

Notice of Meeting

Children & Education Select Committee

**Date & time**

Thursday, 27
November 2014 at
10.30 am

Place

Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact

Andrew Spragg or Rianna
Hanford
Room 122, County Hall
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Chief Executive

David McNulty

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Andrew Spragg or Rianna Hanford on 020 8213 2673 or 020 8213 2662.

Elected Members

Dr Zully Grant-Duff (Chairman), Mr Denis Fuller (Vice-Chairman), Mrs Liz Bowes, Mr Ben Carasco, Mr Robert Evans, Mr David Goodwin, Mr Ken Gulati, Mrs Margaret Hicks, Mr Colin Kemp, Mrs Mary Lewis, Mrs Marsha Moseley and Mr Chris Townsend

Independent Representatives:

Cecile White (Parent Governor Representative), Derek Holbird (Diocesan Representative for the Anglican Church) and Mary Reynolds (Diocesan Representative for the Catholic Church)

TERMS OF REFERENCE

The Committee is responsible for the following areas:

Children's Services (including Looked after children, Fostering, Adoption, Child Protection, Children with disabilities, and Transition)

Schools and Learning

Services for Young People (including Surrey Youth Support Service)

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 18 SEPTEMBER 2014

(Pages 1
- 6)

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*Friday 21 November*).
2. The deadline for public questions is seven days before the meeting (*Thursday 20 November*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE

(Pages 7
- 10)

On 10 July 2014 the Committee made a series of recommendations concerning the re-commissioning of Services for Young People, and the proposed University Technical College bid. These recommendations were considered by the Cabinet on 23 September 2014 and a response is attached.

6 SURREY SAFEGUARDING CHILDREN BOARD ANNUAL REPORT

(Pages
11 - 76)

Purpose of report: Scrutiny of Services and Budgets

The purpose of this session will be to consider and review how all partners within Surrey worked together to fulfil their statutory duties for the period April 2013 to March 2014, whilst providing context for the following sessions.

7 SURREY COUNTY COUNCIL AND SAFEGUARDING UNIT REPORT To follow

Purpose of report: Scrutiny of Services

This item will seek to explore how the County Council and partners work to protect children and young people from harm. The attached report has been prepared by the Head of Children's Safeguarding to update on areas identified by the Committee last year, and other priority areas.

Witnesses from both Surrey Police and Guildford and Waverley Clinical Commissioning Group (CCG) will also be in attendance to answer questions about how the Council and key partners work together.

8 SCHOOLS AND SAFEGUARDING UPDATE

Purpose of the item: Scrutiny of Services

This item will explore how Surrey County Council and schools work together to protect children and young people from harm.

9 CHILDRENS SERVICES ANNUAL COMPLAINTS REPORT (Pages 77 - 96)

Purpose of the report: Scrutiny of Services/ Performance Management

To provide an executive summary of the Children's Services Annual Complaint Report 2013-14, highlighting:

Learning arising from complaints.
What we are doing well.
What we need to improve.

10 INTERNAL AUDIT REPORT: REVIEW OF THE ADMINISTRATION OF LOOKED AFTER CHILDREN'S FINANCES (Pages 97 - 104)

Purpose of the report: Scrutiny of Services

To review the summary of audit findings and Management Action Plan produced as a result of an internal audit review of administration of Looked After Children's Finances.

11 SCHOOL GOVERNANCE TASK GROUP - INTERIM REPORT (Pages 105 - 118)

Purpose of the report: Policy Development

This report sets out the interim findings of the School Governance Task Group. It focuses on the appointment and role of Local Authority Governors and lists proposed recommendations for the Committee's consideration.

Further findings will be detailed in the final report.

12 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME (Pages 119 -

The Committee is asked to monitor progress on the implementation of recommendations from previous meetings, and to review its Forward Work Programme.

13 DATE OF NEXT MEETING

The next meeting of the Committee will be held at 10.00am on Monday 26 January.

David McNulty
Chief Executive

Published: Wednesday, 19 November 2014

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Thank you for your co-operation

MINUTES of the meeting of the **CHILDREN & EDUCATION SELECT COMMITTEE** held at 10.35 am on 18 September 2014 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 27 November 2014.

Elected Members:

- * Dr Zully Grant-Duff (Chairman)
- * Mr Denis Fuller (Vice-Chairman)
- * Mrs Liz Bowes
- * Mr Ben Carasco
- * Mr Robert Evans
- * Mr David Goodwin
- * Mr Ken Gulati
- * Mrs Margaret Hicks
- * Mr Colin Kemp
- * Mrs Mary Lewis
- * Mrs Marsha Moseley
- * Mr Chris Townsend

Ex officio Members:

Mrs Sally Ann B Marks, Vice Chairman of the County Council
Mr David Munro, Chairman of the County Council

Co-opted Members:

- * Cecile White, Parent Governor Representative
- * Duncan Hewson, Parent Governor Representative
- * Derek Holbird, Diocesan Representative for the Anglican Church
- Mary Reynolds, Diocesan Representative for the Catholic Church

Substitute Members:

Mary Reynolds

In attendance

44/13 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mary Reynolds, Simon Parr acted as her substitute.

45/13 MINUTES OF THE PREVIOUS MEETING: 10 JULY 2014 [Item 2]

The minutes of the meeting held on 10 July 2014 were agreed as a true and accurate record.

46/13 DECLARATIONS OF INTEREST [Item 3]

No declarations of interest were received.

47/13 QUESTIONS AND PETITIONS [Item 4]

A question had been received from Ben Carasco. A written response was tabled at the meeting, and is attached as an appendix to these minutes. A supplementary question was asked concerning the number of allegations and incidences of Child Sexual Exploitation that were known in Surrey. Officers responded that this question was best directed to the Surrey Safeguarding Children Board, as the multi-agency statutory body. It was noted by the Committee that the annual report of the Safeguarding Board would be considered at the Committee's meeting on 29 November 2014.

48/13 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

There were no referrals to Cabinet at the last meeting, so there were no responses to report.

