

Sufficiency Strategy

**Placements for Looked After Children and
Care Leavers.**

Annual Update 2022/2023



SURREY
COUNTY COUNCIL

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Sufficiency Strategy 2020 – 2025

Surrey County Council are committed to providing annual updates on development changes. This sufficiency plan is an update for 2022/2023, and should be read in conjunction with the [Surrey County Council Sufficiency Strategy 2020 - 2025](#).

National context, - what’s changed?

At a national level, the numbers of children in care have been rising at a steady rate of 2% each year since 2018. This means that the number of children with a looked after status reached 82,170 in 2022. This contrasts with some previous forecasts that had suggested we would see a spike in growth during 2021 and 2022.

Whilst the COVID pandemic has been challenging in lots of ways, there is also evidence at a national level of overall improvements against some outcomes for children in care. One good example is that the stability of children in foster care, which increased during this period. Our hypothesis is that lockdowns and home school learning actually supported a strengthening of relationships between carers and the children placed in their care, resulting in fewer placement breakdowns.

Despite this, we are now seeing some challenging impacts of the pandemic on the recruitment and retention of foster carers and residential workers. Following the national lockdowns, which were particularly challenging for people in

caring roles, many carers and residential workers took time to review their own circumstances. In addition, lockdown also offered alternative opportunities that any of us had not expected, with companies shifting to much more flexible patterns of home working on an ongoing basis. These factors have had contributed to some carers deregistering and staff moving away residential work, as well as adversely affecting recruitment.

Overall, this range of factors has had a material impact on the capacity of available carers in the fostering market, which has in turn applied additional pressure on the capacity of the other placement types our children and young people require.

Looking at the data, National statistics reflect a consistent volume of approved households between 2017 – 2021, but then a sharp downturn in 2022 in approved households. Numbers reduced from an average of 37,300 households to 36,000. This includes an estimated 6,600 newly approved households, which is a decrease of 27% when compared to 2021's registration figures. The data also suggests there were 5,400 deregistrations, largely due to carer choice, which is an increase of 12% on the previous year.

Recognising these national impacts, an independent body, the Competition and Markets Authority (CMA), conducted an extensive market study and presented a final report in March 2022. This highlighted several main areas of concern and called central government to action in responding to the challenges the market is facing.¹

The CMA report presented recommendations that are still in consideration, which centred on:

- More focus and central government support on developing LA in-house services
- Reviewing the planning and regulatory barriers to support providers in developing their services
- Review of the market oversight and contingency planning practices currently in place

There is encouragement through this report to further consider regional and national arrangements to strengthen consistency and support between local authorities in how effectively services are commissioned and managed.

In addition to the CMA report, OFSTED announced and consulted on their early plans for regulating post-16 supported accommodation. The latest public consultation on this, which concluded in January 2023, gave access to more detailed proposals about what this will mean in practice. Whilst the guidance is still to be finalised, we are anticipating significant regulatory changes to be put in place from autumn 2023, which will affect the provider market.

In May 2022, Josh MacAlister published the Independent review of Children's Social care². Within this report, should no action be taken, it is forecast that nationally our spend within children's services could exceed £15b within the next 7 years, reflecting increased costs and additional young people accessing social care services, projected to reach 97,000 in the same timeline.

The review predominantly focuses on how Local and Central government currently address the structures around supporting young people to remain with their families, increasing support and funding in these ventures such as the likes of No Wrong door. Applying focus to these areas could, over time, significantly reduce the current impacts we are experiencing throughout placement services.

In early February 2023, the DfE published their response in the form of a new strategy, Stable Homes, Built on Love.³ We are in the process of assessing the impact of the direction set here on Surrey and will reflect this in later versions of this plan.

Surrey context – Key changes

¹ [Children's social care market study final report - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/108242/childrens-social-care-market-study-final-report.pdf)

² [Independent review of children's social care - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/108242/independent-review-of-childrens-social-care.pdf)

³ [Stable Built on Love: Implementation Strategy and Consultation – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/108242/stable-built-on-love-implementation-strategy-and-consultation.pdf)

Since publication of the main strategy in 2020, Surrey has seen an overall increase of 21% in children supported under Children in Need plans, Child Protection plans and children with a looked after status. The table below reflects the breakdown of these increases and % impact:

Type of Care	Sufficiency Plan 2020	Sufficiency Plan 2022	% change
Looked After Children (LAC)	982	1048	6.7%
Child Protection Plan (CP)	698	1000	43.2%
Child in Need (CIN)	2106	2519	19.6%

Placement type and location

While Surrey has seen an increase in the volume of children in our care, the same pattern is not reflected in the types of placements being accessed. In the last 12 months (March 2021 – March 2022) we have seen a decline in young people accessing our in-house services. However, this impact has culminated from many factors which also include young people phasing out of our care.

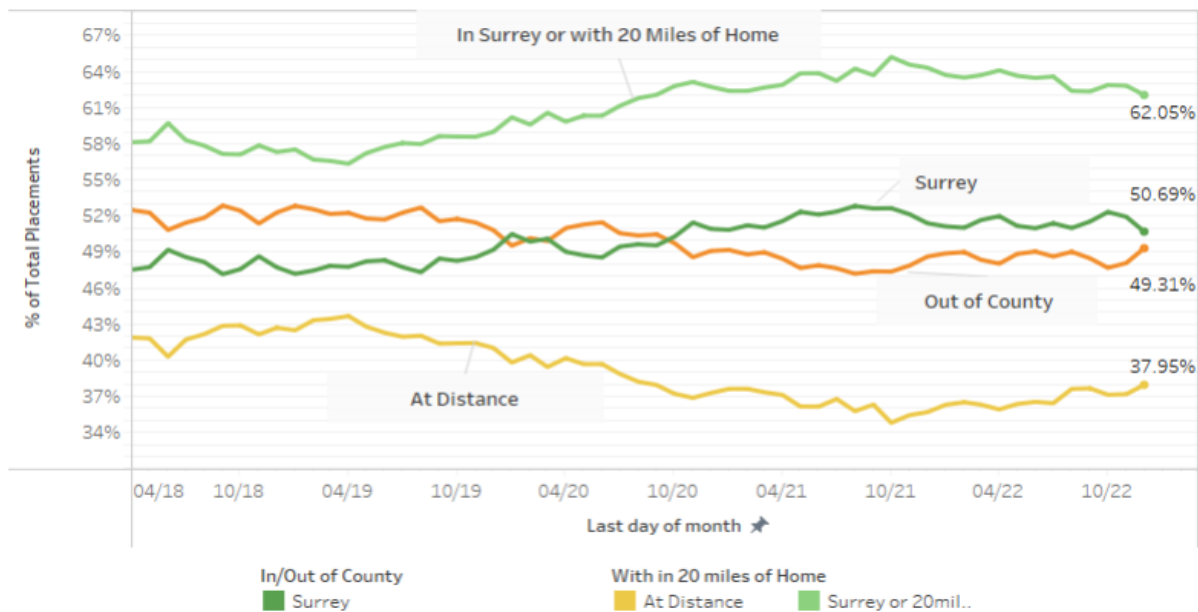
Through the data we have captured, while our in-house numbers have dropped, we are able to confidently reflect that 70% of children in our care are achieving long term stability. (Placements exceeding 2 years)

