds of all and the resources and capacity of many in helping to achieve the best possible outcomes for our children and young people.

We are passionate about doing the best for our looked after children and young people and we want everyone connected to the council, and our partners, to share this passion. This document describes our vision for our looked after children and young people and the values which inform how we will meet our corporate parenting responsibilities. This document sets out our priorities and the actions we will take to ensure that no child looked after by the council is 'left behind'.



Mary Lewis
Cabinet Member
for Children, Young People
and Families



Rachael Wardell
Executive Director of
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Learning and Culture

1.1 Aim

Our aim in producing this Looked after Children (LAC) and Care Leavers (CL) Sufficiency Strategy is to enable the system of support to realise better outcomes for children and young people. We will do this by:

- Setting out some of the key things we know about Looked After Children and Care Leavers in Surrey, including their particular needs, the data surrounding this and how this changes over time
- Exploring what sufficiency of provision we have available in Surrey and elsewhere to meet these needs, the quality of that provision and how much it costs.
- Understanding the connection between our social care practice and demand within the system.
- Identifying key issues, priorities and intentions for our commissioning and development of sufficient provision and the practice that underpins this.

1.2 Outcomes-led and system-minded

In developing our Sufficiency Strategy, we want to ensure we are working together with others to enable the best outcomes for children, young people and families, and the communities that they are a part of. By “outcomes” we mean real and meaningful differences in people’s lives. Extensive work already exists to identify the key changes we need to bring about for children and families in Surrey including areas of practice improvement, market development and system change. In producing this sufficiency strategy, we are seeking to build on, support and contribute to the existing priorities that others have already identified - including children and young people themselves - working with our system partners, rather than duplicating efforts.

It is central to our efforts to acknowledge that improved outcomes for looked after children and care leavers are only possible if we work effectively as a system, both as colleagues and teams across Surrey County Council (SCC), and with others: borough and district councils; health services; the police; voluntary, community and faith sector organisations; education settings; businesses; our providers; and communities themselves (and more). We are seeking to create a healthy system which enables the outcomes set out in this strategy for Looked After Children and Care Leavers.

2.0 Our context

2.1 Our vision: Surrey's Corporate Parenting Strategy

Our Corporate Parenting Vision, as set out in our Corporate Parenting Strategy is:




To be the best corporate parents we can be, working together to provide children and young people in our care with happy and healthy childhoods, helping them to reach and exceed their potential and aspirations, and supporting them into successful adulthood.

This Sufficiency Strategy is one of the ways which we are directly seeking to enable this vision - aligning to the ambitions and priorities set out in Surrey's Corporate Parenting Strategy, as well as our shared Community Vision for Surrey in 2030.

Our Community Vision sets out a clear overall commitment to promoting the wellbeing of children and ensuring that **"no child is left behind"**.

This aim applies to all children and young people in the county, however we have a particular commitment to those children and young people who are "looked after" by Surrey County Council.

The Sufficiency Strategy supports the Corporate Parenting Strategy in relation to the five clear priorities set out in the table below:

 Living in a family setting where possible	<ul style="list-style-type: none">• Always seek to enable children looked after to live with extended family or kinship members when possible.• Consider foster care as a first option of choice for all our children and young people
 Surrey Homes for Surrey Children	<ul style="list-style-type: none">• Maintain our strong focus on recruiting more in-house foster carers and residential workers, investing strongly in their support and training and validating the contribution they make to our corporate parenting.• Continue to implement our capital investment programme across our residential estate moving towards a model of smaller 'ordinary homes'.• Maintain a constant focus on increasing the numbers of our looked after children who can live within the county and close to their communities.
 A wide range of placements for diverse needs	<ul style="list-style-type: none">• Recognise that residential care may be a positive choice for some young people• Seek to extend our placement options by implementing a robust placement sufficiency strategy.• Seek to minimise the number of placement moves children looked after may experience, especially those which are unplanned.



Homes of the Highest Quality

- Strive to place our Looked After Children with providers rated independently as 'good' or better and minimise the use of unregulated provision.
- Closely and routinely monitor key data and information about our placements at both operational and strategic levels.
- Commission all placements for our children whether with in-house carers or with other providers so that our expectations of placements are clear – each child will have a placement plan which we will review as part of the statutory review process



Support to Move to Independence

- Expect our foster carers and residential homes to provide opportunities for young people to develop independent living skills appropriate to their age and stage.
- Seek to provide the offer of 'staying put', to young people 18-21yrs old living with foster carers subject to their wishes.
- Ensure Surrey's children's homes are welcoming and supportive of young people leaving their care to 'stay close'.
- Work with partners in district and borough councils; providers of registered social housing and third sector organisations to commission and provide a range of supported, semi-independent accommodation and permanent housing options for our Care Leavers.

2.2 Our Corporate Parenting Principles

The Children and Social Work Act 2017 outlines seven Corporate Parenting Principles, which councils must consider in the exercising of its responsibilities to looked after children and care leavers:

1. To act in the best interests, and promote the physical, mental health and well-being, of those children and young people
2. To encourage those children and young people to express their views, wishes and feelings
3. To consider the views, wishes and feelings of our children and young people
4. To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
5. To promote high aspirations, and seek to secure the best outcomes, for those children and young people
6. For those children and young people to be safe, and for stability in their home lives, relationships and education or work
7. To prepare those children and young people for adulthood and independent living

2.3 Legislative Framework

Key legislation for the provision for the accommodation and maintenance of a looked after child is defined and outlined in Sections 22A to 22D of the Children Act 1989¹. The

¹ <http://www.legislation.gov.uk/ukpga/1989/41>

legislation provides a framework within which decisions about the most appropriate way to accommodate and maintain children must be considered:

- Section 22A of the Children Act 1989 imposes a duty on the responsible authority when a child is in their care to provide the child with accommodation.
- Section 22B of the Children Act 1989 sets out the duty of the responsible authority to maintain a looked after child in other respects apart from providing accommodation.
- Section 22C of the Children Act 1989 sets out the ways in which a looked after child is to be accommodated.
- Section 22D of the Children Act 1989 imposes a duty on the responsible authority to formally review the child's case prior to making alternative arrangements for accommodation.
- Section 22G of the Children Act 1989 requires local authorities to take strategic action in respect of those children they look after and for whom it would be consistent with their welfare for them to be provided with accommodation within their own local authority area.

This Sufficiency Strategy is set within the context of national policy and guidance with the following primary legislation applying:

- Children Act 2004
- Children and Young Persons Act 2008
- Children (Leaving Care) Act 2000
- Care Standards Act 2000
- Children and Family Act 2014
- Children and Social Work Act 2017
- Statutory Guidance on Securing Sufficient Accommodation for Looked After Children 2010
- Care Planning, Placement and Case Review Regulations 2010, 2015

2.4 What Surrey's children and young people are telling us

A strategy driven by the views of Surrey children and young people

In Surrey, we want to ensure all children and young people can contribute to the development of future provision. This sufficiency strategy aims to draw on the experiences of Surrey's children and young people to inform what we design, develop, and deliver as a local authority.

What we're being told about being a child who is looked after in Surrey

- Some of Surrey's children and young people have said that they wanted the local authority to intervene sooner
- Some children and young people experience a lack of choice before they come into care – and whilst they are in care
- There is a difference between what SCC sees as the type of accommodation or placements that meet needs, to that of children and young people.
- Workers have already told us that caseloads are high – how will the local authority cope with the increase in demand?

- Not all children and young people want to live with their family, so kinship care should be discussed with them before it's explored
- Some young people will need or want to be as far away as possible from their birth family
- Whilst many children and young people appreciate family settings, residential provision can be a positive choice for some

What we're being told about Care Leavers

- Contact with birth parents is an issue for Surrey's Care Leavers who often say they cannot afford to travel and so are not always able to maintain this in the way they want to
- How can we improve support for care leavers who are classed as Not in Education, Employment or Training? (NEET)
- There's no Surrey County Council run supported accommodation provision for care leavers



User Voice and Participation Team

Surrey County Council's User Voice and Participation Team empowers young people to give their views on the services they are using. The team works alongside services and senior management to try and implement these changes and make a real difference to all children and young people who make use of the services we provide and commission.

The team works in a variety of different ways, such as running consultation groups or facilitating training courses delivered by children and young people. This allows a real insight into what it is like for young people to access these services. The team also undertake consultations throughout the year to gather the views of children and young people and then use these to help improve services and highlight the areas where young people feel things need to change

3.0 Level of Need in Surrey

3.1 Key Headlines

Dependent on the age of Surrey's children and young people, different provision or pathways may be required to ensure they achieve the best possible outcomes.

- **There are approximately 270,000 children and young people in Surrey aged 0-18** – the majority of these achieve good outcomes
- As of 31/03/2020, there were **6,333 open referrals to Children's Services** – within these there were:
 - 2,106 children with active Child in Need plans (CiN)
 - 694 children with an active Child Protection plan (CP).
 - 985 Looked after Children.
 - 656 Care Leavers with Active Pathway Plans
- **There has been an increase in domestic abuse incidents impacting on family breakdown** (In the last 12 months, 49.7% of recorded assessments/cases note domestic abuse and violence where children or young people were in the household².)
- **The number of Looked After Children has increased over the last five years**, with younger children entering care following abuse or neglect and more teenagers needing to be looked after following family breakdown.
- **4 in 5 of the current looked after children cohort** (excluding unaccompanied asylum-seeking children) had been previously open to Children's Social Care (with a CiN or CP plan) prior to becoming Looked After.
- Analysis shows that Surrey has tended to have **lower rates of both children in need and looked after children than many of its statistical neighbours** in recent years, although child protection plan rates are more comparable
- **The population of Looked After Children in Surrey has increased by just over 20% since 2014/15** in line with national trends.

What do we know about Surrey children in care?

1. **High quality, stable placements may not be consistently sought or made at the first try.** Placement stability for age groups remains low. 48% of children aged 0-6 have had one or more changes of placement, although 56% of these moves are to achieve permanence with connected persons, adopters or long-term foster carers. As children enter higher age ranges, the rate of placement change increases further with a higher proportion of 7-17 year olds having 3 or more placements in the past.
2. **The North East and South East have a higher proportion of younger children in care.** For example, larger cohort of ages 0-3 and 4-6 are in these quadrants.
3. **The North West has a significantly larger proportion of 7-11 years olds (35%),** with the next largest proportion being in the South West (20%)
4. **The balance between SCC-run and external provision shifts significantly as children get older.** For example, 81% of placements are in SCC-run provision between 0-3 years, but this reduces to 34% in the 16-17 years age range.
5. **Child Disability becomes a factor for entering care in the 7-11 age group.** This happens on occasions as children are placed in 52 week residential placements (via a

² This combines all three domestic violence categories (3A, 3B, 3C) with domestic abuse categories – FGM and four categories of abuse or neglect – emotional, neglect, physical abuse and sexual abuse. This excludes financial abuse, forced marriage, honour-based violence, threats, harassment and stalking.

Section 20 arrangement), but more often families find they need to access short breaks exceeding 75 nights, leading to the child becoming looked after.

6. **Unaccompanied Asylum Seeking Children (UASC) make up a significant proportion (27%) of our 16-17 year old Looked After cohort.**
7. **The number of Care Leavers will increase in the next 2-3 years**, as the highest proportion of the Looked after children (LAC) population is those aged 16-17. This in part contributes to a higher use of Supported Accommodation provided by the external market.
8. **The rise in numbers of Care Leavers is likely to be sustained in the coming years (if nothing else changes), as the relatively high numbers of 12-15 year old children move through to become care leavers.** This may well mean continued need for supported accommodation if they are not enabled to remain in foster care, staying put arrangements or alternative found.
9. **Over 1 in 5 children in care had no previous CiN or CP plan prior to entering care** - 21% of the current cohort went straight into care before having any other type of plan including CiN or CP plans.
10. **Nearly 55% of children aged between 0-6 months had no prior plan (CiN or CP) prior to entering care.**
11. **Our care leaver demand is increasing.** Between March 2014 and March 2020, the number of young people with open pathway plans (the plan developed with care leavers) has increased by 40% (471 in March 2014 against 671 in March 2020).
12. **A majority of care leavers are engaged with education, in training or have gained employment.** Of the current 667 care leavers, 69% (458) are engaged in education, training or employment. This is better than the England average but we would want to further improve this for our young people, with 31% NEET (not in education employment or training).
13. **The majority of care leavers maintain a level of contact with SCC.** Of the current 667 care leavers 96% (639) have been in contact in the last 12 months.
14. **A higher proportion of children in care in SCC-managed provision are in their first placement (44.7%),** compared to 29.6% of those placed in external provision.
15. **49% of our children in care are placed inside of the Surrey Border**

Geographic comparisons between Surrey's 4 quadrants

1. **The South East quadrant has a larger proportion of looked after children living in Surrey Council in-house services.** Although overall the proportion of in-house against externally commissioned provision is generally balanced across most areas, about 60% of children supported by the South East quadrant live in in-house services against 40% living in externally provided placements.
2. **There are broadly similar number of looked after children in all four quadrant areas.** The South East has the highest number.
3. **The North West is currently the only area that uses more externally commissioned provision than in-house** (though this difference is small).
4. **The West of the county (North West and South West) makes higher use of Independent Fostering Agencies (IFAs) than the East.** For example, of those living in

external provision, 60% in the North West, and 64% in the South West live with carers from IFAs (compared to 48% in the North East, and 49% in the South East).