49/13 SPECIAL EDUCATIONAL NEEDS AND DISABILITY UPDATE [Item 6]**Witnesses:**

Nick Wilson, Strategic Director of Children, Schools and Families
P-J Wilkinson, Assistant Director for Schools and Learning
Susie Campbell, Surrey SEND Pathfinder Manager

Key points raised during the discussion:

1. Officers informed the Committee that the Special Educational Needs & Disability (SEND) reforms were still relatively new, and that their implementation over the coming months would highlight any requirements to improve the system that had been developed through the SEND pathfinder. It was highlighted that report set out the governance arrangements that would provide oversight of the implementation of the SEND reforms.
2. The Committee was told that the spirit of the legislation was to ensure clearer pathways to accessing SEND support, and to encourage greater choice for families. Officers expressed the view that this would

- be achieved through partnership working, supported through the use of a joint Education, Health and Care (EHC) plan.
3. The Committee was asked to note that the four key changes outlined in the reforms included a greater involvement of parents and children in the assessment process; greater involvement from education, health and social care partners in the assessment process; an emphasis on personalisation; and an extension of SEND provision to young people aged 25 years old. Officers commented that there was no significant extra resources provided by central government to meet the cost of these reforms, following implementation, and that budget allocation would be more challenging as result.
 4. The Committee raised a question concerning the resources available to implement the reforms. Officers explained that the Designated Schools Grant of £730 million broke down into 3 separate elements, one of which was the High Needs Block. The Department for Education had indicated that the expectation was £125 million of the Designated Schools Grant should be allocated to the High Needs block. It was highlighted by officers that the present High Needs block allocation in Surrey was higher, with an additional £10 million being used. The Committee was informed that there were measures identified to help reduce this additional spending over the coming few years. Officers commented that the current system was heavily reliant on independent SEND school provision to meet current SEND supports needs. It was highlighted that the SEND reforms could potentially encourage greater re-integration of students with SEND requirements back into mainstream school provision. Officers commented that in most circumstances this would be undertaken, where appropriate, when a child made the transition to secondary education. Officers explained to the Committee that the notional SEND funding was allocated to ensure an even distribution of resources for each Surrey school.
 5. The chair of Family Voice introduced herself and outlined the advocacy role of the organisation for families and young people with SEND requirements. She expressed the view that new legislation meant the parent and child were at the centre of each decision. She added that aspects outside of the classroom needed to be looked at, and that access to services through the Local Offer should be improved, particularly for those groups who were vulnerable or disadvantaged. Officers noted that there was a challenge to ensure that the Local Offer was accessible to all, and recognised that this would be an ongoing consideration. The Committee was informed that individual school head teachers and SEND co-ordinators would be the first point of contact for any parent who felt their child may require additional SEND support.
 6. Officers informed the Committee that the new systems meant the development of new measures for customer satisfaction; these were being produced in collaboration with the Parent Partnership and Family Voice.

7. The Committee was informed that at this stage it was too early to tell whether the reform would see a substantial number of personal budgets being used. It was noted that the budget would allow specialised activities and support outside of a school's remit. There was a discussion regarding the use of personal budgets, and possible impacts this might have on SEND support in schools.
8. The Committee raised concerns on the advice and support families would receive around using personal budgets effectively. Officers responded that the Education, Health and Care (EHC) plans would have attached a set of outcomes, and any expenditure that would be required to support those outcomes.
9. The Committee was informed that the mediation process played an important role in reducing the number of SEND decisions going to tribunal. Witnesses commented that the legal sector had responded to market demands concerning tribunals, and this had produced an increasing pressure to ensure that the assessment process and mediation services were robust. The Committee was informed that an enhanced service could potentially see a reduction in the number of tribunals. It was highlighted that the majority of families had expressed satisfaction with the services they received.
10. Witnesses expressed the view that some students requiring SEND support made the transition to Further Education without the necessary information provided in advance. This presented a commissioning challenge, as it was difficult to anticipate the required resources for the academic year in advance. It was also highlighted that many Further Education provisions were unable to provide a suitable education for SEND students up to the age of 25, and that expectations were often higher than what the provision was able to offer. The Committee was advised that Further Education colleges were allocating greater budget resources to meeting SEND requirements.
11. The Committee discussed the work being undertaken to review joint paediatric therapies. It was highlighted that there was significant demand for speech and language therapies, and work was being undertaken to ensure an equitable offer across the six Clinical Commissioning Group areas. Officers and witnesses also highlighted the role of early identification and the addressing of need in order to ensure the best outcomes for children and their families.

Recommendations

- That officers continue to work with families and children to ensure that the Local Offer is accessible, in particular for vulnerable groups such as children who are Looked After.
- That the SEND governance board considers how stakeholders can work together to ensure earlier identification of SEND requirements for

children who are Looked After, in particular to ensure need has been identified before reaching Further Education.

- That the Committee is provided with the Key Performance Indicators the SEND Governance Board will use -- once agreed -- and that a report on these is provided to the Performance & Finance Sub-Group in six months. A further, formal report to be brought to the full Committee in 12 months.
- That the SEND Governance Board provide a further report in 12 months outlining how integrated commissioning arrangements have worked to meet the requirements of the SEND reforms, and how this has provided support for Early Years families.
- That the CCGs and Council officers provide a report in 12 months concerning the provision of joint paediatric therapies.
- That the School Phase Councils are invited to make a joint representation to the Committee in 12 months covering their views on the impact of:
 - The introduction of Personal Budgets
 - The loss of School Action and School Action Plus
 - That the Parent Partnership and Family Voice are both invited to prepare reports to the Committee in 12 months, in particular focussing on the “customer satisfaction” work presently in development, in order to provide an independent view of how the SEND reforms have been implemented in Surrey.

50/13 PERFORMANCE AND FINANCE SUB-GROUP [Item 7]

Key points raised during the discussion:

1. The Committee discussed the establishment of a performance and finance sub-group and the elected members were: Zully Grant-Duff, Denis Fuller, Colin Kemp, David Goodwin and Chris Townsend.

Resolved:

- That the Committee agree the membership of a performance and finance sub-group, as set out by the Council Overview and Scrutiny Committee.

51/13 RECOMMENDATION TRACKER AND FORWARD WORK PROGRAMME [Item 8]

Key points raised during the discussion:

1. The Committee was informed that the independent review of residential care homes was available and would be considered at a future meeting.
2. It was noted that School Place Planning is not included on the forward work programme, and officers agreed to ensure this was included as an item at future meeting. The Committee discussed the possibility of

establishing a separate sub-group to discuss school attainment outcomes. Officers agreed to explore the proposal further with the Chairman and Vice-Chairman.

52/13 DATE OF NEXT MEETING [Item 9]

The next Children and Education Select Committee will be held at 10.00am on Thursday 27 November 2014.