Place Provider (group)	Placement type	31st March 2021	31st March 2022	Difference	Difference %
In House	Fostering	300	298	-2	-0.67%
	Kinship Fostering	174	174	0	0.00%
	Childrens Home	30	24	-6	-20.00%
	Supported Accommodation	11	4	-7	-63.64%
	Adoption Placements	8	6	-2	-25.00%
	Residential School	1	0	-1	-100.00%
	Residential Care Home	0	0	0	
External	Fostering	239	236	-3	-1.26%
	Supported Accommodation	95	156	61	64.21%
	Childrens Home	93	91	-2	-2.15%
	Family Center/Mother and Ch..	8	9	1	12.50%
	Secure Childrens Home	0	0	0	
	Residential School	4	5	1	25.00%
	NHS	3	3	0	0.00%
	Adoption Placements	2	0	-2	-100.00%
	YOI	2	2	0	0.00%
	Residential Care Home	2	3	1	50.00%
	Kinship Fostering	0	2	2	
Parental Provison	Parental Placement	24	35	11	45.83%
Grand Total		996	1,048	52	5.22%

As with most of us, we are at our most productive, display strong mental health and achieve the best outcomes when we are close to a supportive and familiar network. This network is often connected to a geographic community in which we feel rooted and comfortable. The same applies to the children in our care, so it is incredibly important that we focus on supporting them to live close to their home community in Surrey or, where this is not appropriate due to safeguarding or other considerations, as close as possible if out of the county. As a Council, we are working extremely hard to develop the capacity and quality of local placement services we run ourselves and develop relationships with our external provider partners, who are based in Surrey or creating new provision locally. We are slowly seeing an

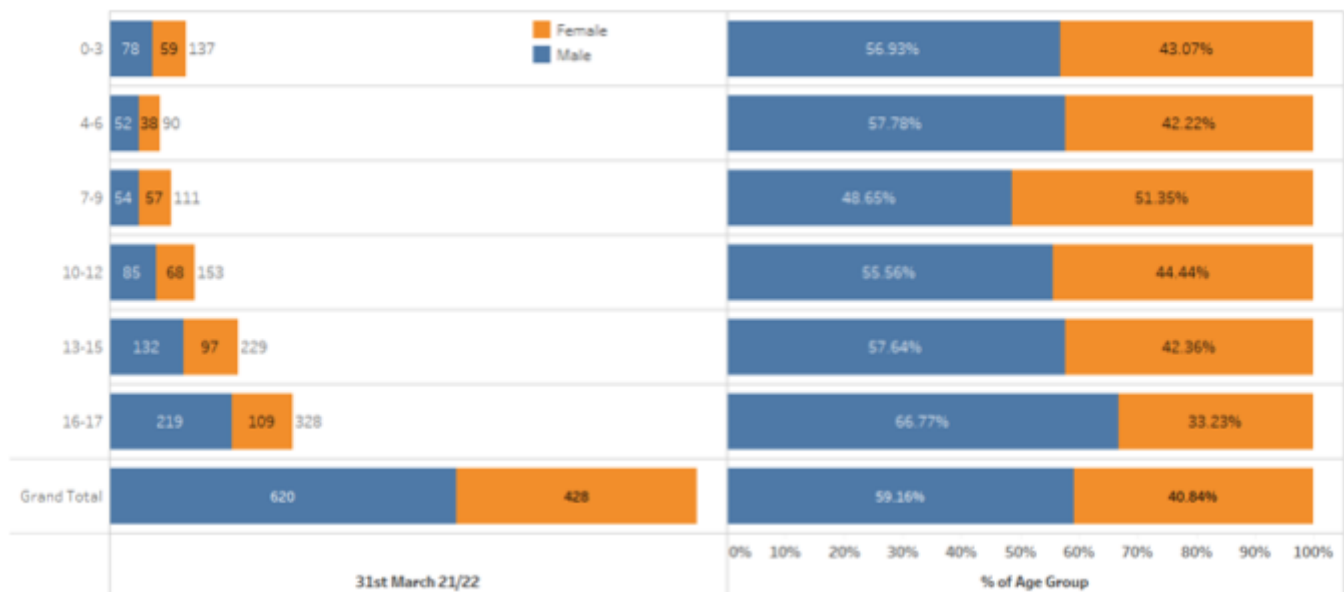
improvement in supporting children closer to home, as the chart below shows, but there is much more to do to improve this further.