5. **The opposite is true for the East (North East and South East) which makes higher use of external residential provision.** For example, of those in care living in externally provided residential provision, 20% in the North East, and 26% in the South East live in external children's homes (compared to 10% in the North West, and 6% in the South West).
6. **The South East has the lowest use of in-house residential provision.** Though, positively, the percentages of children living in residential care is generally low in most quadrants, of those children living in in-house children's homes, only 1.32% in the South East quadrant live in in-house provided residential homes. This is followed by the North East at 4%, the South West at 8% and the North West at 10%

3.2 The Journey to care; Children in Need (CIN) and Child Protection Plans (CP)

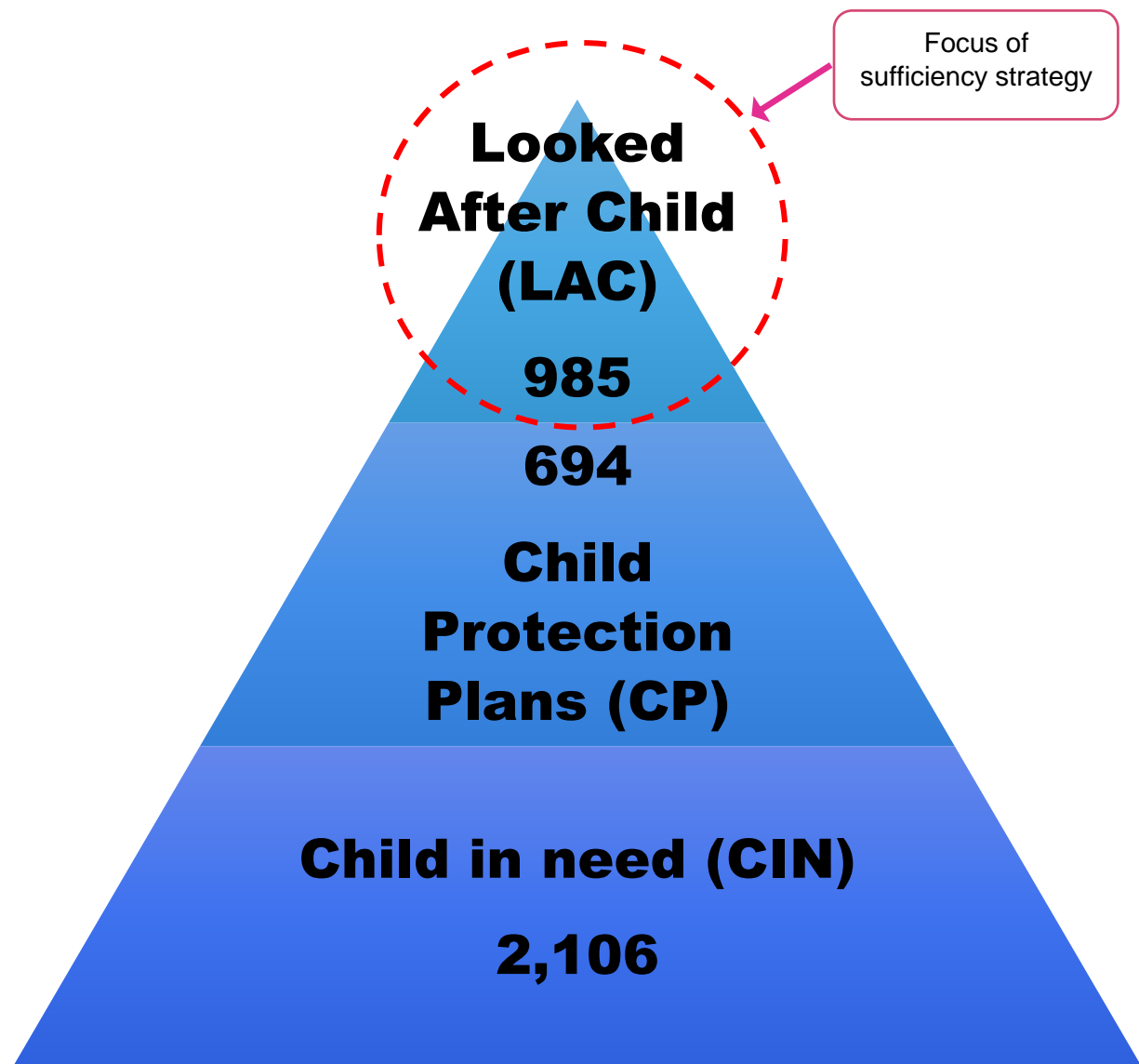


Figure 1: Surrey's corporate parenting cohorts, by CIN, CP and LAC

On the 31 March 2019 there were 399,500 Children in Need in England, which equates to a rate of 334 children per 10,000 in England who are deemed as CiN.

As at 31 March 2020 there were 6,333 open referrals to Surrey Children's Services:

- 2,106 children with active Child in Need plans
- 694 children with an active Child Protection plan
- 985 Looked after Children
- 656 Care Leavers with Active Pathway Plans

3.2.1 The journey to care: before becoming looked after

Profile of the current Looked After Children cohort by plans held prior to becoming LAC (excluding UASC)

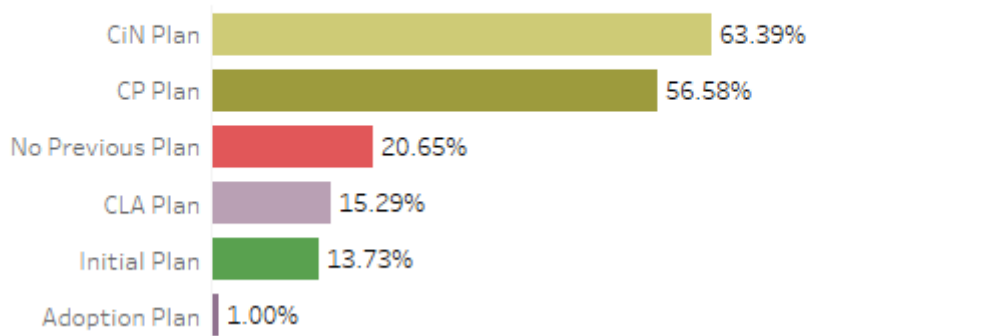
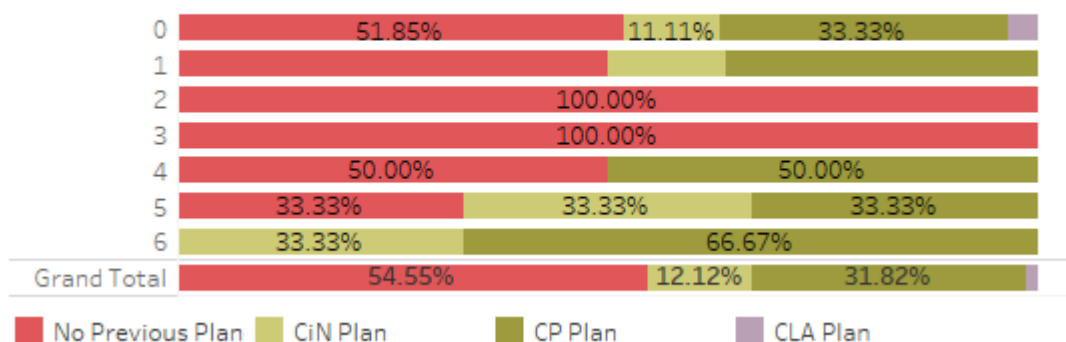


FIGURE 2: ALL PLANS PRIOR TO LAC PERIOD OF CARE START FOR SURREY CHILDREN EXCLUDING UNACCOMPANIED ASYLUM-SEEKING CHILDREN.

Figure 2 shows the percentage of the young people who are currently looked after (excluding unaccompanied asylum-seeking children) that had different plans prior to their current period of being looked after. This suggests that 21% of the current cohort went straight into care before having any other type of plan including CiN or CP plans. 63% of the Current Looked After Children cohort had a previous CiN plan and 56% had a previous CP Plan. (Please note - Children may have had both types of plan consecutively on their journey through services).

15% of the current Looked After Children cohort have had a Looked After Child plan at some point in the past. This suggests that after previously ceasing to be looked after, the young person has come back into care at some point in their childhood.

Plans types Immediately Prior to Current LAC Period By Age Entry to Care 0-6 months



Plans types Immediately Prior to Current LAC Period By Age Entry to Care (years, non-UASC)

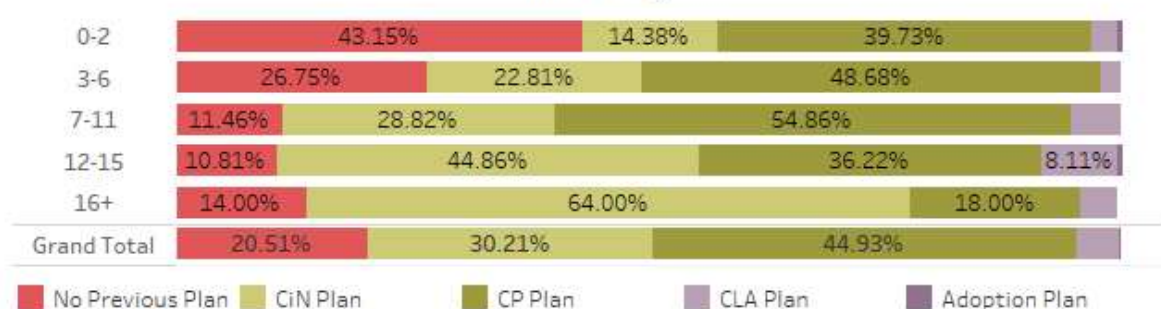


Figure 3: All plans immediately prior to LAC period of care start by age of entry to care

Figure 3 shows the breakdown of the current Looked After Children population (excluding UASC) by age of entry to care and the type of plan immediately prior to their current Period of care.

For entry to care ages between 0-6 years, there is a large proportion of children coming directly into care without a previous CIN or CP – 54.55% of babies up to 6 months old, and 43% for children entering care aged 0-2.

For the 0-6 month old cohort, we need to ensure we understand whether multi-agency partnership and pre-birth planning is robust in ensuring we are planning in the best way for babies and their families. As children get older the more likely it is that they have had either a CIN or CP plan prior to becoming looked after. However, for the 16+ cohort the number of young people entering care with no previous plan increases again by 4 % to 14% of the 16+ entry to care age group.

3.2.2 Children in need (CIN)

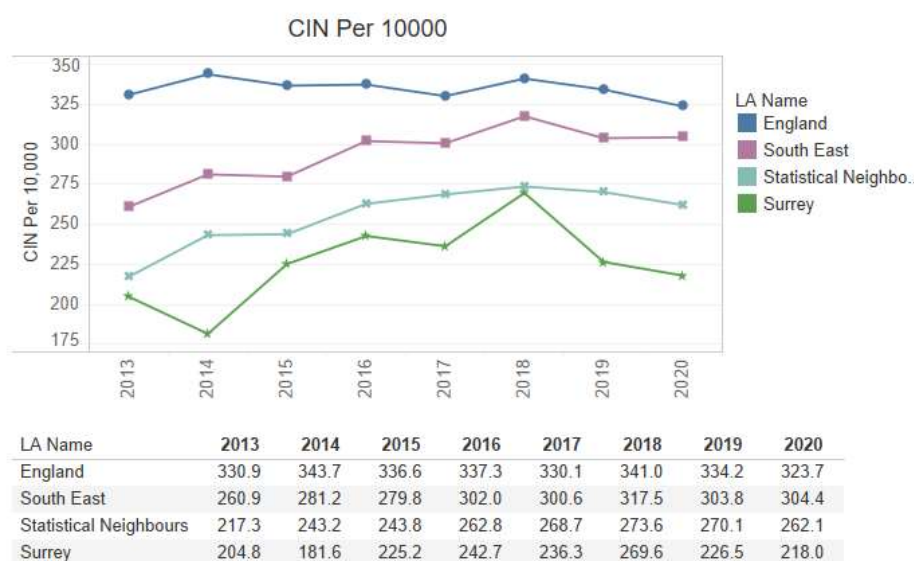


FIGURE 4: THE RATE PER 10,000 CHILDREN OPEN AS CIN, COMPARED TO NEIGHBOURING LOCAL AUTHORITIES

In comparison with the average of our statistical neighbours, the wider South East, and England as a whole, Surrey has a lower prevalence of CIN plans across the population of 0-17 year olds. Surrey has also seen a noticeable dip in rate in 2019, in contrast to statistical neighbours. Prior to this, the trend for Surrey, like the South East, England and our statistical neighbours, had been an increasing rate of Children and young people with CIN plans.