Meeting ended at: 1.05 pm

Chairman

CABINET RESPONSE TO CHILDREN AND EDUCATION SELECT COMMITTEE

CREATING OPPORTUNITIES FOR YOUNG PEOPLE: RE-COMMISSIONING FOR 2015 - 2020

(considered by C&ESC on 10 July 2014)

SELECT COMMITTEE RECOMMENDATION:

- That the Cabinet support the proposal concerning bringing in-house the provision of Centre Based Youth Work, but also note the need to ensure continuity and employment security for the high quality staff that deliver these services.
- That the Cabinet support proposals concerning social enterprises and time banks, and that consideration is given as to how community business expertise and experience can be utilised to support these activities.
- That, in order to build an evidence base for how public savings are shared across services within the Council:
 - Officers bring a future report to the Committee demonstrating the benefits in improved outcomes through engaging with Health & Wellbeing partners, such as Public Health, in sharing youth centre provision and resource.
 - Officers explore with Adult Social Care how the benefits of time banks can be evidenced as impacting on the savings required as part of the Family, Friends & Community Support project.

RESPONSE

I welcome the Children and Education Select Committee's support for the proposals and thank the Committee for its additional suggestions and the contribution through membership of the Project Board.

I note the points raised in relation to staff and recognise the importance of the skills and expertise of the staff in delivering high quality youth work. I assure the Select Committee that staff have been closely engaged in the development of the proposals and will continue to be closely involved in helping to shape the future service.

I welcome the support for the development of social enterprises and time banks and assure Select Committee that local community and business expertise will be at the core of these developments.

I welcome the proposed further report to Select Committee on the wider public savings to be achieved through programmes such as time banking, work based social enterprises and joint commissions with Public Health. Officers are already exploring the benefits of time banks with Adult Social Care as part of the Family, Friends and Community Project.

I look forward to the continuing contribution from Select Committee, including through representation on the Project Board, to the implementation of these changes and realisation of the benefits for Surrey young people.

Linda Kemeny
Cabinet Member for Schools and Learning
23 September 2014

CABINET RESPONSE TO CHILDREN AND EDUCATION SELECT COMMITTEE**DEVELOPING THE FIRST UNIVERSITY TECHNICAL COLLEGE IN SURREY
(considered by C&ESC on 10 July 2014)****SELECT COMMITTEE RECOMMENDATION:**

That the Cabinet support the proposal for the establishment of Surrey's first University Technical College and give consideration to:

- how the Council can support the UTC to ensure capacity is met in future years;
- how positive, collaborative dialogue can be developed between the UTC and local schools and colleges, to ensure they work in partnership; and
- how the benefits of vocational education are communicated to young people and their families.

RESPONSE

I welcome the Children and Education Select Committee's support for the proposed first University Technical College in Surrey.

I note the Select Committee's question in relation to how the Council can support the UTC to ensure the UTC is full to planned capacity. The profile of both the university and employers is key to future recruitment of students. Employers in particular will be able to highlight future employment opportunities in sectors which are growing fast and offer rewarding careers. Officers are already working with key employers and I have asked officers to engage employers closely in future marketing of the UTC to prospective students and parents and carers. This will include additional employers not yet involved and Members may well be able to highlight further contacts to increase the range of employers included.

Additionally, enrolment will be supported through close engagement of schools and colleges in the area. The development of the UTC has been taken forward working with local schools, keeping them informed and reviewing the new provision to ensure there is a complementary curriculum and that the planned timing of the opening links to demographic growth. The UTC includes Guildford College of Further and Higher Education, Guildford Education Partnership and the Council among its Founding Members. This extent of involvement is unique for a UTC and will support future marketing of provision and enrolment to ensure planned capacity is met. As a Founding Member I will be working to ensure the positive collaboration and dialogue to date is maintained for the next phase.

Through the close involvement of employers in promoting the UTC, the benefits of vocational education will also be promoted. This will include employers promoting the UTC to secondary schools and primary schools. Young people will benefit from both the work relevant curriculum and the development of vocational skills and experience in areas of high demand, which will ensure they are well placed for future employment in leading high technology businesses.

Linda Kemeny
Cabinet Member for Schools and Learning
23 September 2014

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Children & Education Select Committee
27 November 2014

**SURREY SAFEGUARDING CHILDREN BOARD (SSCB)
ANNUAL REPORT 2012-2013**

Purpose of the report: Scrutiny of Services and Budgets

The purpose of this session will be to consider and review how all partners within Surrey worked together to fulfil their statutory duties for the period April 2013 to March 2014, whilst providing context for the following sessions.

Introduction:

1. The Surrey Safeguarding Children Board (SSCB) is a statutory, multi agency board, chaired by an independent chairman, Ms Alex Walters.
2. The Annual Report 2013/2014 reports upon the effectiveness of safeguarding and child protection practice by partner organisations in Surrey. It was presented to Cabinet for information on 21 October 2014.

Recommendations:

1. The Committee is asked to note the report and makes recommendations to officers or Cabinet as appropriate.

Report contact: Julian Gordon-Walker, Head of Safeguarding, Surrey Children Schools and Families
Amanda Quincey: Partnership Support Manager, Surrey Safeguarding Children Board
Tel: 01372 833378

Annexes:

SSCB Annual Report 2013-2014

Sources/background papers:

- Working Together to safeguard Children; A guide to inter-agency working to safeguard and promote the welfare of children; DFE March 2013 www.education.gov.uk/aboutdfe/statutory/g00213160/working-together-to-safeguard-children

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Surrey Safeguarding Children Board

Annual Report

April 2013 - March 2014



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Foreword

I am delighted to present the Surrey Safeguarding Children Board (SSCB) 2013 - 2014 annual report.

During 2013-2014 the SSCB has rigorously carried out its statutory functions under Regulation 5 of the local safeguarding children board (LSCB) regulations to enable it to achieve its objectives under Section 14 of the Children Act 2004, which are to co-ordinate and ensure the effectiveness of what is done by each person or body represented on the board, for the purpose of safeguarding and promoting the welfare of children within Surrey.

The period covered by this report has been one of considerable change for partner agencies in response to both budget constraints and changes in Government policy. The Probation Service is currently undergoing significant restructuring of services and both the local and national impact is being monitored by the SSCB. Significant work has been undertaken by the SSCB in understanding the emerging health economy and in influencing capacity to support the embedding of safeguarding practice within the clinical commissioning group (CCG) structures, which became effective from 1 April 2013. In March 2014, Surrey Children Schools and Families Directorate introduced a new structure to support partners through a referral, assessment and intervention service (RAIS) providing advice and support to partners prior to making a referral. This service is supported by the safeguarding hub, which is hosted by Surrey Police in Guildford. The hub enables an efficient multi-agency response to referrals and significantly improves decision making and information sharing between agencies. The SSCB continues to monitor such changes and provides challenge to partners to ensure that there is no adverse impact upon children, young people and families in Surrey as a result of change within local services.