Placement Location Over Time

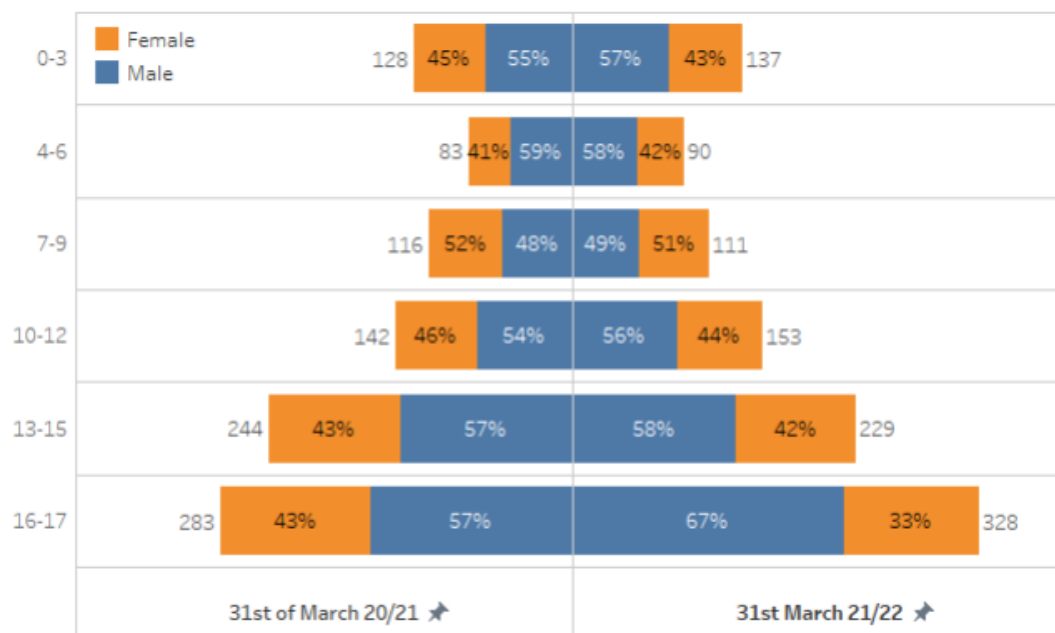


Gender and age

While there are currently some challenges associated with meeting the needs of our female population, the chart below reflects that as of March 2022, there were a greater number of males looked after by Surrey County Council than females, with currently 45% more males in our care than females:

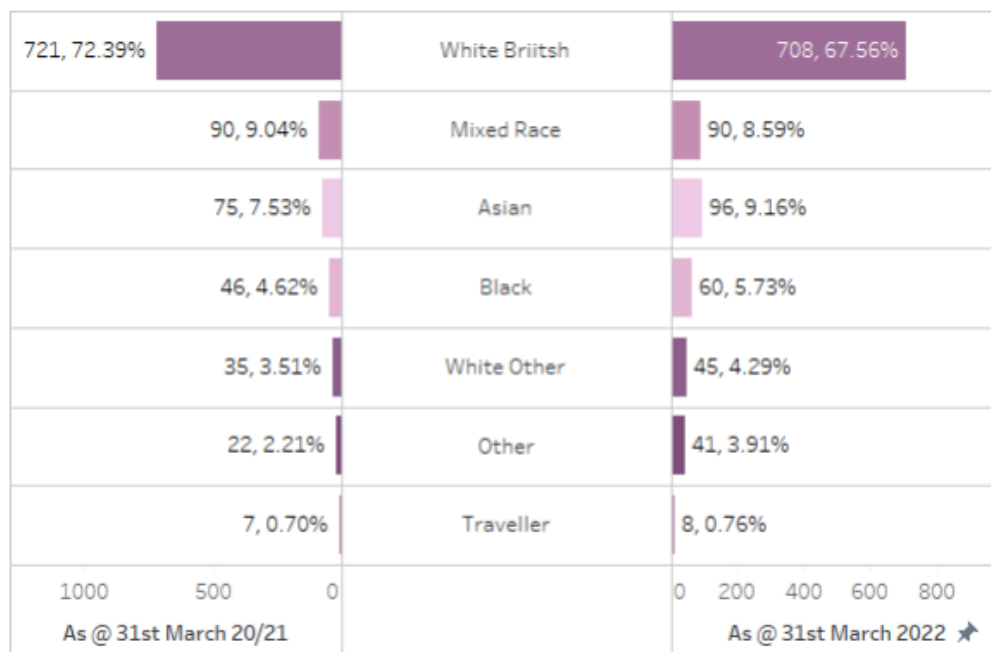


There were 18% more males in our care in March 2022 than in March 2021, as shown below:



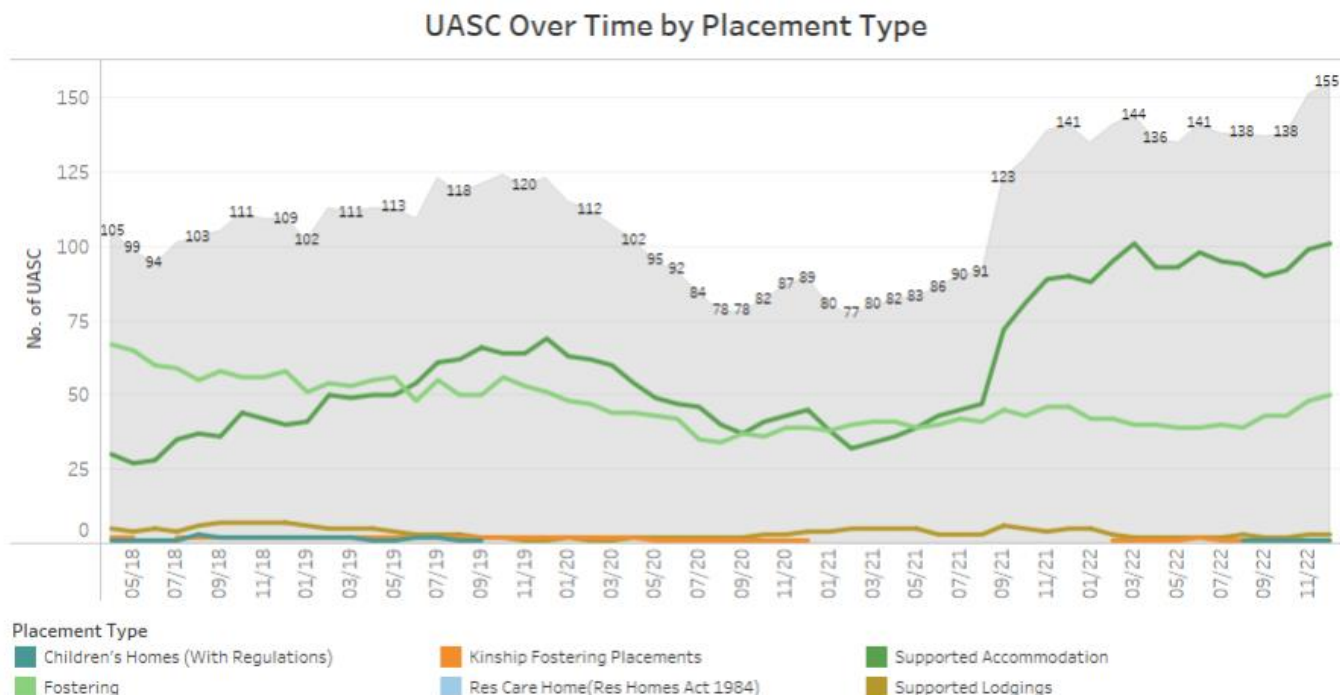
Ethnicity

A large proportion of Surrey’s general population make up is White British, which is also reflected in the numbers of children in our care. The chart below shows the current ethnic profile of our looked after children.



With Surrey’s active engagement with the National Transfer Scheme and a recent increase to the cap on the numbers of unaccompanied asylum-seeking children local authorities are required to take, we have seen and are predicting that numbers of these children will grow over time. While this is unlikely to change the current make up of children in our care, we do need to ensure that we have the right services in place in county the county to respond to the needs of all our children.

The following chart shows how numbers of unaccompanied asylum-seeking children have changed over time, with rapid growth following a drop in numbers during the Covid-19 pandemic. The chart also clearly shows the high and increasing proportion of these children who access supported accommodation.



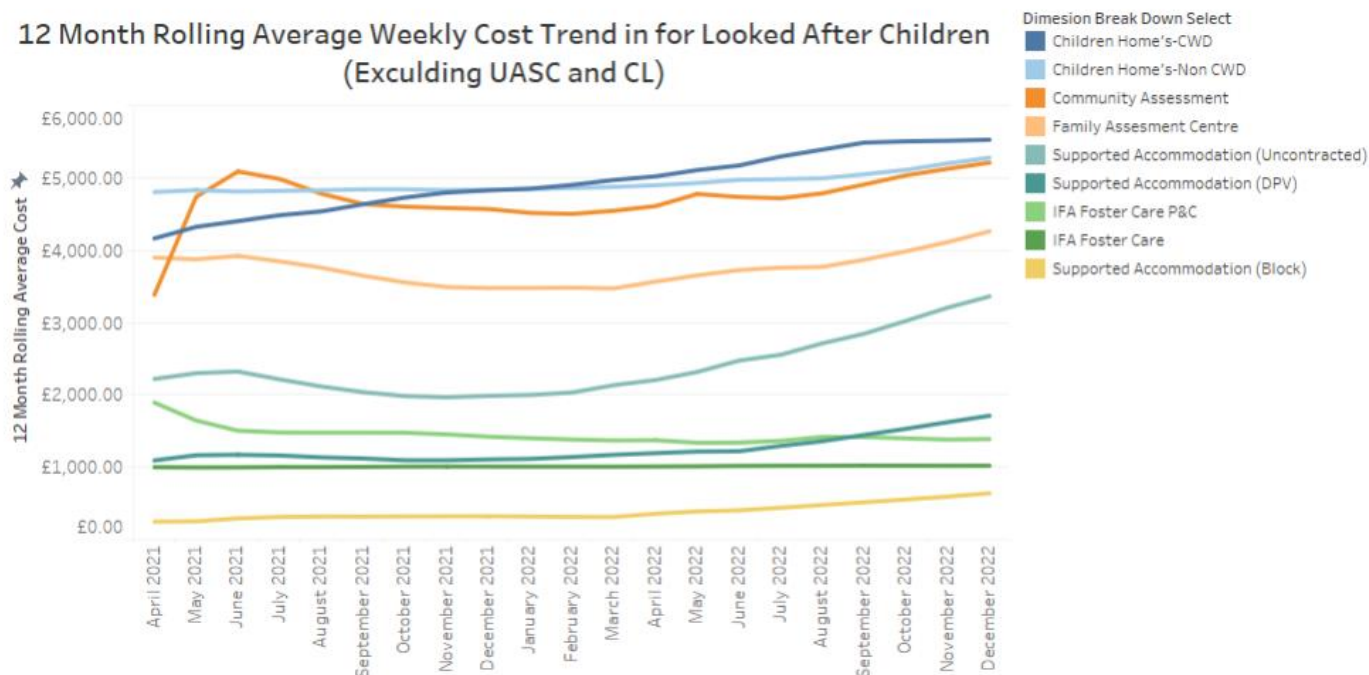
Placement costs

As has extensively been reported, Surrey’s placement costs are increasing. We know there are many factors that impact on this and this reflects the pattern that we are seeing nationally, linked to overall sufficiency pressure, the unprecedented inflationary context and the proportion of private-equity ownership in the market.

We are working to mitigate these costs by: growing the capacity of SURREY COUNTY COUNCIL-managed provision, which tends to be more affordable; increasing the amount of placements we make on contract, giving certainty to our providers and allowing greater ability to influence quality and cost; strengthening our uplift panel process; ensuring all placements are regularly reviewed to ensure appropriate support levels are provided; improving the effectiveness of our pathway planning to support young people to move on; and using new tools and approaches to improve our understanding of providers’ costs. Whilst we are taking many of the right steps, there remains significant pressure on the council’s finances in this area, with likely additional challenges to come linked to the introduction of Ofsted regulation for supported accommodation and the changing profile of needs of children, who require increased packages of care.

The chart below shows a 12-month rolling average of weekly cost for externally provided services. Whilst you can see that average costs are increasing for many types of placement, some are growing faster than others, particularly including off-contract supported accommodation and children’s homes for children with disabilities.

12 Month Rolling Average Weekly Cost Trend in for Looked After Children (Excluding UASC and CL)



What our Children say

Surrey County Council's User Voice and Participation Team regularly engages with children in care and care leavers to gain a better understanding of their needs, challenges and hopes. This year, some of the questions posed to them and their responses are as follows:

What three things would make you feel safer?

- My carer always being at home, not having people knock on the door, having the same teachers -14yrs
- Making sure that my teddy is with me, my mum and dad (foster parents) and being able to talk to my mum when i am at school if i need to -10yrs

What are your thoughts on seeing/being close to your family?