3.2.3 Child Protection (CP)



FIGURE 5: HOW TREND DATA FOR RATES PER 10,000 OF CHILDREN AGED 0-17 WITH AN OPEN CHILD PROTECTION PLAN AT THE END OF EACH FINANCIAL YEAR COMPARED WITH NEIGHBOURING LOCAL AUTHORITIES

Surrey compares more closely to statistical neighbours regarding rates for CP plans in the last couple of years. There was, however, no consistent trend in rates per 10,000 from 2013-2016. Surrey showed quite a significant increase in rate per 10,000 between 2017-2018 to bring us to a similar rate per 10,000 as our statistical neighbours but lower than England and the South East in general.

3.2.4 Our Looked After Population

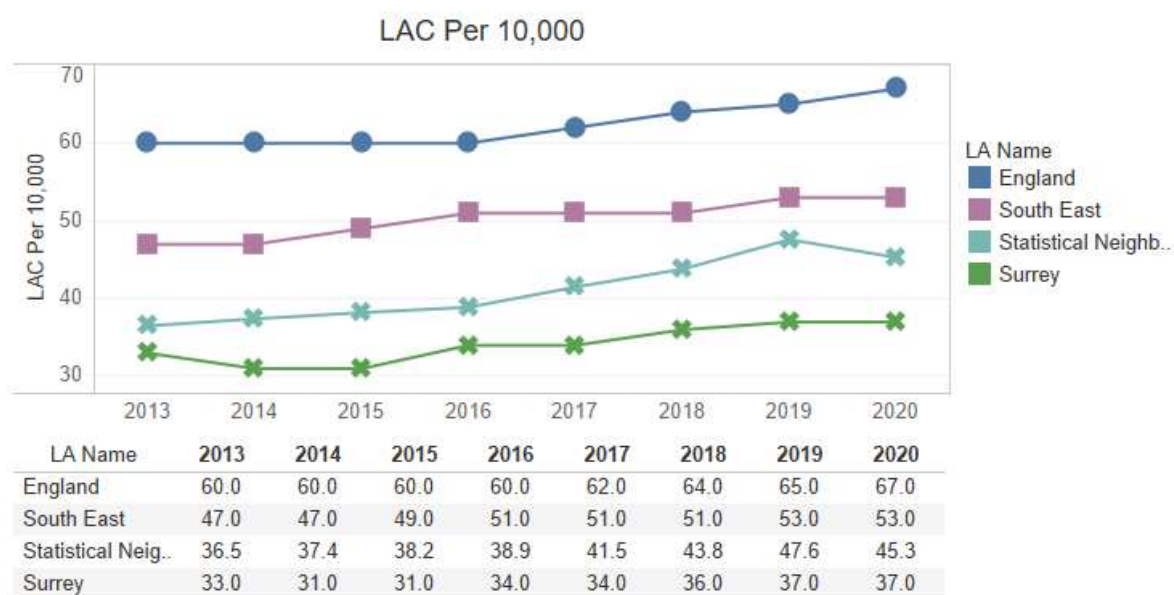


Figure 6: Rate per 10,000 0-17 year olds in care showing the trends and difference between Surrey, our statistical neighbours, the South East and England.

Surrey shows lower rates of 0-17-year olds per 10,000 in care compared to the South East and our statistical neighbours. The general trend across neighbouring Local Authorities and the South East is an increasing rate of children in care.

This trend is also shown in Surrey with an increase of 19% in rate per 10,000 of 0-17-year olds looked after. This compares to a 28% rate increase for our statistical neighbours in the same time-period.

3.2.5 Family Contact with birth family members for looked after children

It is imperative that children, who are looked after, are enabled to keep in contact with, and see, family members that they no longer live with, where it is safe and appropriate for them to do so. In many cases, and wherever possible these arrangements should be facilitated and/or supervised by foster carers, or placement providers. For circumstances where a neutral venue, or supervised contact is required, this family contact may take place at one of the council's Contact Centres.

Children should not have to travel long distances for contact. We know that facilities are required in Quadrant office buildings, for urgent and unplanned contact, and in specialist family contact centres, as well as in local community facilities.

Analysis of the volume and location of family contact for the first three months of 2020 showed that **55%** of the 3462 sessions of family contact took place in the two family contact centres, but that often other, potentially less suitable community venues had to be used due to insufficient capacity.

In total **79** locations were used for contact. One of the current contact centres has limitation in its layout and suitability and work is underway to re-provision this. The family contact service would like to bring some community contacts back into a contact centre setting to improve the support and supervision that can be provided during sessions.

The council is investing, through its Capital investment programme, in ensuring it has sufficient buildings and spaces to meet current and anticipated need based on data from the service. Centres based in Woking and Redhill would be best placed geographically to ensure that children are able to meet their family members in locations which are accessible and which do not require excessive travel after school or from their placement homes.

3.2.6 Care Leavers

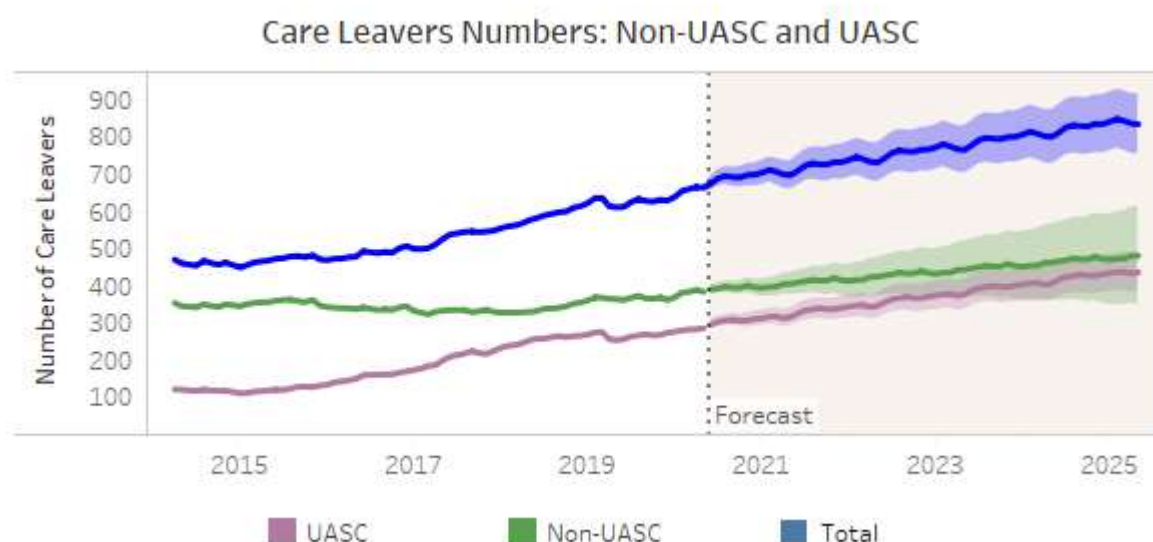


Figure 7: Number of Care Leavers in Surrey Non- UASC and UASC.

Between March 2014 and March 2020, the number of young people with open pathway plans (the plan developed with care leavers) has increased by 39% (471 in 31st of March 2014 against 654 31st March 2020).

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. It is likely that the number of UASC care leavers will stabilise over the next 5 years to reflect the plateau in numbers of new arrivals.

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.

Of the current 654 care leavers **96% (639)** have been in contact in the last 12 months, **69%** of 17-21 year old care leavers (**403**) are engaged in education, training or employed, whilst **31%** are NEET (not in education, employment or training). Being NEET is one indicator which may mean care leavers require support for longer.

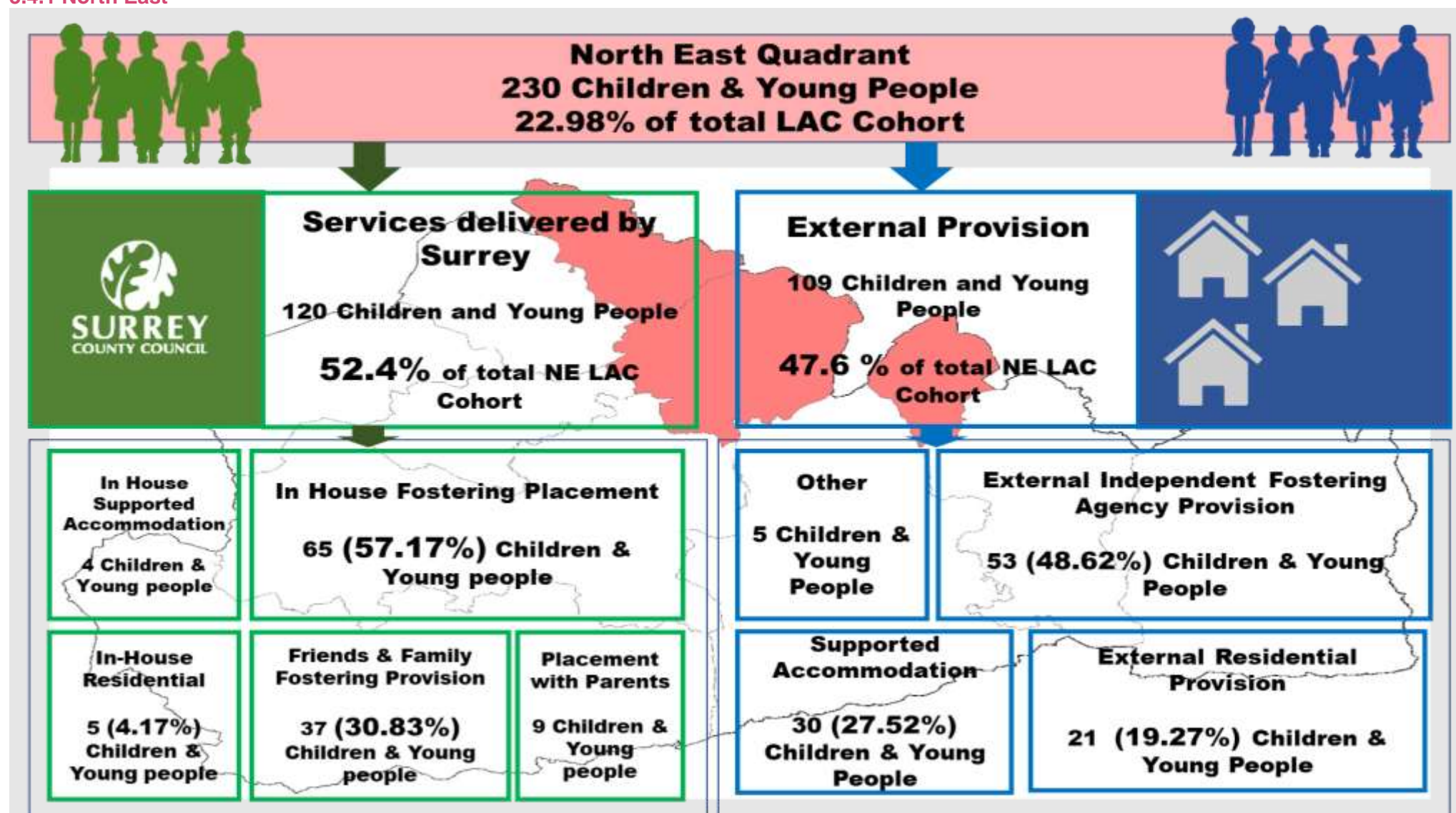
3.3 What we know about our children in care