The review of the SSCB structure and governance arrangements, which commenced in the previous reporting year, was completed and a governance protocol written to formalise the governance arrangements between the Health and Wellbeing Board (HWB), the Surrey Safeguarding Adults Board (SSAB), the Children and Young People's Partnership and the SSCB. This was formally approved by the board in June 2014. Membership of the SSCB full board was also reviewed and strengthened to ensure that there was representation from education and voluntary organisations. There is currently an ongoing review of the role of the SSCB sub groups to ensure that these are functioning effectively and delivering outcomes against the key priorities of the board.

During 2013-14, SSCB published four serious case reviews (SCRs), commissioned two new SCRs and undertook review activity with an additional three cases. SSCB has pro-actively piloted a number of different methodologies in approaching reviews and adopting the systems approach, as detailed in the Munro Report 2011. In response to the need to understand the common recurring themes in SCRs and domestic homicide reviews (DHRs) and to reflect on the learning from practice audits, the SSCB conducted a mapping exercise of SCRs, DHRs and audit

recommendations to inform the planning of a series of practitioner workshops. These were held in November 2013 and December 2013 and started to identify and address the apparent barriers that prevent learning being taken into practice. This approach is supported by the SSCB multi-agency learning and improvement framework as part of wider improvement activities.

Following the Section 11 audit of statutory agencies in 12/13, SSCB has throughout 2013-14 provided bespoke support to partner organisations to support improvement in their safeguarding arrangements ahead of the 2014-2015 Section 11 audit. In addition the SSCB undertook a review of its child death overview functions to ensure arrangements were working efficiently and recommendations to ensure sustained improvements were being implemented.

The SSCB also completed a comprehensive piece of work to review the arrangements for the commissioning and delivery of safeguarding training including a comprehensive training needs analysis, which reported in September 2013, and the development of a training strategy.

In accordance with 'Working Together to Safeguard Children' guidance 2013 a multi-agency threshold document was agreed and published alongside the early help strategy within Surrey, which was formally launched in January 2014 and is currently embedding into practice.

This annual report for 13/14 clearly demonstrates the significant amount of effective safeguarding activity undertaken by all partners within Surrey. It details the progress made against the four LSCB priorities and how partners are held to account to deliver improvements. My thanks to all those who chair or are members of the various groups which make up Surrey Safeguarding Children Board and to all practitioners within the children's workforce who demonstrate their commitment and passion to protecting children and to improving practice.

The challenge for the Surrey Safeguarding Children Board as it moves forward is to increasingly demonstrate and evidence the impact of this activity on children's outcomes.



Alex Walters

Independent Chair, Surrey Safeguarding Children Board



Background

Surrey's children

There are approximately 272,800 children and young people, aged 0-19 living in Surrey. The majority are safe, well educated and cared for, experience good health and have good leisure and employment opportunities.

Surrey has one of the lowest rates of child deprivation in the UK, with the most recent data indicating that there are approximately 23,090 children and young people in Surrey, aged 0-19, living in low-income households. This equates to 11.8% of the 0-19 population.

Birth rates in Surrey have risen by 20%, with a projected peak in 0-5 year olds of 73,600 in 2020. Projections predict that overall the Surrey 0-19 population will grow by 3.7% by 2015 increasing demand on universal services.

In Surrey more than 190 languages are spoken.

The joint strategic needs assessment (JSNA) for Surrey acknowledges the significant impact that a positive parenting experience has upon a child's emotional wellbeing and development. Conversely the impact of a negative parenting experience can hinder the development of positive outcomes.

The JSNA identifies four key interrelated issues which can adversely impact upon the lives of children and young people:

- parental mental health
- parental substance and alcohol abuse
- domestic abuse
- living in poverty and hardship.

Within Surrey, some families have been identified as having multiple needs and require additional support:

- 2013-2014 saw very little change in the number of children being identified as children in need, with the number of referrals to Children's Services being 11,809, compared to 11,761 for 2012/13.
- There continued to be a rise in the number of children made subject to child protection plans, although this was not nearly as large an increase as that witnessed in 2012/13. At 31 March 2014, there were 927 children subject to a child protection plan compared with 890 at 31 March 2013. However, it is significant to note that this increase had occurred entirely in the last three months. Throughout the rest of the reporting year the number did not rise to 900 or above.
- A high number of children subject to a plan have become subject to a repeat plan. The percentage at the end of this year is 20%, compared to 8.8% in 2012/13. This may reflect upon a lack of available step-down support services to ensure that progress is maintained and will need to be monitored by the SSCB.
- The numbers of children whose plans ended after being the subject to a child protection plan for more than two years was 6% in comparison to 3.47% in March 2013. This is a more positive overall trend indicating that services have combined to tackle drift on long-term child protection cases.
- At 31 March 2013, there were 839 looked after children (LAC) within Surrey this figure has dropped to 798 on 31 March 2014. This reflects the focus and commitment to achieve permanency for children in care, with the total number of adoption orders and special guardianship orders (SGO) nearly doubling in this year on the previous year. A total of 125 adoption and SGOs were granted this year compared to 79 in the previous year.

SSCB is pleased to note the following progress in performance for Surrey children and young people:

- Educational achievement shows that Surrey children continue to perform better across all key stages, in the majority of performance areas than their peers regionally and nationally. Over 80% of Surrey schools are now rated as good or outstanding by Ofsted compared with 75 % in 2012/13.

- 62%, over 43,000 of Surrey children under five years old are now registered at a Surrey children's centre - an increase of 26% on 2012/13.
- Approaching 4000 children under five living in disadvantaged areas are registered at a children's centre, with 57% of these visiting a children's centre in the last year - a 22% increase from 2012/13.
- In 2013/14 the number of children who are not in education, employment or training (NEET) reduced from 978 to 429. 96% of young people (1293) who were identified at most risk of becoming NEET in year 11 were successfully progressing into education or employment.
- Surrey has achieved a 4% increase in young people aged 16-18 starting apprenticeships since 2011 against a national picture showing a 14% reduction. 786 new apprenticeships were generated for 16-19 year olds in 2013/14.
- The Youth Support Service prevented 331 young people from becoming homeless.
- Youth restorative intervention has diverted 770 young people who have offended for the first time away from the criminal justice system.
- In 2013/2014 the number of young people offending in Surrey has continued to decline.

The role of Surrey Safeguarding Children Board

Surrey Safeguarding Children Board (SSCB) was established in April 2006 and is chaired by an independent chair, Alex Walters, who is independent of any organisation working within Surrey. Alex Walters was appointed to the SSCB in September 2011.