- I want to see my big brother more as I don't live with him (11-18yrs)
- I'd like to see mummy more please (11-18yrs)
- I'm ok with how often I see them (11-18ys)

An overriding theme came through across all responses regardless of the questions posed. Children in our care just want to be normal, while they understand the network around them but they don't like standing out and just want to "get on with their lives, like other kids"

Fostering

SURREY COUNTY COUNCIL-run Fostering

In March 2022, 70% of all looked after children nationally are supported in an approved carer setting⁴. Surrey is close to this national average, with 68% of all children in internal and external fostering arrangements.

⁴ [Children looked after in England including adoptions, Reporting Year 2022 – Explore education statistics – GOV.UK \(explore-education-statistics.service.gov.uk\)](https://www.gov.uk/explore-education-statistics/service.gov.uk)

While our overall percentages meet national statistics, there is a lot of work we can do on improving and increasing our in-house offer. Surrey County Council recently engaged with another local authority, inviting them to review our internal practices and work to identify ways that we can improve our internal options.

Through this review, we identified a few key factors that are currently being progressed to support our vision of increasing in house carer capacity.

Informed by feedback from Surrey carers, we are currently reviewing and improving the offer that is available for them, including the level of support and supervision they receive, contact arrangements, financial remuneration and fast-tracking access to internal services where appropriate.

We also have a strong recruitment campaign that focuses on carers with a wide range of abilities to support children with a wide range of needs. To better support our carers and improve stability of placements, we have recruited, using SURREY COUNTY COUNCIL Transformation funding, a new team of fostering support workers and independent reviewing officers.

Our aim is to secure a net gain of an additional 120 in house foster placements by 2025. This is an aspirational goal which we are working hard to achieve, and the closer we can get to this the better it will be for Surrey's children.

Surrey County Council has set up internal working groups focusing on in house fostering and Children with Disabilities services to ensure there is sufficient oversight of the developing challenges and pressures that the changing market reflects. While Children with Disabilities equates to a small proportion of our looked after population, due to the specialism of their needs, identifying suitable support or care is more challenging than ever. 13% of our children have a recorded disability ranging from learning and autism through to full physical disabilities.

SURREY COUNTY COUNCIL are also looking to enable more families to set-up Special Guardianship arrangements for children in our care. A proposal has been finalised and review is due later in spring 2023.

Independent Fostering

In March 2022, SURREY COUNTY COUNCIL joined the newly recommissioned South Central Independent Fostering Framework, continuing its historical relationship with this framework. This regional arrangement, which now includes 16 local authorities, is run by Bournemouth, Christchurch, and Poole Council (BCP), whilst the recent re-procurement of this framework was managed by Southampton City Council. This is widely regarded as a successful framework, with 72 Independent Fostering Agencies (IFAs) signed-up to the arrangement.

The quality of Independent Fostering Agencies signed up to the contract is positive, 99% of all external foster placements made with fostering agencies are rated as good or outstanding by Ofsted (June 2022).

SURREY COUNTY COUNCIL's utilisation of the framework is positive, with 82% of our IFA purchased placements on contract, however, more than 76% of these placements are currently outside Surrey and more than 20 miles from the child's family home.

As a result of this, during 2023, Surrey will be developing bespoke partnership agreements with IFA providers who have a strong carer base in and around Surrey, to complement the South-Central contract. Our aim is to establish strong relationships with a small collection of providers, looking to work collaboratively to plan for and support those carers to accommodate more of Surrey's children. This will take time, due to the natural progression of children through their current foster placements but is vital work if we want to achieve our ambitious sufficiency goals.

These agreements will also support continued discussions regarding market development and changing needs of the children in our care. In support of this, Surrey has started holding regular regulated provider forums, which have been well received by providers.

Our intention is to enable more children and young people to live in family settings. There is extensive evidence that, in the majority of cases, looked after children achieve the best outcomes if they can live in a family. Whilst residential provision might be appropriate at certain times in a child's journey, we believe planning for and supporting children to

progress into family settings is the right thing to do. We were given the opportunity to join the Big Fostering Partnership working with the National Fostering Group and their established Bridge to Fostering programme. This programme is based on comprehensive and proactive pre-planning to ensure the child is well matched with their foster carers and enhanced, flexible support that is provided during the initial months of a foster placement to support the child to settle in the foster family.

We are working collaboratively with the Big Fostering Partnership to identify suitable young people to be supported through this programme and are hopeful that a suitable placement will be identified soon, whilst we also take forward work to plan for additional and enhanced future step-down arrangements with other IFA providers and SURREY COUNTY COUNCIL Fostering.

Residential Children's Homes

In house residential

Surrey currently have 9 homes registered under Surrey County Council. Through support in reviewing our internal services, Surrey has spent a majority of 2022 refurbishing our current provision – this includes new kitchens and bathrooms, updating decoration and making good on general property remedial works.

As with the external market, Surrey has seen a notable impact of the changing workforce since COVID and have been proactive in recruitment drives to ensure there is suitable staffing to support our homes.

During this work, one property was determined no longer fully appropriate to continue as a full-time children's home. As part of our No Wrong Door, we have decided to re-purpose this property as a no wrong door hub as well as an emergency/crisis home. This enables respite for families that are experiencing struggles some breathing space for both the children and parents while work is being conducted to support the family moving forward.

Our long-term strategic ambition is to support 80% of children accessing residential accommodation within our Surrey borders, this means that while we have a strong portfolio at present, there is a lot of work required to meet this need.

At any one time, Surrey has an estimated 120 children accessing internal and external residential provision with 65% of this cohort placed out of county, to meet our ambitious target, we have secured capital funding to increase our portfolio by an additional 24 beds.

Surrey wants to ensure that our residential service matches a family setting as closely as possible, this means that any new homes we develop will focus on smaller properties, generally 3-4 bed homes to enable the creation of a close-knit family setting.

Due to extremely limited funding, Surrey recently put forward a DfE bid that is tailored to residential service development. We are pleased to say our bid was successful and we are now starting development to work towards our 80% target. Delivery is time bound, so we are hopeful that the service will be up and running by March 2025.