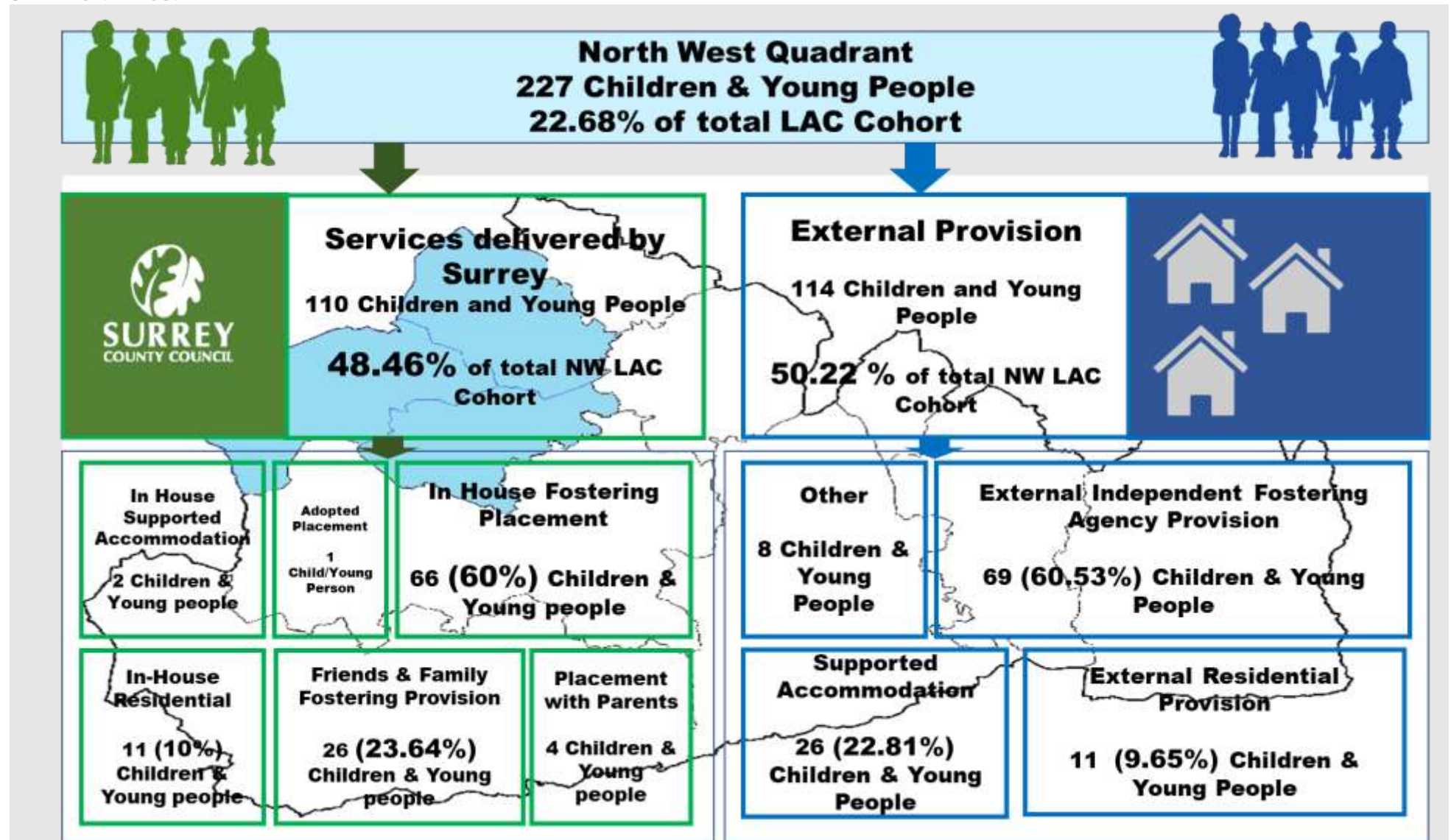
FIGURE 8: OUR CHILDREN AND YOUNG PEOPLE'S JOURNEY THROUGH CARE

3.4 Area Snapshots

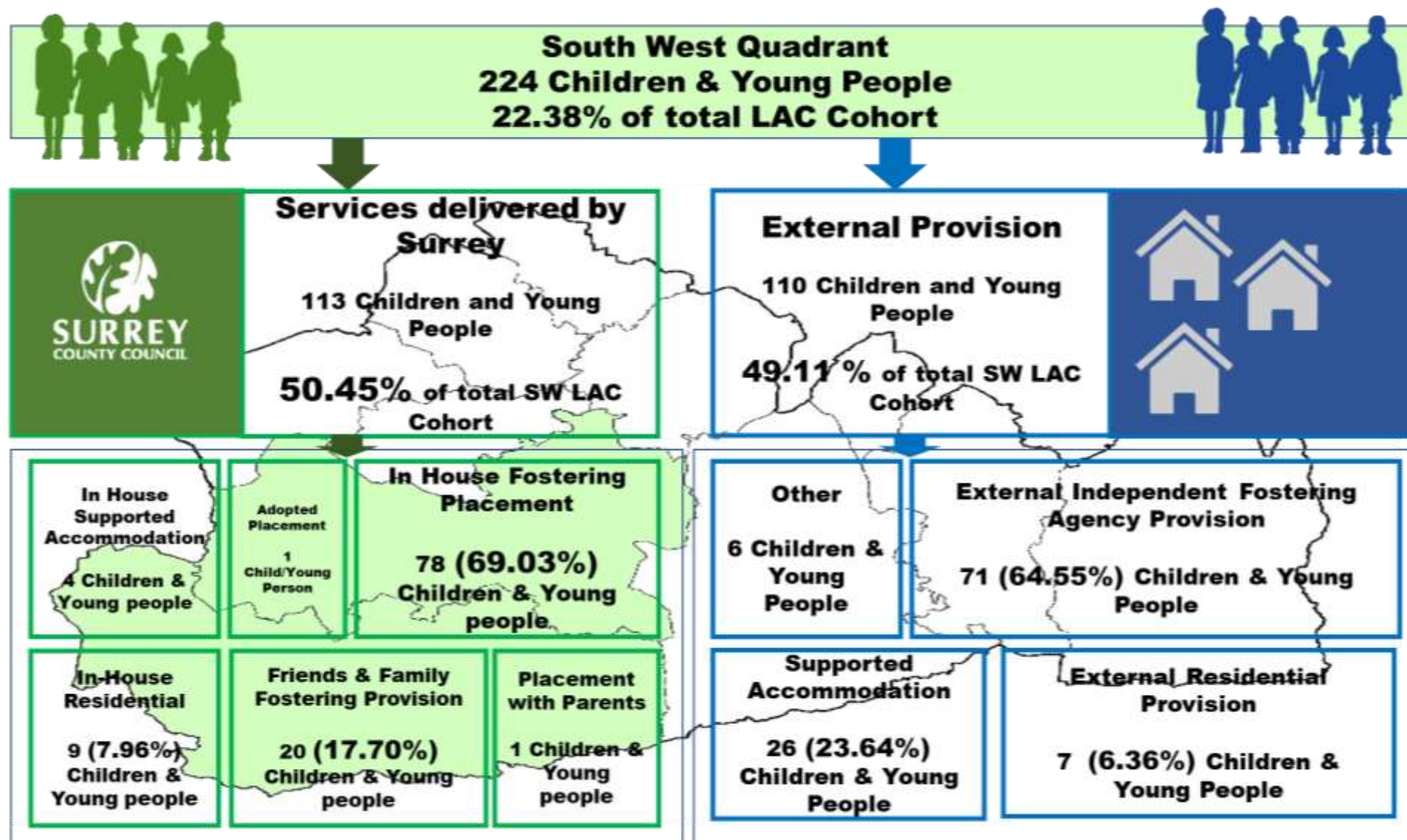
3.4.1 North East



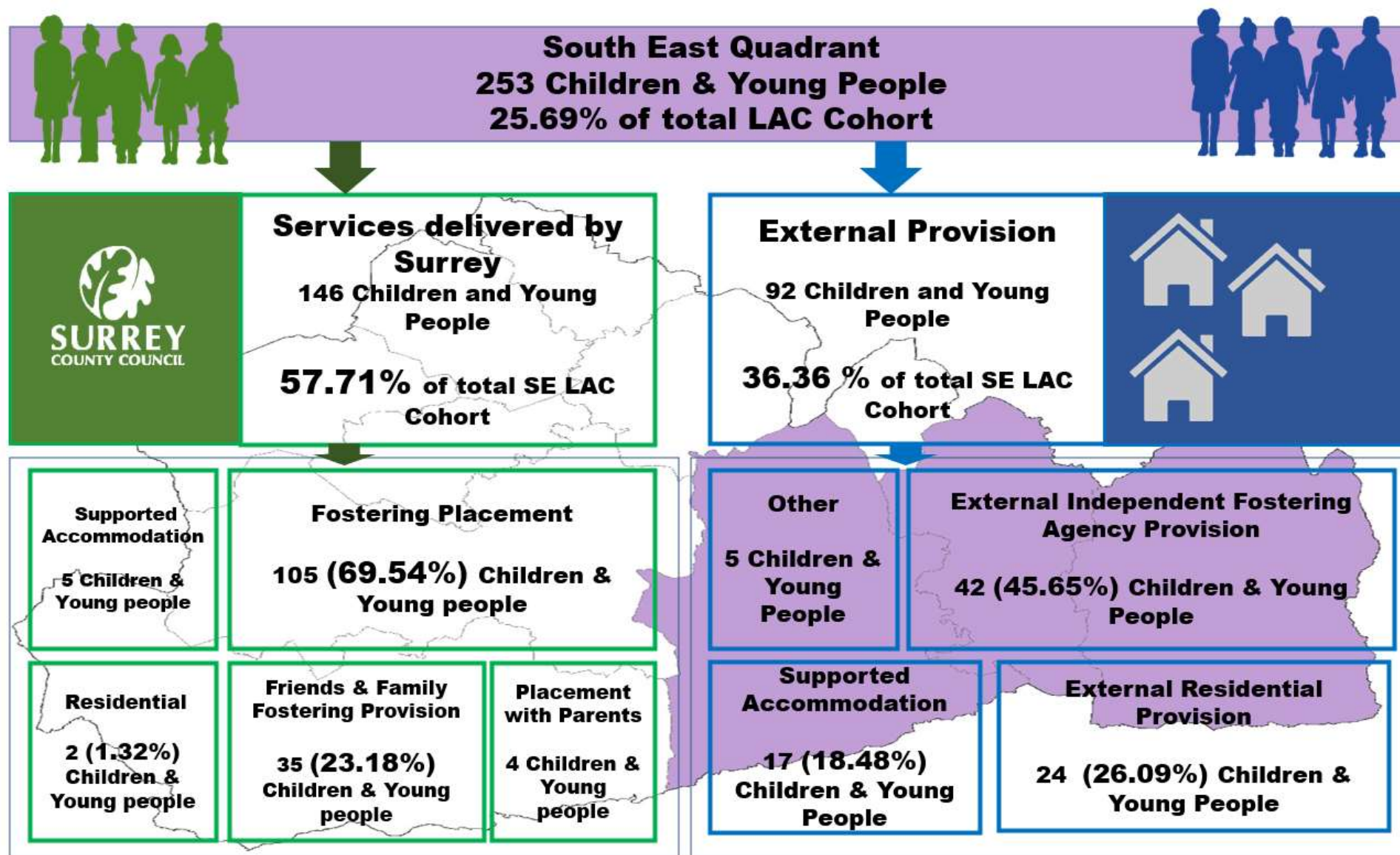
3.4.2 North West



3.4.3 South West



3.4.4 South East



4.0 Current Provision Available

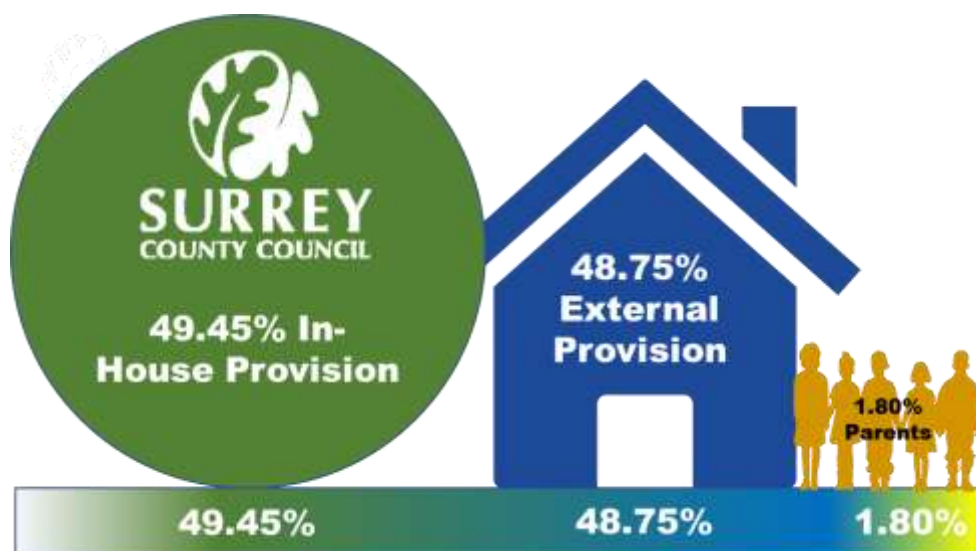


FIGURE 1: SCC-RUN (OR IN-HOUSE) / EXTERNAL PROVISION SPLIT

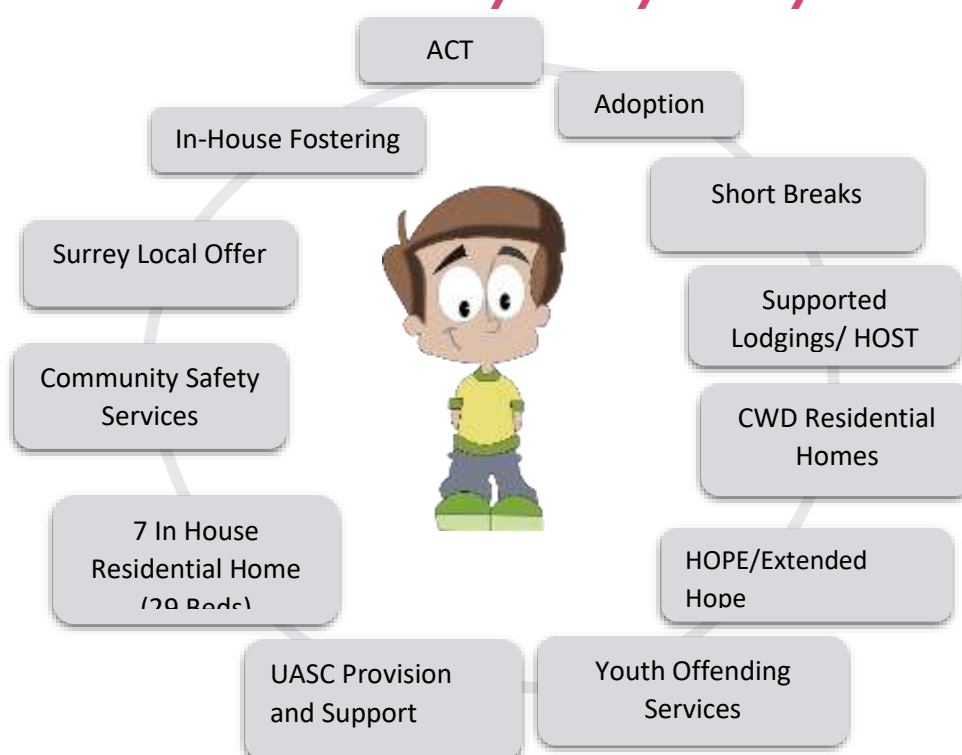
4.1 Key findings

- **Ascertaining like for like cost comparisons with in-house and external provision is challenging due to difficulties in separating out central on-costs for in-house services.** This means care must be taken in interpreting cost differentials.
- **Surrey continues to make strong use of the external market.** The quality of Independent Fostering Agencies is generally good with 97.4% of all foster placements made with external vendors with good or outstanding fostering agencies.
- **Surrey has a portfolio of provision types, practice models and support services that provide a strong foundation for service development.** Practice led improvement, such as Family Resilience and the No Wrong Door model is forming an important part of preventing children entering care.
- **There are strong overlaps between the SEND (children with Special Educational Needs or Disabilities) and Looked After Children cohorts.** Joint working between health, education and social care forms the basis of developing more high quality, holistic and high-quality provision and support.
- **On most counts, Surrey tends to place the majority of children who are Looked After within the Surrey border, or 20 miles from their home.** More can still be done to improve the proportion of children who are in care being placed within Surrey borders. The older the child gets the more likely they are to be placed further from home. Generally, 41% of children aged between 10-17 compared to 31% of children aged 0-9 are placed further than 20 miles and outside of Surrey. Children placed in external provider placements are also far more likely to be located outside Surrey and further than 20 miles from home; 76% of IFAs (compared to 7% of in-house fostering placements) are outside Surrey and more than 20 miles from the child's family home, and 84% of external Residential placements also meet this criteria.

4.2 Education, SEND and Social Care – shared outcomes

There are significant overlaps between the cohorts of vulnerable children and those with Special Educational Needs or Disabilities (SEND). As a result, children supported by Education and Social Care are placed at shared provisions across the county (in-house, private and voluntary). The most common need identified for children with an Education Health and Care Plan (EHCP) is Autism Spectrum Condition. Of the children placed within a residential children's home, 73% have an EHCP, indicating significant overlaps between SEND and Social Care involvement.

4.3 Provision delivered by Surrey County Council



4.3.1. Residential

Surrey County Council runs residential provision with a **total of up to 49 beds**

- 6 communal homes and one solo provision offering **29 beds**
- 2 homes for children with disabilities – one providing long term care and short breaks, and another providing short breaks (including for those young people who become looked after because they have more than 75 nights of care a year) **(up to 18 Beds)**
- A specialist emergency/crisis provision for young people with mental health needs **(2 Beds)**

Our residential provision makes us the largest provider of residential care in Surrey, with all but two of homes rated good or outstanding by Ofsted. Our homes provide specialist care of the highest quality to our children and enable them to seek the best outcomes and we are committed to keeping this in house to ensure our children have access to the best quality care possible

Current best practice suggests that the best homes for our children are family sized and look like the homes of their peers. We agree with Ofsted's recommendations that children should grow up in family sized units and our investment programme will enable this to be realised. In July 2020, two new homes and the rebuild of our family centre were approved whilst a third was approved in Spring 2021.

This significant investment in our future homes will enable the best environment for our children so that they be best supported to thrive and fulfil their full potential and in order to meet capacity we committed to continuing to build our in house service.

4.3.2 Fostering

Surrey County Council has committed to improve the quality of foster care and its availability, to enable more looked after children and young people to remain in Surrey and experience the support and stability they need.

To give the best care possible, we are beginning to embed the Mockingbird Model within Surrey. At present we have introduced 3 constellations which totals 37 Looked After children being supported by this model and 28 fostering families. By the end of 2021, we hope to have a further two constellations introduced. This model emulates the extended family and provides support and respite care allowing greater permanency planning and support

The service also supports **177** fostering households who are connected to a specific child. In many cases the family members may ultimately go on to obtain a court order giving them legal responsibility for the child, which means the child leaves care. A review of the support given to these arrangements, both during and after the court proceedings is planned in 2020-21 to ensure that extended families or long-term foster carers are enabled to care for children outside of the care system wherever possible and appropriate.

4.3.3 HOPE/Extended HOPE

Extended Hope developed from the original education and day care service for children who were experiencing mental health or significant emotional well-being issues and provides **2** beds for up to **7** nights stay in a registered children's home for crisis or emergency situations. The service has multi-disciplinary staff and is jointly funded by Surrey County Council and the Clinical Commissioning Group.

Outcomes for young people are closely monitored and the service is successful at preventing admissions to Tier 4 mental health services (which are often at considerable distance from home) but also supporting young people to return home after discharge from hospital. In the last 12 months, there have been **6** referrals each week (from social workers or CAMHS professionals) for **2** available beds, showing a level of demand three times the available resource.

4.3.4 Provision for Unaccompanied Asylum-Seeking Children (UASC)

The fostering service recruitment plan has recognised the need to undertake targeted recruitment for carers to meet the needs of this group of young people. A lower proportion of unaccompanied asylum-seeking young people are in foster care than the wider looked after population, even adjusting for age.