The SSCB is the key statutory mechanism for agreeing how the relevant organisations in Surrey will cooperate to safeguard and promote the welfare of children and ensure the effectiveness of what they do and provide strategic oversight.

The objectives of the SSCB as set down in 'Working Together to Safeguard Children 2013' are:

- to coordinate what is done by each person or body represented on the board for the purposes of safeguarding and promoting the welfare of children in their area; and,
- ensure the effectiveness of what is done by each such person or body for that purpose.

This entails a wide range of responsibilities across the Surrey area including:

- establishing and monitoring thresholds for the provision of services by partner agencies
- developing policies and procedures
- commissioning and evaluating single and multi-agency training

- establishing specific, local protocols to reflect local priorities
- communicating and raising awareness
- monitoring and evaluating the activities of partners through S11 and auditing activity
- reviewing child deaths and conducting serious case reviews.

In the wider Surrey context the SSCB has a statutory scrutiny and monitoring role in relation to the Surrey Children and Young People's Partnership (SCYPP) and the themed partnerships working within the SCYPP and holds them to account in their work to improve outcomes for children and young people. This scrutiny function applies to the Health and Wellbeing Board and other statutory partnerships such as the Community Safety Board (CSB) where there are issues that impact upon the safety of children.

The SSCB business plan for 2013-14 agreed **four targeted priority areas** of focus and the progress towards these is reported on throughout this annual report. The priority areas are:

1. to work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families
2. to ensure sufficient timely and effective early help for children and families who do not meet the thresholds for children's social care
3. to ensure professionals and the current child protection processes effectively protect those children identified in need of protection and who are looked after
4. to develop, agree and communicate a multi-agency child sexual exploitation strategy; identifying key priorities and monitoring procedures to measure the impact on children, young people and families.



Progress in 2013-14: How well did we do?

Targeted priority 1: To work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families.

The joint strategic needs assessment (JSNA) tells us that a total of 4,105 children under-16 were reported as either living with the victim or being affected in other ways by domestic abuse, such as through contact orders. Local figures indicate that the proportion of survivors seeking domestic abuse outreach services with at least one child under 16 years old is 55%. Domestic abuse has been a factor in a number of serious case reviews in Surrey since September 2011; when a child dies or is seriously harmed and abuse or neglect is known or suspected to be a factor in the death.

The Community Safety Board (CSB) leads on the multi-agency priority of domestic abuse for Surrey, linking closely with the Health and Wellbeing Board (HWBB), who detail domestic abuse within their safeguarding priority, and also with the Surrey Safeguarding Children Board (SSCB) and Surrey Safeguarding Adults Board (SSAB).

In January 2014, the domestic abuse strategy was presented and endorsed by the SSCB. The strategy is to be delivered by the domestic abuse development group through a variety of work streams.

The strategy was developed in partnership through learning from a rapid improvement event held in June 2012 and subsequent focused pilot work. From February 2013 a number of multi-agency consultation events and surveys were carried out, with victim feedback being provided through outreach victim forums.

The domestic abuse strategy has a shared partnership aim:

‘To ensure all those affected by domestic abuse have the right information, services and support, at the earliest opportunity, to live lives free from domestic violence or

abuse and gain the personal confidence to build healthy relationships for themselves and their dependants.'

An action plan is in place covering the first year priorities, which focuses on the three themes of prevention, early intervention and response.

6

Achievements/progress in 2013-2014

- A healthy relationships package is being developed by the Children, Schools and Families Directorate to support preventative work in schools for implementation by September 2015.
- A domestic abuse checklist has been developed, tested and rolled out across Children Services and Safeguarding to provide an appropriate response to those experiencing domestic abuse in order to minimise risk, and improve the safeguarding of vulnerable children. Reporting mechanisms have been agreed to enable information sharing with schools whose pupils may be affected by domestic abuse following incidents involving police attendance.
- The safeguarding hub hosted at Guildford Police Station, involving children's social care and the police, is adopting a whole systems approach to safeguarding where information is shared, risk understood and multi-agency decision making is in place to support children coming to the attention of the police attending domestic abuse incidents. A multi-agency triage model has been adopted which enables a rapid and effective response.
- Work is being undertaken by Public Health and the Health and Wellbeing Board to proactively identify and respond to "at risk" adults and children.
- Specialist domestic abuse services for children remain geographically inconsistent and a scoping exercise to understand support services for children has been developed. This aims to improve the consistency of the current support offered; to re-establish attachment in families where domestic abuse is an issue and identify provision for victims and children who are appropriate for early help domestic abuse support and intervention.

Challenges for 2014-15

- Further roll out of the domestic abuse checklist and embedding of the checklist into practice.
- Development of an outcomes framework, structured around the findings of the scoping of specialist domestic abuse children's services and the commissioning and development of specialist services.
- Surrey Family Support Programme (SFSP) development of integrated interventions as part of the troubled families programmes to support families at risk of domestic abuse. Currently 17% of families working within the SFSP reported domestic abuse as an issue.

SSCB undertook two audits in relation to domestic abuse in 12/13 and the learning from these informed the [domestic abuse strategy 2013-14](#).

SSCB remains concerned that there is limited specialist support work currently being undertaken, which directly supports children affected by domestic abuse across the county and welcomes this approach to addressing this gap in service provision. Although there is evidence of progress being made in awareness and focus across the partnership and clearer governance arrangements, SSCB will continue to maintain this as a targeted priority for 14/15.

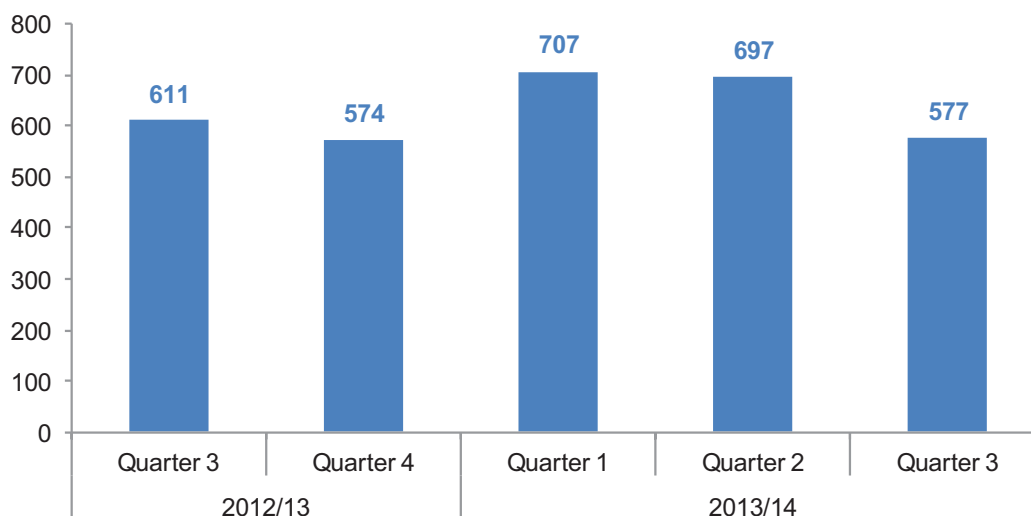
Statistical data

The SSCB report card was updated to provide data relating to support for children and young people living in households with domestic abuse.