Independent Residential

65% of our children in residential services are currently located out of county, 90% of these placements are off contract.

Surreys continued future focus is to support these children to return to provision located within county where appropriate to support their future needs.

In addition to developing our own residential portfolio, we are also actively engaging with the private market to encourage development of their own portfolio of services, seeking to increase independently owned capacity in county by 30 beds – in line with our strategy.

Surrey are active in the regional children's home framework run by Bournemouth, Christchurch and Poole council which is due for retender in 2024 however, provider engagement with Surrey through this framework has not been as productive as we had hoped.

To support the development of contracted services in Surrey, we are looking to go out to tender in summer 2023 with our own residential DPS. This arrangement will support services that are based in Surrey and within 20 miles of our border, encouraging providers to join us in a contracted arrangement under 3 lots: individual placements, block arrangements and crisis/emergency/bespoke arrangements. As per our standard practice, this opportunity will be advertised on Proactis in early summer.

Surrey County Council are reviewing how we can better interlink the services that we commission to ensure that young people are achieving their expectations and goals by adulthood. We are starting discussions on how we can fully utilise outcomes-based commissioning practices enabling a more unified structure between social care, commissioning, and providers. While our first priority is with the development of children in our care, we also have a joint responsibility on ensuring we are managing public funds appropriately. Outcomes based commissioning could meet both of these requirements while ensuring there is the appropriate support in place for our providers. These discussions will continue throughout 2023 and we are keen for provider involvement in how we can better support our children in care.

Post 16 Supported accommodation & Care Leavers

Post 16 supported accommodation

In September 2021, Surrey engaged with the commissioning alliance, this collaboration has supported the strengthening of Surrey's current options for supported accommodation services.

In March 2022, Surrey set up a block contract on the Commissioning Alliance DPS securing 280 block beds supplied by 12 providers that are accessible for post 16, care leavers, parent and child and Unaccompanied Asylum seeker young people. This is an open DPS allowing us to create mini competitions as and when provision is needed.

Like most local authorities, Surrey is accessing supported accommodation services for children post 16 years old, where alternative provision would still be better suited due to capacity challenges in fostering and residential home services. The financial implications of this result in many young people receiving very high levels of support that are impractical for supported accommodation providers to sustain.

Due to this, Surrey ran a mini competition from the DPS in January 2023 to commission an additional 50 beds that require 24/7 support.

Surrey's future focus is to address the current feasibility of our contracts that supply fostering and residential home services. Should Surrey develop more outcomes focused contracts, there is a great possibility that we can reduce the volume of young people accessing supported accommodation services with the current levels of daily support they require. This shift in the way we contract will support young people in gaining their independence in more structured way enabling them to become active members of their community and transition more smoothly into adulthood.

Care Leavers & UASC

Surrey are preparing for an Increase in volume of unaccompanied asylum seeker children and young people being assigned to Surrey as part of the national transfer scheme. All placement services are currently under review taking into consideration this increase in cohort to ensure there is sufficient capacity within our internal and external, local provision.

To support this Surrey has focused on setting up a Houses of Multiple Occupation service providing 24 beds with the aim that the first 4 beds will be available by November 2023. A continued mobilisation of these services will be seen

out through the 2023 – 2025 period. These services creates a new stepping-stone on the pathway to independence for Care Leavers and older Unaccompanied Asylum-Seeking Children.

Surrey has a dedicated focus on providing support to young people leaving care, ensuring they have the tools they need to thrive in their community. We have linked up with a charity called the National House Project to develop this service, collaborating with Surrey County Council's Districts and Boroughs and young people in and leaving care to identify suitable property and support with refurbishment to provide long term stability.

This project will see an active ramp up in development from Autumn 2023.

Sufficiency Statement updates

The following pages provide the full list of the sufficiency statements that were created as a way to provide dedicated focus to particular areas of development Surrey have committed to in order to improve the services we supply for children in our care.

We are proud of the work we have achieved so far, many of the tasks identified from the creation of these statements have already been completed – these are highlighted in green on the below table.

There are a few areas that are highlighted amber – every one of these tasks is under development and we are confident that the work required around these tasks are on track to be completed and fully in practice by March 2025.

The main areas of achievement for us however, are as follows:

- Implementation of the new South Central fostering contract reflecting an increase in providers joining the agreement increasing our potential access to 72 independent agencies
- Implementation of “No Wrong Door” accommodating 34 young people so far that would have potentially needed to access our full care service
- Full in house carer engagement to really listen to and understand their own needs and challenges so that we can refocus on our offer to support them and start increasing our portfolio
- Full renovation of our internal children’s homes
- Securing DfE funding for the future development of our children’s homes
- Collaborating with Commissioning Alliance and creating our own Supported Accommodation block arrangements
- proactive engagement with our 11 districts and boroughs – work is starting on addressing areas of change and the benefits of streamlining our service where possible.
- Supported accommodation forum hubs

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Statement No:	Statement:	Action	Action	Action	Action	Action	Action	Action	Action	Action	Action
Sufficiency statement 1	Considering an increase in children on child protection plans, SURREY COUNTY COUNCIL will look to develop models of early intervention, enhancing its family resilience offer across the county.	Implementation of “No Wrong Door” (including development of practice around safeguarding adolescents)	Continued development of Mockingbird	Embedding of level 2 Early Help (voluntary sector)	Embedding of helping families early strategy	Early help / family resilience transformation programme					
Sufficiency statement 2	SURREY COUNTY COUNCIL will increase the amount of provision in county across IFA, Residential and supported accommodation	Transition to use of South-Central Lot 4 - Residential Parenting Assessments (RPA) on residential framework.	Develop market position statement for RPA provision within county.	Development Community Assessment capacity on Independent Assessment Framework	Develop a proposal for expansion of in-house emergency bed /crisis provision	Once proposal established for in house expansion of emergency/crisis beds approved, implement in line with Sufficiency Forward Plan	Implement new market management process to identify and respond to new provision within Surrey	In line with DfE funding opportunity for residential provision, SURREY COUNTY COUNCIL will prepare a bid to support the development of new in-house residential provision	Utilising the Capital Development support for in-house provision, commence renovation of existing in-house provision and development of new no wrong door hubs.	Implement CareCubed for pricing of provision, including new provider(s) within county	
Sufficiency statement 3	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	Launch of Outcomes Star to establish outcomes within settings	Development of “Houses of Multiple Occupancy”	Commissioning Alliance launch, including use of the accreditation scheme	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	Ensure feedback from young people is embedded with development of new supported accommodation block provision specification	Following implementation of the Commissioning alliance, establish a “mini competition” tendering process to create additional block provision in Surrey.	Mobilisation of new block provision		