Unaccompanied asylum-seeking young people are more likely to live outside Surrey, and in semi-independent accommodation. Further work is needed to ensure placements within Surrey can be provided that provide the level of support, and access to local services that young people may need, given their likely issues of trauma and loss.

4.3.5 Criminal Exploitation and Children Missing from Care

Prevalence of criminal exploitation in the county is increasingly understood and the Community Safety service works closely with the quadrants on sharing information and risk planning for children who are vulnerable or at risk of criminal exploitation or missing episodes.

Historically, contextual safeguarding risk management has not been well understood by the professional partnership, with those who are our most vulnerable and at risk, being placed at a distance from home as the primary mode to manage this risk. Through practice and greater data analysis it has been found that the availability and quality of support services out of county can be inconsistent and more challenging to source which further increases risk.

In order to improve on this, we are creating a Safeguarding Adolescents strategy and engaging in a complete multi-agency view of how we work together as a system to reduce risk without relying on out of county provision. Through this, we are implementing the No Wrong Door model within Surrey to create a wrap around intervention to the most vulnerable children in Surrey.

We are engaging in significant data analysis to create a clear view of our children missing from care and at risk of being criminally exploited. This will inform how we manage risk with our partners and how we best conduct safety planning.

Additional management capacity specifically to look at adolescent safeguarding and edge of care provision has been developed in the Quadrants and it will be important for there to be clear join up between this role and No Wrong Door provision, along with ongoing work with community safety partners as part of a multi-agency response.

4.3.6 Provision for children with disabilities

The [Surrey Local Offer](#) for children with Special Educational Needs and Disabilities (SEND) outlines services available for this group of children, including [short breaks](#) provision for children and families. A small number of young people who have more than 75 nights of short break care per year will become 'looked after'.

Surrey has two children's homes for children with disabilities. One provides long term care and short breaks, whilst the second offers short breaks. Surrey also commissions short breaks services from external providers.

4.3.7 Services for young people with sexually harmful behaviour

Where a child is presenting with sexual behaviour which presents a risk to others, the Assessment, Consultation and Therapy (ACT) service may be able to offer support through assessment of risk, therapy and or planning with the child, family and professional network.

Some children and young people become looked after where the risk cannot be managed within the family home. Historically there has been limited capacity within in-house provision to be able to meet the needs of young people and many have been placed in externally commissioned provision.

The development of in-house solo residential provision, which is underway, will also offer the potential for risk-managed suitable placements in-house with the support of the ACT service, particularly for those young people who cannot live alongside others due to risk at a point in time.

4.3.8 Youth Offending

The Youth Offending provision is located with the Targeted Youth Support service in each Quadrant. This multi-disciplinary team works to prevent and reduce offending behaviour

amongst young people who are at risk of or have entered the criminal justice system. The service works with young offenders ranging from those who have been arrested and receive an out of court disposal, a court community disposal, or a custodial sentence.

4.3.9 Adoption

As part of the Government adoption regionalisation agenda, adoption services are now provided via the [Adoption South East](#) (ASE) Regional Adoption Agency. In conjunction with Coram-i, they have analysed the numbers of adopters needed by local authorities in the RAA for their children, and are developing recruitment activity accordingly.

In **2019-20**, **28** adoption orders were made and **31** children were placed for adoption. Careful monitoring of the Regional Adoption Agency arrangements will be needed to meet the needs of Surrey children.

4.3.10 Supported Lodgings

We have a successful supported lodging scheme utilised in Surrey. The service is valued by young people, families, and professionals.

4.4 Services commissioned from external providers



Overall, Surrey continues to make significant use of the external market, particularly for 7 – 17 age cohort.

4.4.1 Independent Fostering Agencies

Surrey is a signatory to the South-Central Framework, led by Southampton City Council. The arrangement allows a group of local authorities to work in partnership to procure good quality, cost-effective and value-for-money foster care services that benefit children and young people.

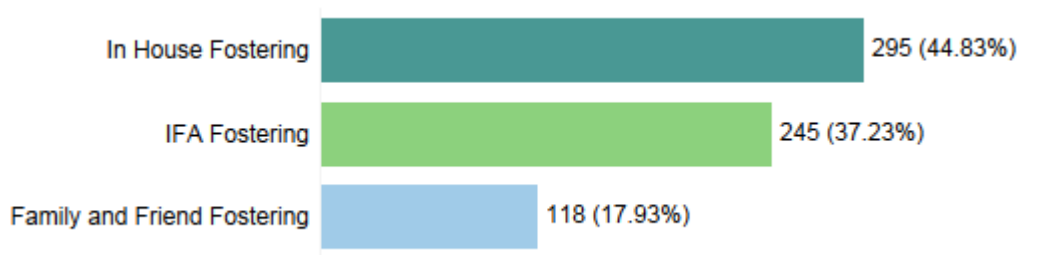


FIGURE 9: MAKE UP OF FOSTERING IN SURREY, BOTH IN HOUSE SERVICES AND EXTERNAL IFA'S

As of 31/03/2020 Surrey had a total of **658** Children and Young people in Fostering Placements including both in-house services (Surrey County Council Fostering Services including the Family and Friends Fostering Service) and IFA external provider placements. The **658** children and young people in fostering are currently split in fostering type and provider types as follows: In House Fostering **295 (44.83%)**, Friend and Family Fostering **118 (17.9%)** and Independent fostering agency **245 (37.2%)**.

Surrey Utilisation of the IFA framework for our foster placements is at **87%**. This means that there are **13%** of Placements with external vendors that are off contract. This demonstrates good utilisation of the IFA framework and contract. Figure 11 also shows that **98%** of all foster placements made with external vendors are with good or outstanding fostering agencies.

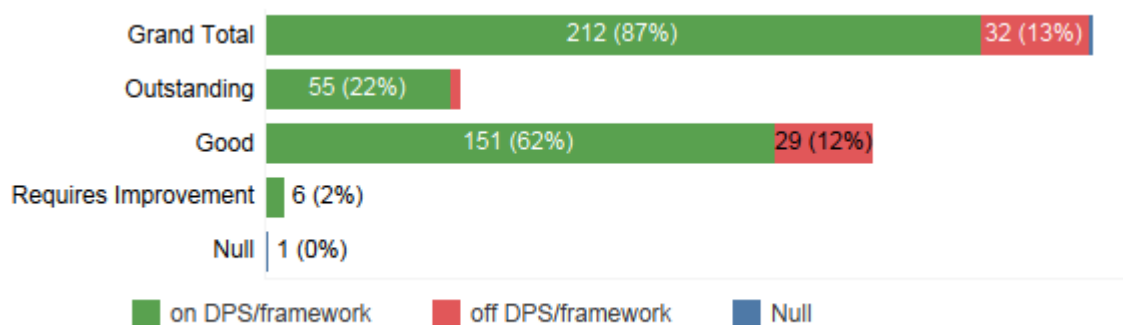


Figure 10: Ofsted ratings and % of fostering agencies on and off South-Central IFA framework

4.4.2 External Residential

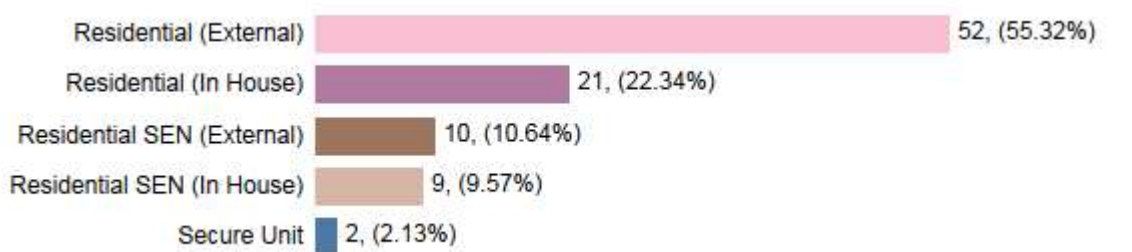


Figure 11: Make up of Residential Placements in Surrey, both In House services and External Residential providers (excluding Residential Schools)

As of 31/03/2020 Surrey had a total of **94** children and young people who are placed in a Residential setting. This includes in-house residential services for both children's homes and SEN specialist residential units. It also includes externally-provided children's homes and SEN specialist care homes and secure units. Figure 13 describes how the **94** children and young people in residential placements are currently split in provider types is as follows: In-House children's homes **21 (22.3%)**, In House SEN children's homes **9 (9.6%)**, external provider children's homes **52 (55.3%)**, external provider SEN children's homes **10 (10.6%)**, and secure unit placements **2 (2.1%)**.