	2013-2014	2012-2013
New contacts /referrals to Surrey domestic abuse outreach services.	3,455	3,127
Number of new services users with children under 16.	1,996	1,665
Number of new services users with children living with them.	2,559	2,327
Total number of children affected by domestic abuse supported by outreach services.	2,695	2,897
Number of 16-17 year olds accessing Surrey domestic abuse outreach services.	48	20

In 2013-14 there were 13,432 (2012-2013: 12,567) incidents/crimes of domestic abuse reported to police representing 16.7 % of total incidents/crimes reported. In 2012-2013 3,625 of these incidents were a repeat incident and figures suggest that the number of repeat incidents have reduced; however statistical data is no longer collected relating to single offences.

Number of children living with victims of DA who are currently a service user of a Surrey Domestic Abuse Outreach Service



Targeted priority 2: To ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for children's social care.

Surrey's [early help strategy 2013-2017](#) and the [multi-agency level of needs document \(March 2014\)](#) were signed off through the Surrey Children and Young People's Partnership structure in 2013. The SSCB has engaged in the partnership's development and has been monitoring the effectiveness of its work programme throughout 2013-14.

SSCB agreed the multi-agency levels of need document in January 2014. The SSCB provided challenge to the multi-agency working group to clearly define the threshold descriptions.

An early help partnership conference was held in March 2014 to formally launch the early help strategy and levels of need document and to update on changes to Children's Services to create referral, advice and intervention hubs in each of the area quadrants. Early help conferences have been delivered with early help partners in all of the Surrey quadrants to support this work.

There has been a high uptake of early help assessment and lead professional training throughout the county and this has led to increased confidence and up-skilling of the workforce across Surrey.

A significant development in July 2013 was the safeguarding hub. All strategy discussions arising from police referrals are now held in the hub and decisions are made as to whether thresholds have been met and if there is a need for assessment to be undertaken. This initiative has already had measurable impacts in referrals where police were the initiating source. Volumes of contacts received in area teams have reduced significantly and decision making is timelier with significantly improved information sharing. The number of cases where no further action is required has significantly reduced indicating a reduction in referrals where there is no perceived threat or issue. There is evidence of shared responsibility of risk.

In the period April 2013 to February 2014, 16,936 contacts were handled by the safeguarding hub and 3,812 referrals.

In addition, the Surrey Family Support Programme has been successfully developed and implemented, enabling a multi-agency approach to support families with multiple and complex needs. Key features of the programme are:

- A whole family approach.
- Assembling and embedding of a team around the family approach, this identifies a lead professional and enables effective coordination and a single point of contact for the family and practitioners supporting the family.
- A multi-agency approach to assessment, with improved information sharing and shared outcomes which are presented through a family action plan.

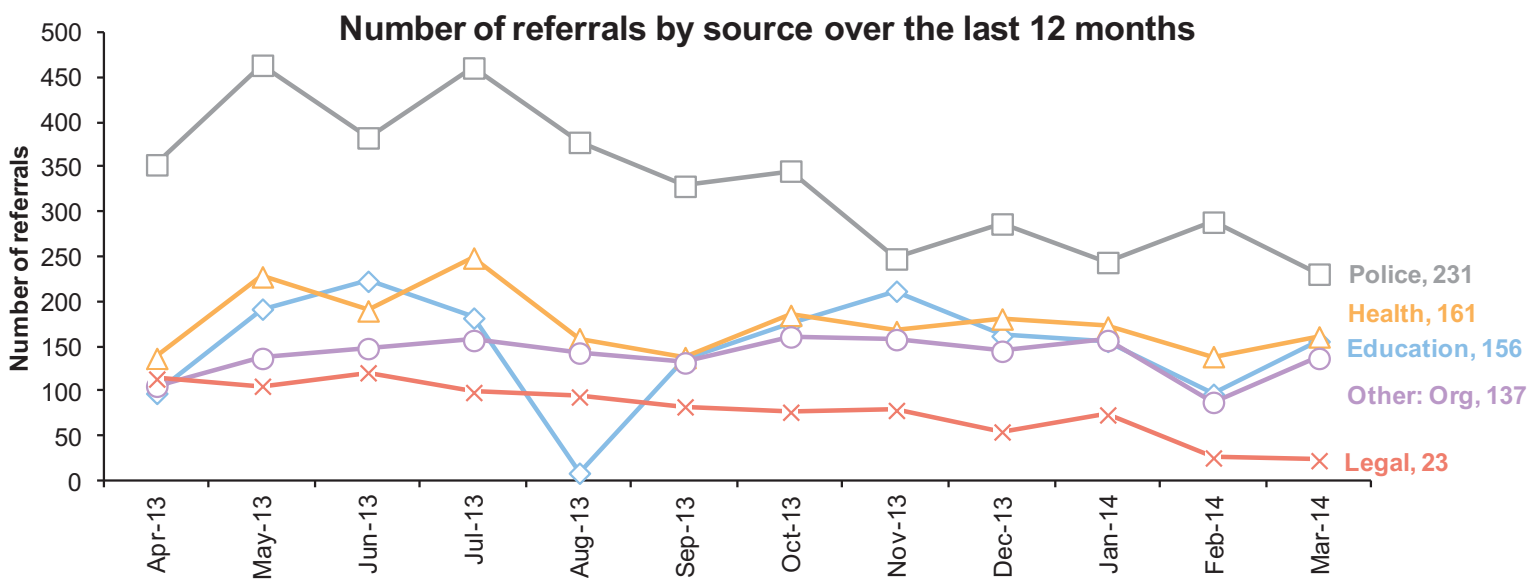
- Intensive support within the family home which builds trust and rapport with professionals supporting the family.
- Support for the family through a single portal.

Within Surrey there are six local teams run through borough and district councils, with collaborative working between borough and district councils to achieve economies of scale.