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<p>Sufficiency statement 4</p>	<p>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.</p>	<p>Transition to use of South-Central Lot 4 - Residential Parenting Assessments (RPA) on residential framework.</p>	<p>Develop market position statement for RPA provision within county.</p>	<p>Development Community Assessment capacity on Independent Assessment Framework</p>	<p>Develop a proposal for expansion of in-house emergency bed /crisis provision</p>	<p>Once proposal established for in house expansion of emergency/crisis beds approved, implement in line with Sufficiency Forward Plan</p>	<p>Implement new market management process to identify and respond to new provision within Surrey</p>	<p>In line with DfE funding opportunity for residential provision, SURREY COUNTY COUNCIL will prepare a bid to support the development of new in-house residential provision</p>	<p>Utilising the Capital Development support for in-house provision, commence renovation of existing in-house provision and development of new no wrong door hubs.</p>	<p>Implement CareCubed for pricing of provision, including new provider(s) within county</p>	
<p>Sufficiency statement 5</p>	<p>In line with increasing proportions of female in care, SURREY COUNTY COUNCIL will look to review the utilisation of single gender homes in residential and supported accommodation.</p>	<p>Full needs analysis on residential and supported accommodation services</p>									
<p>Sufficiency statement 6</p>	<p>SURREY COUNTY COUNCIL 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.</p>	<p>Undertaken full needs analysis of fostering</p>	<p>External review of fostering service, with recommendations established for implementation</p>	<p>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)</p>	<p>Develop full business case(s) for each identified thematic area(s) for development</p>	<p>Commission external provider / local authority to commence fostering review</p>	<p>Following review, development of action plan and commencement of implementation of recommendations</p>				

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<p>Sufficiency statement 7</p>	<p>In line with the successful increase(s) to kinship fostering, SURREY COUNTY COUNCIL will look to ensure capacity for Reg 21 assessments and explore whether kinship placements could become permanent in time.</p>	<p>Undertaken full needs analysis of fostering</p>	<p>External review of fostering service, with recommendations established for implementation</p>	<p>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)</p>	<p>Develop full business case(s) for each identified thematic area(s) for development</p>	<p>Commission external provider / local authority to commence fostering review</p>	<p>Following review, development of action plan and commencement of Implementation of recommendations</p>				
<p>Sufficiency statement 8</p>	<p>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.</p>	<p>Transition to use of South-Central Lot 4 - Residential Parenting Assessments (RPA) on residential framework.</p>	<p>Develop market position statement for RPA provision within county.</p>	<p>Development Community Assessment capacity on Independent Assessment Framework</p>	<p>Develop a proposal for expansion of in-house emergency bed /crisis provision</p>	<p>Once proposal established for in house expansion of emergency/crisis beds approved, implement in line with Sufficiency Forward Plan</p>	<p>Implement new market management process to identify and respond to new provision within Surrey</p>	<p>In line with DfE funding opportunity for residential provision, SURREY COUNTY COUNCIL will prepare a bid to support the development of new in-house residential provision</p>	<p>Utilising the Capital Development support for in-house provision, commence renovation of existing in-house provision and development of new no wrong door hubs.</p>	<p>Implement CareCubed for pricing of provision, including new provider(s) within county</p>	

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<p>Sufficiency statement 9</p>	<p>SURREY COUNTY COUNCIL 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>Transition to use of South-Central Lot 4 - Residential Parenting Assessments (RPA) on residential framework.</p>	<p>Develop market position statement for RPA provision within county.</p>	<p>Development Community Assessment capacity on Independent Assessment Framework</p>	<p>Develop a proposal for expansion of in-house emergency bed /crisis provision</p>	<p>Once proposal established for in house expansion of emergency/crisis beds approved, implement in line with Sufficiency Forward Plan</p>	<p>Implement new market management process to identify and respond to new provision within Surrey</p>	<p>In line with DfE funding opportunity for residential provision, SURREY COUNTY COUNCIL will prepare a bid to support the development of new in-house residential provision</p>	<p>Utilising the Capital Development support for in-house provision, commence renovation of existing in-house provision and development of new no wrong door hubs.</p>	<p>Implement CareCubed for pricing of provision, including new provider(s) within county</p>	
<p>Sufficiency statement 10</p>	<p>In line with change(s) to placement cost, and the announced CMA investigation into residential cost, SURREY COUNTY COUNCIL will utilise CareCubed for review of existing placement cost and look to embed the tool into placement making panels / decisions going forward. SURREY COUNTY COUNCIL will look to reduce average placement cost across all areas of provision</p>	<p>Transition to use of South-Central Lot 4 - Residential Parenting Assessments (RPA) on residential framework.</p>	<p>Develop market position statement for RPA provision within county.</p>	<p>Development Community Assessment capacity on Independent Assessment Framework</p>	<p>Develop a proposal for expansion of in-house emergency bed /crisis provision</p>	<p>Once proposal established for in house expansion of emergency/crisis beds approved, implement in line with Sufficiency Forward Plan</p>	<p>Implement new market management process to identify and respond to new provision within Surrey</p>	<p>In line with DfE funding opportunity for residential provision, SURREY COUNTY COUNCIL will prepare a bid to support the development of new in-house residential provision</p>	<p>Utilising the Capital Development support for in-house provision, commence renovation of existing in-house provision and development of new no wrong door hubs.</p>	<p>Implement CareCubed for pricing of provision, including new provider(s) within county</p>	