Of the **67** Residential placements provided by external providers only **38.81%** are on the commissioning framework showing poor utilisation of the framework that Surrey is signed up to. Currently Surrey uses a far lower percentage of good and outstanding residential homes (total of **78%**) compared to good and outstanding external fostering agencies (**98%**).

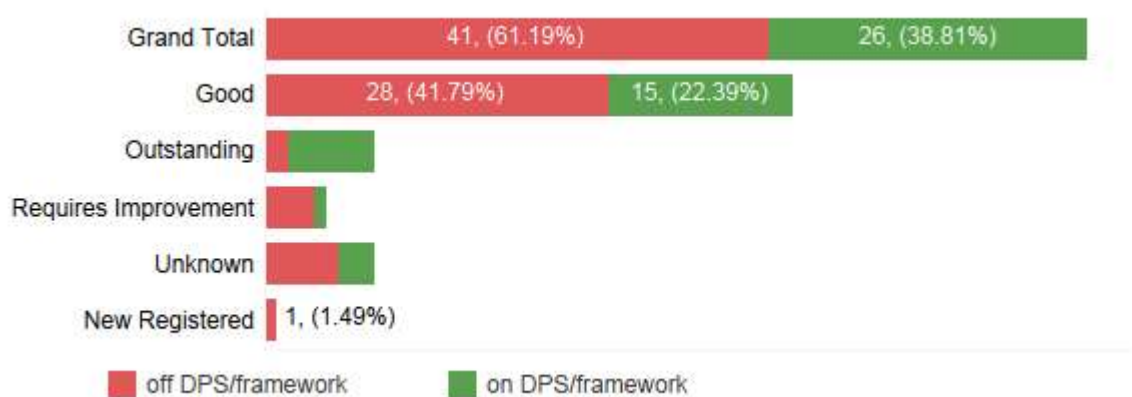


FIGURE 12: OFSTED RATINGS AND % OF RESIDENTIAL CHILDREN HOMES ON AND OFF SOUTH-CENTRAL IFA FRAMEWORK

4.4.3 Supported Accommodation

4.3.3.1 Overview

Supported Accommodation describes accommodation with support provided for 16-25-year olds, including those who are looked after and care leavers. The accommodation could be in small shared Houses of Multiple Occupation, self-contained provision, or multiple units of accommodation in a hostel setting. Support can range from a few hours outreach per week, to 24-hour staffing on site.

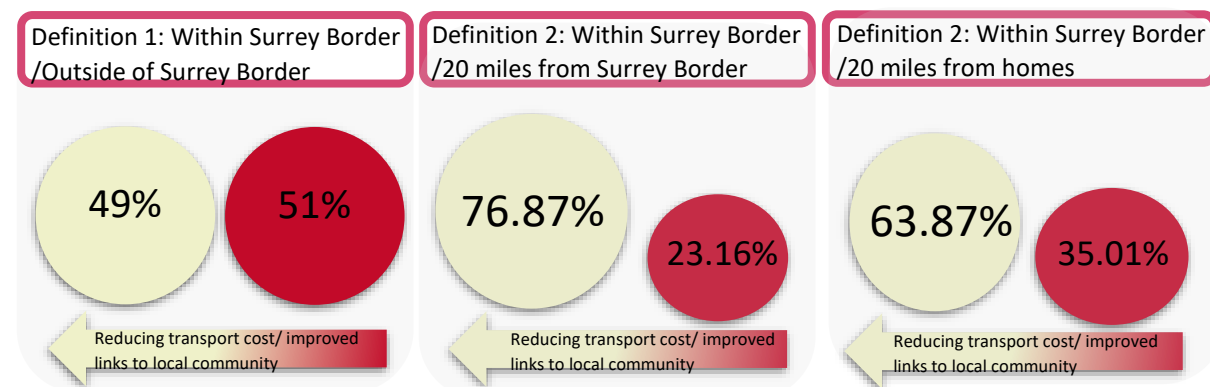
Surrey County Council's Supported Accommodation is delivered via a Dynamic Purchasing System (DPS).

The DPS has **19** providers on it. It started in 2018 and will run till 2022. Within the DPS there are block contracts with **8** providers over **6** different lots. These providers are based within Surrey whereas the other 11 providers on contract are in neighbouring counties.

There is a total of **203** beds available in the external market. Most of the bed capacity is in and around the North West and South East quadrants. Though Guildford has bed capacity, there remains gaps in Waverley. This is also true of the North East overall. There is currently no in-house supported accommodation provision for 16-25 years olds and a substantial amount of the capacity is outside the Surrey border.

Surrey County Council is committed to building our supported accommodation capacity with the redevelopment of property into specialist accommodation, approved in October 2020.

4.5 Developing closer to home provision



Surrey captures out of county provision by three definitions

- Within Surrey / outside of Surrey border
- Within Surrey and within 20 miles of border / more than 20 miles from the border
- Within Surrey and within 20 miles of home/ more than 20 miles from home

On most accounts, Surrey tends to place the majority of children who are looked after within the Surrey border, or 20 miles from their home.

Ultimately, there is still more we want to do to improve local provision in county. As a priority we want to improve the proportion of children placed by all definitions in county, within 20 miles of the border and within 20 miles of their home. By doing this, we ensure there are more local opportunities, enabling children to stay close to their communities, have continuity of education and live in provision that delivers excellent outcomes and value for money.



4.6 Cost of provision

Analysis of costs of commissioned placements for 2019-20 shows that:

- The average weekly cost of an IFA placement is **£944**
- The average weekly cost of an external residential placement is **£4374**
- The average weekly cost of a secure unit is **£5497**
- The average weekly cost of a supported living placement is **£733**

Ascertaining like for like cost comparisons with in-house and external provision is challenging. This means care must be taken in interpreting cost differentials. We have identified that we need to undertake further work on better understanding the unit costs of in-house fostering and residential placement, so that we can be sure of balancing both cost and outcomes for children in our future work.

We know that fostering is the most cost-effective placement type for children and young people in care aged under 16, and particularly when the placement is local to Surrey, the outcomes for children are likely to be better.

We know that there is a wide range of costs in external residential placements from the cheapest to the most expensive, and there is not always a clear link between cost of the placement and positive outcomes for children. It is important therefore, that we focus on the quality of placements and outcomes, as well as being able to drive value for money, measured against outcomes.

External secure units' average weekly cost is high, reflecting the intense nature of the provision and the complex needs of children that the courts have agreed can be detained in secure accommodation.

5.0 How Surrey is responding to rising demand and complexity of needs

Surrey is responding primarily in two ways; developing a strong practice-led improvement approach whilst developing internal Surrey provision.

5.1 Additional in-house capacity

An extensive capital development programme is underway to re-provide two of the mainstream children's homes into 3 smaller, 4 bed units over the next 18 months which will provide more suitable accommodation. In addition, two one-bedroom solo units are being developed which are close to existing homes but will be managed and operated separately. These significant changes will increase the flexibility and capability of in-house provision to meet the increasingly complex needs of children requiring residential care.

5.2 Improved foster care recruitment and capacity

Surrey has committed to improve the quality of foster care and its availability, to ensure looked after children and young people are able to remain in Surrey and experience the support and stability they need. To better support our recruitment needs, Surrey County Council have implemented an improved marketing strategy to support our recruitment of foster carers. This strategy focuses heavily on social media and digital marketing to gain a wider audience. It is acknowledged that a lot more work is needed and a greater link to our central communications will be developed within 21/22. The fostering service have approved 47 general foster carers over the last 12 months, including focussing on foster carers who can support teenagers and carers from diverse backgrounds that can meet the needs of all our children and young people. In 2019/20 there were **37** approvals of general fostering not including Supported Lodgings carers. There were **28** resignations/terminations throughout the year. The net gain of foster carers in 2019/20 was **9**. It is hoped that our improved strategy will increase our net gains going forward.

The Mockingbird model (see below) has been shown to have positive effect on outcomes for children (particularly in relation to placement stability, improved wellbeing, better planning for permanence, improved birth family and sibling contact) and in foster carer wellbeing, support and retention.

The impact of the model in Surrey will be evaluated by the Government Innovation Partner, the Fostering Network.

Feasibility studies are underway to consider a Capital Grant Scheme, to allow for adaptations to foster carers homes so that they can meet (or continue to care for) children where the current accommodation is a barrier to meeting their needs.

5.3 Family Safeguarding Model

The Effective Family Resilience model is delivered across each of the geographic Quadrants in Surrey and provides early help services and safeguarding services. The Family Safeguarding Model was originally developed in Hertfordshire to provide multi-disciplinary support to address the issues faced by adults in the family that impacted on children. In each of the Quadrants are teams delivering the Family Support Programme (to families who broadly meet the former Troubled Families programme criteria), Targeted Youth Support for young people aged 12+, Safeguarding Adolescent Teams and Family Safeguarding Teams who have support from adult mental health workers, domestic violence workers and substance misuse workers. Underpinning this work is the use of Family Group Conferences,

a strengths-based approach and the use of motivational interviewing and restorative approaches.

Work is underway to support practitioners and managers in the Quadrants to develop their knowledge and confidence in early planning where children have complex needs, or where there is risk. Practice toolkits for assessing risk are being developed in conjunction with Community Safety partners, learning and development opportunities are being rolled out, and greater use of multi-agency planning meetings to enable a true 'Team around the child' approach are being modelled by Assistant Directors.

5.4 Mockingbird

The Mockingbird model of foster care has been developed in the UK by the Fostering Network.

The model centres on a constellation where one foster home acts as a hub, offering planned and emergency sleepovers and short breaks, advice, training and support, to six to 10 satellite households. The model was originally developed by The Mockingbird Society in America in 2004. Relationships are central to the programme and the hub home builds strong relationships with all those in the constellation, empowering families to support each other and overcome problems before they escalate or lead to placement breakdown and increasing protective factors around children.

The constellation also builds links with other families important to the children's care plans and to resources in the wider community which can provide them with enhanced opportunities to learn, develop and succeed.

In Surrey 3 constellations have been developed so far, and further roll out of the model is planned across the fostering service.

5.5 No Wrong Door

Work is currently underway to implement the No Wrong Door model in Surrey. This model, which was developed by North Yorkshire County Council, provides young people with complex needs who are experiencing family breakdown, those looked after, and those leaving care with flexible accommodation and support from a single multi-agency service. The service comprises direct support staff undertaking residential and/or outreach work, psychologists, speech and language therapists, police officers and data analysts and provides a range of placement types including children's home provision, foster care, supported lodgings, supported accommodation and flexible accommodation options (including short breaks and activity based opportunities) from one Hub and integrated staff team. Motivational interviewing, restorative approaches and strengths-based practice underpins the model.

The aims of the No Wrong Door hubs are to:

- Reduce high risk behaviour
- Empower young people to build and restore relationships
- Maximise opportunity for planned transitions
- Support achievement
- Develop self-esteem, self-worth and resilience and
- Ensure young people in crisis receive well organised and appropriate support.

In Surrey work is now underway to scope how the model will be implemented in the current residential and edge of care services. We expect changes to our practice to impact significantly by minimising or reducing the growth in overall LAC population and enabling children to remain in Surrey.

5.6 Provision for care leavers

Feasibility studies are underway into options for Surrey to develop its own semi-independent accommodation for care leavers on a 'Hub and Spoke' model. This would mean that care leavers have the option to remain in Surrey, have support from council services and have increasing options to move from fully supported provision into flats locally with support from the Hub.