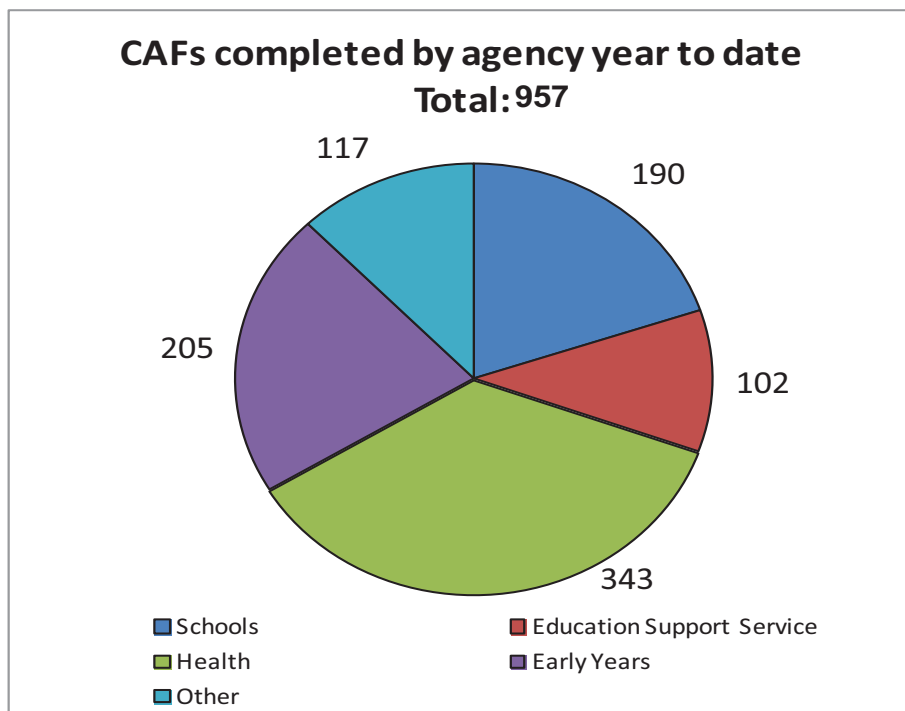
Successful outcomes include 525 families who have received intensive support and have achieved Government improvement measures, placing Surrey as one of the highest performers nationally.

Outcome

Following Surrey’s early help strategy and the multi-agency levels of need document launch at the early help partnership conference in March 2014, partners committed to working together to plan, commission and deliver the early help offer. Four local area based conferences were delivered, as a multi-agency working group for practitioners, to communicate and promote the key messages. SSCB regularly monitors progress towards the implementation of the strategy.



Number of common assessment framework//early help assessments completed by agencies in the safeguarding network (1 April 2013 – 31 March 2014)



Children with special educational needs and disabilities

Partners have worked with 65 families as part of the SEND pathfinder work in Surrey. A local information service has been established and integrated education, health and social care plans (EHCP) have been developed. Over 400 families are now managing their own care packages through direct payments schemes. Surrey Early Years Support Services met the needs of over 221 children with disabilities and their families.

Targeted priority 3: To ensure professionals and the current child protection processes effectively protects those children identified in need of protection and who are looked after.

SSCB audits of files and individual case reviews and the 2012 Ofsted inspection demonstrate that children are being safeguarded by effective multi-agency practice although there are always areas for improvement. There is robust monitoring of action plans to ensure implementation of improvements identified. Reports are routinely provided to the SSCB on a four monthly basis which demonstrate the effectiveness of child protection (CP) conferences and performance data is collated and monitored to ensure that wherever possible statutory time-scales are adhered to.

The effectiveness of partner agencies engagement and contribution in CP conferences is reported upon to SSCB by independent chairs on a four monthly basis. Looked after children processes are monitored and reported upon annually to the SSCB in the independent reviewing officer and corporate parenting reports.

Work has been undertaken throughout 2013-2014 to improve partner agency engagement in CP conferences and a detailed audit was undertaken by SSCB to provide analysis to inform challenge.

A data analysis undertaken of attendance at initial CP conferences is summarised below.

Key agencies attendance at initial child protection conferences (Sept 13 – Feb 14)

	GP	Health Visitor	Midwife	School Nurse	Education	Police	Probation	Drug / Alcohol agency	Domestic abuse agency	Adult Services (Mental Health)	Housing	CAMHS	Voluntary agency
Invited	191	139	48	106	141	210	21	14	2	20	32	10	8
Attended	1%	90%	92%	71%	81%	94%	24%	43%	100%	70%	72%	50%	88%
Provided report	35%	75%	81%	54%	84%	76%	19%	29%	0%	20%	31%	40%	63%

The SSCB identified a particular problem in the engagement of GPs in the CP conference process. As a result, the named GP, the lead CCG and the council’s safeguarding unit have worked together to improve this significantly.

There has been a major drive to ensure training for all GPs with an increased take-up of the courses. This has helped to raise awareness of the importance of input from them, whether it is through attendance, or more likely through reports. As a consequence the number of GPs sending reports to conference has increased significantly from a very low base of 20% in the last quarter of 2013 to over 40% in the most recent quarter. This remains lower than we would wish, but indicates a positive direction of travel. In addition, the named GP, CCG and safeguarding unit have agreed a number of measures to be introduced to build upon these encouraging signs.

Outcome

6

The Surrey wide named GP led on a training initiative throughout the east of the county, which will now be rolled out across Surrey to raise awareness of safeguarding issues with GPs and to encourage greater participation in child protection/safeguarding work. The SSCB acknowledged feedback from GPs that SSCB procedures were too long to access during short consultations with patients. As a result of this feedback an easy access prompt sheet was agreed and circulated to GP practices and NHS England have worked with health partners and the SSCB to produce a set of prompt cards to use as an aide memoire for GPs to refer to when they have a concern and need to make a referral or escalate the concern.

Additional SSCB focus has been on core group functioning and this has also been considered through auditing activity and learning shared with partners. One outcome has been the development of a practitioner's guide to core group working disseminated through the SSCB.

Additionally the child protection dissents group provides a forum where professional decision making in child protection conferences can be considered and challenged to ensure the right safeguards and protection plans for children.

Targeted priority 4: to develop, agree and communicate a multi-agency child sexual exploitation strategy; identifying key priorities and monitoring procedures to measure the impact on children, young people and families.

Child sexual exploitation (CSE) has received a high level of national media attention over 2013-2014 and continues to do so. The CSE sub group of the SSCB has responded to national and local issues and the publication of a number of reports. It now has a comprehensive action plan in place.

A survey of partner agencies was undertaken in October 2013 with planned six monthly updates to provide a snapshot of local issues, the next planned survey being in April 2014.