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<p>Sufficiency statement 11</p>	<p>SURREY COUNTY COUNCIL 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</p>	<p>Transition to use of South-Central Lot 4 - Residential Parenting Assessments (RPA) on residential framework.</p>	<p>Develop market position statement for RPA provision within county.</p>	<p>Development Community Assessment capacity on Independent Assessment Framework</p>	<p>Develop a proposal for expansion of in-house emergency bed /crisis provision</p>	<p>Once proposal established for in house expansion of emergency/crisis beds approved, implement in line with Sufficiency Forward Plan</p>	<p>Implement new market management process to identify and respond to new provision within Surrey</p>	<p>In line with DfE funding opportunity for residential provision, SURREY COUNTY COUNCIL will prepare a bid to support the development of new in-house residential provision</p>	<p>Utilising the Capital Development support for in-house provision, commence renovation of existing in-house provision and development of new no wrong door hubs.</p>	<p>Implement CareCubed for pricing of provision, including new provider(s) within county</p>	
<p>Sufficiency statement 12</p>	<p>SURREY COUNTY COUNCIL 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>Transition to use of South-Central Lot 4 - Residential Parenting Assessments (RPA) on residential framework.</p>	<p>Develop market position statement for RPA provision within county.</p>	<p>Development Community Assessment capacity on Independent Assessment Framework</p>	<p>Develop a proposal for expansion of in-house emergency bed /crisis provision</p>	<p>Once proposal established for in house expansion of emergency/crisis beds approved, implement in line with Sufficiency Forward Plan</p>	<p>Implement new market management process to identify and respond to new provision within Surrey</p>	<p>In line with DfE funding opportunity for residential provision, SURREY COUNTY COUNCIL will prepare a bid to support the development of new in-house residential provision</p>	<p>Utilising the Capital Development support for in-house provision, commence renovation of existing in-house provision and development of new no wrong door hubs.</p>	<p>Implement CareCubed for pricing of provision, including new provider(s) within county</p>	

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<p>Sufficiency statement 13</p>	<p>SURREY COUNTY COUNCIL 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 SURREY COUNTY COUNCIL 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>Transition to use of South-Central Lot 4 - Residential Parenting Assessments (RPA) on residential framework.</p>	<p>Develop market position statement for RPA provision within county.</p>	<p>Development Community Assessment capacity on Independent Assessment Framework</p>	<p>Develop a proposal for expansion of in-house emergency bed /crisis provision</p>	<p>Once proposal established for in house expansion of emergency/crisis beds approved, implement in line with Sufficiency Forward Plan</p>	<p>Implement new market management process to identify and respond to new provision within Surrey</p>	<p>In line with DfE funding opportunity for residential provision, SURREY COUNTY COUNCIL will prepare a bid to support the development of new in-house residential provision</p>	<p>Utilising the Capital Development support for in-house provision, commence renovation of existing in-house provision and development of new no wrong door hubs.</p>	<p>Implement CareCubed for pricing of provision, including new provider(s) within county</p>	
<p>Sufficiency statement 14</p>	<p>SURREY COUNTY COUNCIL 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, aligned to the actions in Section 13 around residential provision.</p>	<p>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</p>	<p>strengthening of internal relationships to avoid unnecessary impact on childrens engagement to help shape services</p>	<p>Inclusion of young people where appropriate in shaping our contracts and encouraging active engagement in our tender processes</p>	<p>involve young people in our sufficiency strategy</p>						
<p>Sufficiency statement 15</p>	<p>SURREY COUNTY COUNCIL 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</p>	<p>support free leisure entitlement for looked after and care leavers across full county</p>	<p>support proactive engagement with the 11 housing teams across Districts and Boroughs to identify</p>	<p>Ensure full District & borough involvement in shaping of HMO pilot</p>	<p>streamline links and processes regarding impacts to planning applications</p>	<p>streamline processes to support smooth transitions for young people transitioning from supported</p>					

	progress to independence across Surrey.		nomination rights			accommodation					
Sufficiency statement 16	SURREY COUNTY COUNCIL 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.	Undertaken full needs analysis of fostering	External review of fostering service, with recommendations established for implementation	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)	Develop full business case(s) for each identified thematic area(s) for development	Commission external provider / local authority to commence fostering review	Following review, development of action plan and commencement of implementation of recommendations				
Sufficiency statement 17	SURREY COUNTY COUNCIL will look to increase the number of SA block bed provision by up to 80 within county to secure Surrey homes for Surrey children. SURREY COUNTY COUNCIL will also look to improve the quality of provision, with the implementation of CarePlace and Commissioning Alliance from September 2021.	Implementation of new Contract Management for Supported Accommodation	Launch of Outcomes Star to establish outcomes within settings	Development of "Houses of Multiple Occupancy"	Commissioning Alliance launch, including use of the accreditation scheme	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	Ensure feedback from young people is embedded with development of new supported accommodation block provision specification	Following implementation of the Commissioning alliance, establish a "mini competition" tendering process to create additional block provision in Surrey.	Mobilisation of new block provision		

<p>Sufficiency statement 18</p>	<p>SURREY COUNTY COUNCIL 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).</p>	<p>Implementation of new Contract Management for Supported Accommodation</p>	<p>Launch of Outcomes Star to establish outcomes within settings</p>	<p>Development of “Houses of Multiple Occupancy”</p>	<p>Commissioning Alliance launch, including use of the accreditation scheme</p>	<p>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</p>	<p>Ensure feedback from young people is embedded with development of new supported accommodation block provision specification</p>	<p>Following implementation of the Commissioning alliance, establish a “mini competition” tendering process to create additional block provision in Surrey.</p>	<p>Mobilisation of new block provision</p>		
<p>Sufficiency statement 19</p>	<p>In addition to increasing block provision within county and improving quality of Supported Accommodation provision via the Commissioning Alliance accreditation scheme, SURREY COUNTY COUNCIL 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.</p>	<p>Implementation of new Contract Management for Supported Accommodation</p>	<p>Launch of Outcomes Star to establish outcomes within settings</p>	<p>Development of “Houses of Multiple Occupancy”</p>	<p>Commissioning Alliance launch, including use of the accreditation scheme</p>	<p>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</p>	<p>Ensure feedback from young people is embedded with development of new supported accommodation block provision specification</p>	<p>Following implementation of the Commissioning alliance, establish a “mini competition” tendering process to create additional block provision in Surrey.</p>	<p>Mobilisation of new block provision</p>		