6.0 Forecasting

6.1 Surrey's looked after population (excluding UASC)

Surrey have used historic placement trends to develop a 5 year forward view of possible placement demand. As with all forecasts, these are subject to change and assume nothing additional happens to impact on the forecast. (Unaccompanied asylum-seeking children have been excluded from this analysis as it is difficult to predict the numbers of unaccompanied children presenting for care in Surrey due to variable factors beyond Surrey's control). It should be noted that the forecast model is based on trend and growth of numbers of non-UASC children and young people to Surrey open on the 1st of each month from March 2014 to March 2020. The shaded area of each line represents a 95% confidence that estimated number falls within the upper and lower predictions. The forecast also factors in seasonality shown in the previous years.

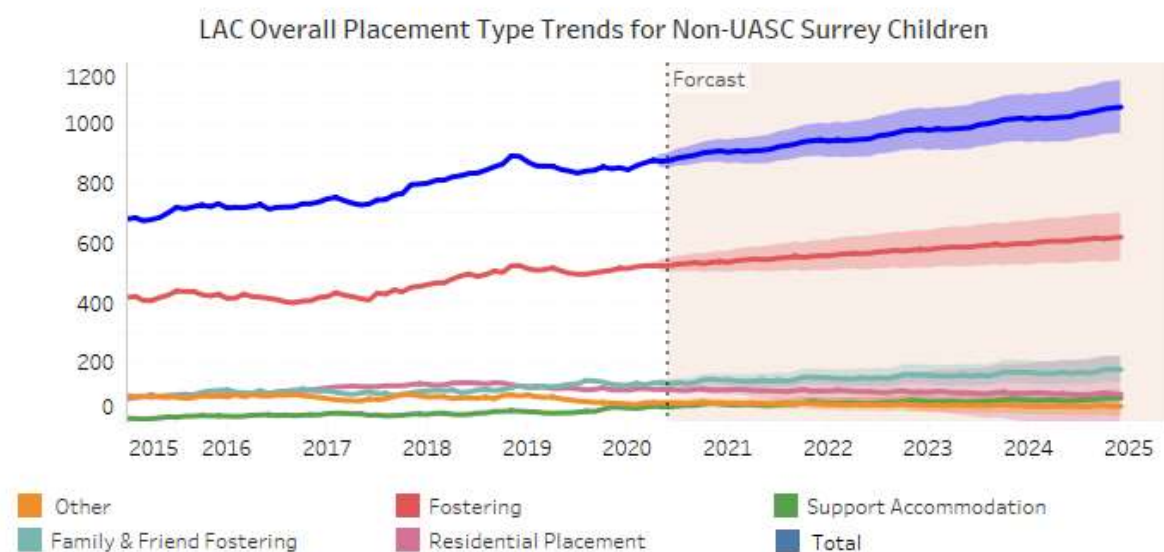


FIGURE 13: 5-YEAR PROJECTION FOR NON-UASC PLACEMENT TYPES FOR SURREY CHILDREN (SOCIAL CARE)

As of 31st March 2020, according to Surrey's internal records there were 985 children and young people in care (excluding UASC). If current trends were to continue, the additional amount of provision would be required as follows.

Placement Type	March 2020	By March 2025	+/-
Overall	899	1068	+169
Residential	118	103	-15
Fostering	539	636	+97
Supported Accommodation	60	87	+27
Family & Friends Fostering	135	176	+49
Other (e.g. Secure placements/placements with parents/residential schools)	71	52	-19

Table 1: forecast demand for Surrey Children by 2025

6.2 What the forecast tells us

If nothing else changes:

- The requirement for residential (either in-house or external) decreases over 5 years. This is partly because the growth in Surrey's looked after population has been toward the older age groups.
- The number of Non-UASC 16-17-year olds requiring Supported Accommodation will increase in the next 5 years. Current forecasts show this additional demand will mean an additional 27 Supported Accommodation places for young people (excluding UASC) will

be required by 2025. If UASC are included into account this number is more likely to be around 80-100 additional placements.

- The demand for fostering will be significantly higher with growth an estimated 97 more placements required.

Councils that have implemented the Family Safeguarding Model, and No Wrong Door model have seen positive impact on the numbers of looked after children, and the length of time children spend in care. The numbers and period of care should therefore be kept under review to inform future sufficiency once these models are fully embedded in Surrey.

6.3 Surreys UASC Population Forecast and trends

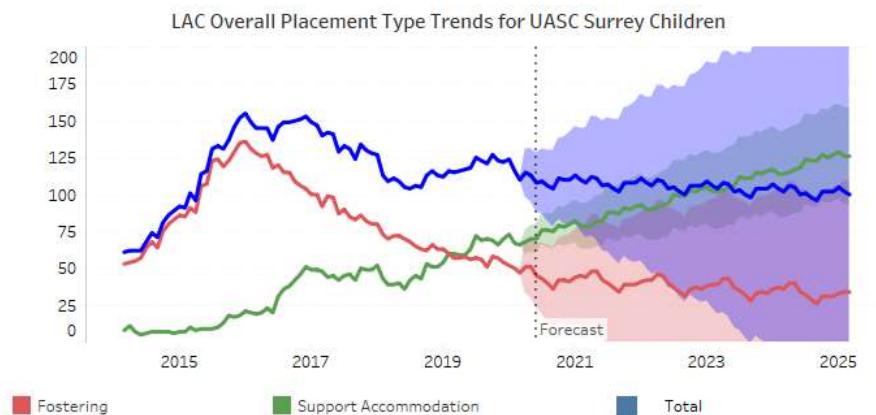


Figure 14: 5-year projection for UASC placement types for Surrey Children (social care)

As with Surrey Non-UASC LAC population, a 5-year trend analysis and forecast has been produced. The forecast shows that the confidence (shaded areas are much wider) in the forecast is much lower than for that of the non-UASC Surrey population this is due to the much higher variation in the numbers of UASC children over the last 5 years.

The forecast model predicts that Surrey is going to have a steady number of UASC in our care (albeit with heavy seasonality). However, there is a nationally set target for each local authority to support 0.07% of their child population as UASC. For Surrey, with a child population of 260305, this would equate to 182 children. Surrey have 110 as of 31/03/2020, Surrey is under that target figure by 40%. It is therefore reasonable to assume that the number of young people coming into Surrey as UASC is going to increase over time. Thus, a significant increase in the number of Supported accommodation placements is going to be required to meet this increasing need.

6.4 Care Leavers

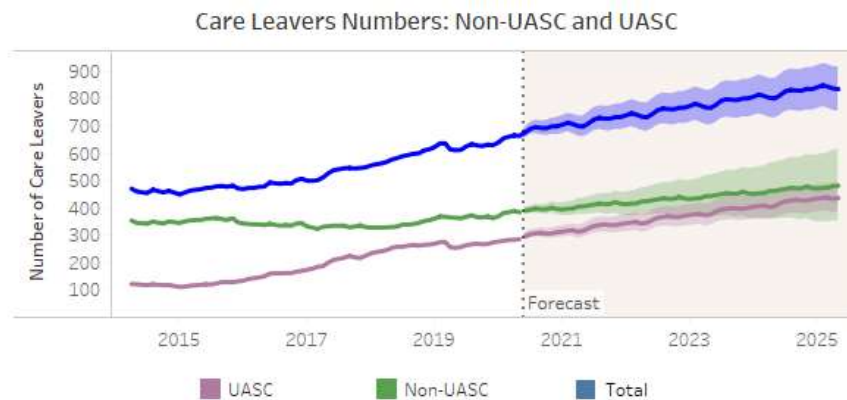


FIGURE 15: CARE LEAVER FORECAST PROJECTION

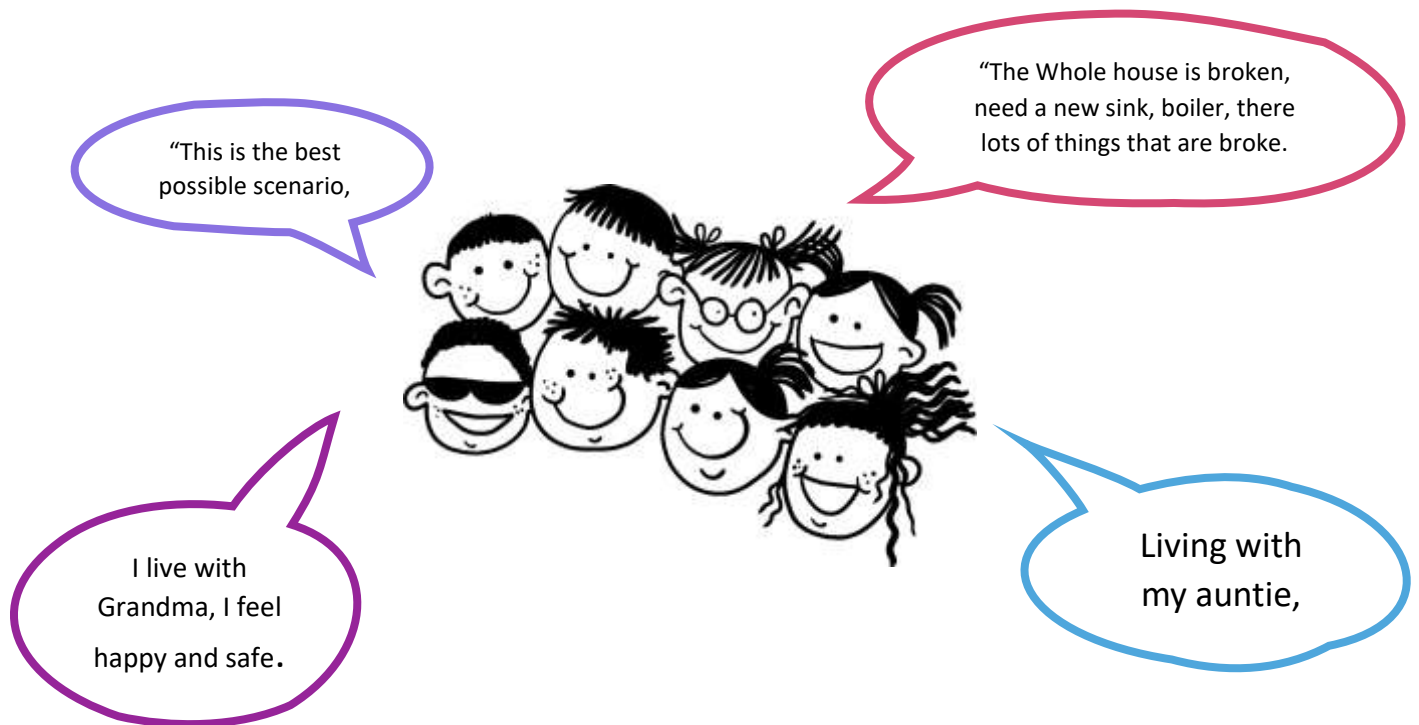
It is likely that the number of UASC care leavers will stabilise over the next 5 years to reflect the plateau in numbers of new arrivals. The change in 2018 to national policy which requires local authorities to track and offer support for care leavers up to the age of 25 means that total numbers of care leavers are likely to increase as we support young people for longer, or support those returning to the service. Of the current 667 care leavers 96% (639) have been in contact in the last 12 months, 69% (458) are engaged in education, training or employed, whilst 31% are NEET(not in education, employment or training). Being NEET is one indicator which may mean care leavers require support for longer.

At the current rate of growth, SCC could see 833 care leavers in total by 2025 (481 Non-UASC and 435 UASC).

7.0 What we are being told

7.1 What some of our children and young people are telling us

In developing our sufficiency strategy, it remains important that the voices of children in care are captured. Below are some extracts of what children in care have told us recently



7.2 Our practitioners and partners

Our practitioners and partners have told us that we have gaps in our provision for Surrey children in care or on the edge of care, and care leavers:

- Smaller provision (1-2 beds) for children with sexually harmful behavior who cannot live in larger group settings
- Smaller provision for children with autism spectrum needs and/or those who need low-stimulation environments
- Emergency or crisis provision in or close to Surrey that does not adversely impact on young people already living in the provision
- Smaller provision for young people impacted by CSE
- Smaller provision for young people who misuse substances
- Step-down from secure provision
- Support for friends and family to help them care, or keep caring, for children – both children who are in care, or when a court order has been made and children are no longer looked after.

Though anecdotal, we are keen that we utilize the expertise and knowledge of our practitioners to inform future sufficiency developments.

8.0 Assessing what this Sufficiency Strategy means

We have a wide range of SCC-run services and external commissioned or spot purchased support, however we know that our ability to identify placements locally that meet children's needs is constrained by the availability of resources. This means that children may have to live outside of Surrey, in provision which is spot-purchased, or is not judged by Ofsted to be good or outstanding. We want to develop local availability and more choice.

For care leavers, we have a good number of supported lodgings and staying put arrangements, but we want to move away from large-scale supported accommodation, or in spot-purchased external supported accommodation which is more likely to be out of the county.

We know that our SCC fostering service generally has sufficient capacity to meet the needs of the under 7s but we need more SCC capacity for older children, including unaccompanied asylum seeking young people.

We recognise that for some children the best option to meet their needs may be in very specialist provision, and/or outside Surrey, but we want to develop more options and choice.

We recognise that we need to ensure our planning and support for adolescents is robust so that only those who really need to be looked after do so and only for as long as necessary.

We are concerned that too many young people are living out of Surrey, where this is not the first choice of plan or type of placement. Often it is the young people with the most complexity or vulnerabilities who are living in provision which may not be judged good or outstanding because we need to develop more placement choices to meet need.

More children are entering the care system than leaving and this is contributing to the rise in the number of looked after children. This in turn has future implications for leaving care services. This tells us we need to pay attention to supporting children to leave care, where appropriate, in a timely and supported way. The Family Safeguarding Model and the development of the No Wrong Door service both ensure that children are supported to remain in their families where possible, and are supported when they return home from care.

9.0 Key recommendations and commissioning intentions

There are two key strands to developing our sufficiency:

1. Broadening the placement landscape to provide increased choice and availability, particularly in the in-house sector and/or within Surrey
2. Developing our social work practice to deliver good outcomes and complement placement finding and stability

9.1 Broadening the placement landscape

We need to increase the volume and capacity of SCC-run provision to meet the needs of all young people – in Surrey this means increased focus on those who are late entrants to care, unaccompanied minors, those on the autistic spectrum and those who are vulnerable to exploitation or who present risk to themselves or others – alongside targeted development of provision in area from the external market.

We need to consistently engage a 'Surrey Homes for Surrey Children' approach and be robust and relentless in ensuring children stay close to home where it is safe and appropriate for them.

There is substantial capital investment planned for the in-house residential estate to make accommodation more flexible and fit for purpose and to better meet the needs of the cohorts mentioned above. The development of the No Wrong Door model will explicitly address the need to provide an in-house solution for children with complex needs, and those on the edge of care. We have a unique opportunity to modernise our in-house residential offer through review of the accommodation, purpose, structures, and range of needs that will be met.

There are exciting options being proposed for the development of an in-house care leaver supported accommodation offer on a hub and spoke model. We need to build on the work already underway with the District and Borough councils to strengthen the Corporate Parenting offer by way of secure social housing tenancies for care leavers.

The in-house fostering service will continue with its recruitment plans and, alongside this, needs to ensure attention is given to retention, and incentives/barriers for carers to care for older or more complex children. The further roll-out of the Mockingbird model gives an opportunity to frame service development to better meet the needs of all children.

Monitoring of Regional Adoption Agency (RAA) arrangements will be needed to ensure the needs of Surrey children are met. This will be dependent on ensuring the council can provide accurate data to the RAA about the numbers and needs of children where adoption may be a plan, to inform RAA capacity planning.

We need to ensure strong join up with SEND commissioners to ensure that children requiring specialist SEND provision do not become looked after if their needs can be best met by family support and appropriate educational provision.

9.2 Developing our practice

There are clear and exciting measures underway to strengthen edge of care and contextual safeguarding services through the Family Resilience Model and No Wrong Door. Embedding a culture whereby risk is managed by keeping young people close, with trauma informed and restorative approaches and not rejecting them should be a relentless focus for the council, its partners and services it commissions.

We want to minimise the number of placement moves looked after children may experience, especially those which are unplanned. We will do this by consistently using a 'team around the placement' approach to supporting placement and preventing breakdowns.

We are focussed on ensuring that we work in partnership with multi-disciplinary colleagues and in the context of the Family Resilience Model to have a robust approach to pre-birth assessment and planning.

The recent review of placement finding processes along with external commissioning needs-analysis means that the Gateway to Resources service has greater potential to be more effective in its activity. The Gateway to Resources development plan gives a blueprint for this work, and attention and energy will continue to make the changes needed.

We know that we need to further develop consultation and engagement with young people in respect of placement commissioning, monitoring, quality assurance and service development. We are committed to developing this area of our work in the next 12 months.

We need to make sure that children only stay looked after for as short a time as necessary. This means must retain focus on planning for, and supporting exits from, care as well as managing entries to care. The use of Family Group Conferences, and robust support

packages for families considering Child Arrangement Orders or Special Guardianship need to be a core element of our practice.

We know we have some excellent multi-agency resources for children with specialist and complex needs and we have an opportunity to ensure partners are fully involved at the earliest opportunity in planning support and managing risk with children and their families/carers to prevent admission to care, or placement breakdown.

This should recognise

- that families are usually essential to being part of keeping children safe
- that being away from local services and communities is not always the best way to manage risk or meet need
- that good multi-agency planning and support with the child and the family, taking a strengths-based and long-term approach is usually more effective
- That early intervention and proactive support helps avoids planning in a crisis which inevitably narrows the options and response available
- That where children are looked after, a 'Team around the Placement' approach is essential

For children with disabilities there is commitment from our health partners to develop innovative support under the Transforming Care agenda so work will continue on identifying young people who may be eligible for this joined up support. We want to develop this using similar principles as No Wrong Door.

We need to pay attention to our data quality, so that children's records are consistently and our planning is robust. We also need to improve the data available to in-house fostering and residential services, so they have good management tools to inform their performance and service development. This will include further work on determining in-house unit costs.

Where we commission therapeutic placements, we need to ensure our health colleagues are fully part of reviewing the quality and outcomes of any therapeutic or clinical element of the placement.

9.3 Review

It is SCC's intention to ensure this Sufficiency strategy is updated regularly, and that progress is monitored against our Sufficiency Action plan. This will mean

1. Updating our forecasting models, so we can take account of impacts made by our "No Wrong Door" model and other changes.
2. Reflecting any changes made to practice or policy
3. Providing key updates about changes made to the system, or new developments arising due to this plan
4. Developing additional opportunities to hear feedback from Surrey's children in care, care leavers and practitioners from across the system to refine the plan further
5. We plan to formally review this Strategy every 12 months at the Corporate Parenting Board and progress will feature in the Corporate Parenting Board annual report to the Surrey Children, families, lifelong learning, and culture Select Committee.

Sufficiency Strategy – Action Plan

Our Intention	Corporate Parenting Strategy: priorities supported	What we will do	By when	How will we know we have been successful?
Develop more high-quality, local fostering capacity that meets the needs of children and young people, including SCC-run provision	<ul style="list-style-type: none"> Consider foster care as a first option of choice for all Surrey children and young people Always seek to enable children looked after to live with extended family or kinship members when possible Maintain our strong focus on recruiting more SCC managed foster carers and residential workers, investing strongly in their support and training and validating the contribution they make to our corporate parenting. Maintain a constant focus on increasing the numbers of Surrey looked after children who are able to live within the county and close to their communities. 	<p>Increase SCC-managed fostering capacity through strong recruitment and retention strategies alongside further roll-out of the Mockingbird constellations</p> <p>Ensure robust use of Family Group Conferences to identify family and friends carers for children where possible</p> <p>Develop a Review Officer role to assist with identifying carers potential skills and capacity and to review approval terms</p> <p>Strengthen contract management of external providers and prioritise local placements first</p>	<p>2021</p> <p>2020</p> <p>2021</p> <p>2020</p>	<ul style="list-style-type: none"> ▲ Increase in SCC-managed foster placements in line with the recruitment strategy targets ▲ Increase in proportion of children feeling happy, safe and supported in foster placements ▲ Increase in proportion of children placed with local foster carers ▲ Increase in proportion of children placed with SCC foster carers
Develop more high quality, local residential capacity that meets the needs of children and young people, including SCC-run provision	<ul style="list-style-type: none"> Recognise that residential care may be a positive choice for some young people Continue to implement our capital investment programme across our residential estate moving towards a model of smaller 'ordinary' homes Maintain a constant focus on increasing the numbers of Surrey looked after children who are able to live within the county and close to their communities. Commission all placements for Surrey children, whether with SCC-managed carers or with other providers, so that our expectations are absolutely clear – each child will have a placement plan which we will review as part of the statutory review process 	<p>Explore re-configuring and increasing capacity of SCC residential provision, so more children are supported in high quality, local Surrey homes, including children with disabilities</p> <p>Implement the No Wrong Door model</p> <p>Work with health colleagues on a crisis and preventative options for those with autism and/or learning disabilities to prevent out of county moves</p> <p>Review the purpose and capacity of all SCC and external provision to ensure a seamless and coherent range of services</p>	<p>2021</p> <p>2021</p> <p>2021</p> <p>2021</p>	<ul style="list-style-type: none"> ▲ Fewer children placed at distance in externally commissioned homes unless this is explicitly the way their needs will be met ▲ Increase in amount of residential provision available in Surrey and range of needs that can be met - children with specialist needs are supported by SCC services wherever possible ▲ Improved placement stability and fewer placement moves especially in emergencies ▲ Fewer young people becoming looked after where they could be supported to remain or return home with intensive wrap-around support
Strive to make placements in good or	<ul style="list-style-type: none"> Strive to place Surrey looked after children with providers rated independently as 'good' or 	Placement approval processes to be reviewed to ensure robust decision making is in place	2021	<ul style="list-style-type: none"> ▲ Increase in proportion of placements made in provision judged good or outstanding

outstanding provision	<p>better and minimise the use of unregulated provision.</p> <ul style="list-style-type: none"> Commission all placements for Surrey children, whether with SCC-managed carers or with other providers, so that our expectations are absolutely clear – each child will have a placement plan which we will review as part of the statutory review process 	Maximise use of existing local and regional frameworks for external placements wherever possible, minimising spot-purchasing, with a focus on provision in or close to Surrey	2020	▲ Increase number of placements made on framework and reduce number of spot-purchased placements
Young people's views inform our service development	<ul style="list-style-type: none"> Recognise that residential care may be a positive choice for some young people Seek to minimise the number of placement moves children may experience, especially those which are unplanned 	Further develop the ways in which we consult and engage with young people, so provision meets their needs and takes account of their views	2021	<p>▲ Young people views are evident in the design and delivery of No Wrong Door model</p> <p>▲ Our services reflect what young people tell us</p>
Improve Data quality to inform sufficiency	<ul style="list-style-type: none"> Closely and routinely monitor key data and information about our placements at both operational and strategic levels. 	<p>Develop and implement a sufficiency analysis action plan, shared between Commissioning, Corporate Parenting and Quality and Performance team, including development of targets for key measures where appropriate.</p> <p>Enhance unit cost models for SCC-run services to make best use of available resources</p>	<p>2020</p> <p>2020</p>	<p>▲ We have the data we need to help us commission and develop services</p> <p>▲ We can judge value for money including like-for-like unit costs</p>
Continue to develop our supported accommodation and tenancy offer, including exploring SCC-run options	<ul style="list-style-type: none"> Continue to implement our capital investment programme across our residential estate moving towards a model of smaller 'ordinary homes' Maintain a constant focus on increasing the numbers of Surrey looked after children who are able to live within the county and close to their communities. Work with partners in district and borough councils; providers of registered social housing and third sector organisations to commission and provide a range of supported, semi-independent accommodation and permanent housing options for Surrey care leavers. 	<p>Explore potential development of SCC-run supported accommodation, including hub and spoke accommodation model for care leavers</p> <p>Work with District and Borough councils on their corporate parenting commitment to social housing tenancies</p> <p>Involve young people in designing services as and when supported accommodation services are recommissioned</p> <p>Work with adult services to ensure transition pathways are known and deliver good outcomes</p> <p>Ensure looked after children aged 16-17 are prioritised for local supported accommodation where this is appropriate</p>	<p>2021</p> <p>2021</p> <p>2022</p> <p>2021</p>	<p>▲ More care leavers are living in in-house provision</p> <p>▲ Fewer care leavers are living outside of Surrey unless this is to meet their specific needs</p> <p>▲ More care leavers report feeling confident in developing their independence</p> <p>▲ More care leavers have access to a sustainable tenancy</p>

			2021	
Ensure robust planning and decision making for edge of care, entries to care, and exits from care	<ul style="list-style-type: none"> • Always seek to enable children looked after to live with extended family or kinship members when possible • Maintain a constant focus on increasing the numbers of our looked after children who are able to live within the county and close to their communities • Seek to minimise the number of placement moves looked after children may experience, especially those which are unplanned 	Increase involvement of multi-disciplinary partners in planning support and managing risk to prevent admission to care or placement breakdown	2021	<ul style="list-style-type: none"> ▲ Increase in number of 16-17 year olds who are supported to remain at home rather than becoming looked after ▲ Increase in number of children who have a clear permanence plan which has included family placement or an exit from care option as appropriate ▲ Improved placement stability for children, measured in short-term and long-term measures
		Implement the No Wrong Door model	2021	
		Review the support offer for CAO and SGO plans to ensure children can leave care and that arrangements do not break down.	2021	
		Ensure Adoption South East are kept informed of the needs for adoption of children in Surrey	2020	
		Ensure pre-birth planning is robust	2021	
Improve placement stability	<ul style="list-style-type: none"> • Seek to minimise the number of placement moves looked after children may experience, especially those which are unplanned. 	Use 'team around the placement' approach to supporting placement and preventing breakdowns	2021	<ul style="list-style-type: none"> ▲ Improved placement stability for children measured in national short and long-term outcome measures ▲ Young people understand why they may move and feel fully informed and involved.