The survey highlighted that the majority of children affected by CSE live with their families. 90% are girls aged 15 to 16, 87% of whom were identified as white/British. The youngest child identified as being at risk was 7 years old. 20% of those at risk had a disability. Analysis of the method of coercion used revealed that 30 cases involved grooming by an older individual, and 17 involved mobile phones, with 12 cases involving the internet/social networking.

Within Surrey there is a well-established multi-agency response to missing and exploited children. Missing and exploited children's conferences (MAECC) continue

to be held on a six weekly basis focusing upon the 'top 6' missing children as well as those at high risk of CSE and those at risk of human trafficking.

Currently there are 77 cases in the medium or high category and of these, 40 are considered to have a current, possible or known CSE risk.

- A comprehensive multi-agency work plan has been developed with five primary objectives.
- Co-ordinating a multi-agency approach to CSE work.
- Scoping, collecting and managing data.
- Awareness raising and training.
- Supporting services for young people.
- Bringing perpetrators to justice.

As part of raising awareness and prevention work, 65 CSE champions have been trained across Surrey and there are plans for further CSE champions to be trained during 2014. Chelsea's Choice, a play highlighting the issue of CSE, has been offered and delivered to secondary schools in Surrey with parents receiving supporting awareness sessions delivered by the Lucy Faithful Foundation.

Plans are well developed to recruit a specialised support worker to work directly with children affected by CSE. Multi-agency processes are in place to ensure a pro-active approach to early intervention and in 2014 a CSE pathway will be developed to signpost children and professionals to appropriate support services.

Challenges for 2013-14

Progress against the recommendations in the SSCB annual report 2012-13:

1. CSE

In July 2013, the SSCB identified a fourth strategic priority; to develop and agree the implementation of a CSE strategy identifying key priorities and monitoring procedures to measure impact and effectiveness.

The CSE strategy has been developed and much has been achieved in relation to raising awareness and prevention. Further work is being undertaken to develop a referral pathway to allow signposting of appropriate stages of disclosure, to support young people and improve the quality of the data in scoping arrangements.

2. Engagement of the voluntary, community and faith sectors (VCFS)

The priority to actively engage with the voluntary, community and faith sectors across Surrey to raise awareness and to begin the process of assuring the quality of safeguarding processes will be carried forward to 2014-2015

priorities. There has been some progress with engaging the voluntary sector in board activities and with sub groups, however the engagement with the faith communities requires significant further development.

2. Participation of children and young people

Plans are in place, through the development of a participation strategy, to improve the formal participation of children, young people and their families in the work of the SSCB to ensure the priorities are appropriate and that services are of a good quality.

In February 2014, children and service users were invited to comment on the leaflets produced by the board to explain the process of child protection conferences. As a result of this feedback, changes have been made to the leaflets which will be reprinted to reflect some of the suggested changes.

3. Learning and improvement framework

A multi-agency learning and improvement framework, together with supporting quality improvement processes, has been developed and published. This aims to measure, as a direct result of learning, workforce understanding and confidence to improve safeguarding practice with children. This learning and improvement framework will also measure the sufficiency and impact of single agency and multiagency training.

4. Section 11 for schools

A Section 11 process has been developed and agreed for schools during 13/14 and this has been presented to the three education phase councils. It is anticipated that the audit will be undertaken in the early autumn term 2014 and will provide a comprehensive understanding and evidence of the robustness of safeguarding for children within Surrey schools. The audit is initially to be completed by Surrey maintained schools and it is proposed that this approach will be rolled out to the independent school sector in 14/15 including academies and free schools. With the support of the clinical commissioning groups within health a similar Section 11 is to be designed for completion by independent health providers.



Effectiveness of local safeguarding arrangements and outcomes for children

How safe are children and young people in Surrey?

In June/July 2013, Ofsted carried out a number of short thematic inspections of 12 local authorities specifically focused upon neglect of children and the responses of Children's Services and partner agencies in addressing these. Following the publication of that report in March 2014 Children's Services also carried out an internal audit of work in addressing the problem of neglect.

Specific verbal feedback provided to Surrey:

Areas of good practice:

- Significant attempts are made to engage fathers and male partners in case planning.
- Clearly defined use of family support workers.
- Areas of good partnership working, particularly the work with Welcare on child protection plans and the positive involvement of health visitors.
- Some good supervision and oversight, with positive efforts to progress cases.
- Child protection plans were improved and more focused.
- Social workers continue to make efforts to engage resistant parents.
- The regularity of supervision is improving.
- Positive engagement of children and young people in one to one discussions with a clear record of the child and young person's perspective.

Areas for improvement:

- Surrey eligibility criteria are lacking focus on neglect.

- Some core groups lacked focus.
- Some child protection plans showed limited evidence of timely progress.
- Some poor supervision , leading to some cases drifting.
- Public law outline process is poorly reviewed.
- Some cases showed professional optimism.
- Proactive liaison between the local authority and partner agencies in involving partner agencies in plans was variable.

The SSCB has agreed that there needs to be a multi-agency strategy developed in relation to neglect and this is being undertaken by the quality assurance and evaluation sub group in 2014/15.

SSCB – monitoring effectiveness:

The SSCB measures and monitors the effectiveness of safeguarding arrangements in a number of ways including:

- Individual case analysis including child deaths, serious case reviews partnership reviews and multi-agency audits.
- Review of performance management information.
- Monitoring single and multi-agency training.
- Section 11 safeguarding self assessment by all statutory partners.
- Multi-agency reporting from area sub groups.
- Feedback from staff, children and young people and their families.
- Regular reports to the board providing evidence of key safeguarding performance i.e. independent reviewing officers annual report, annual complaints reports, local authority designated officer (LADO) reports, MAPPA and MARAC arrangements.
- Challenges and concerns that are brought to the attention of the board by partners or regulators

Outcome

Significant concerns were raised about working practices in an independent health provider, which included excessive use of seclusion and restraint, poor record keeping and restrictive practices. The SSCB received regular update reports from partner agencies on the significant work that was required to address regulator's concerns and those raised by the NHS England local area team following a review by a senior clinical nursing expert. Significant partnership support has been put into the reviewing and monitoring of this provider and ultimately the progress reported led to the reinstating of CAMHS provision by NHS England. Regular reports are considered and discussed by the board to seek reassurance that safer working practices are in place. This regular reporting and scrutiny will continue throughout 2014-2015

The race equality and minority achievement (REMA) team work with Surrey's traveller communities. These are fairground (known as showmen), circus, Gypsy Roma and Irish travellers. The latter two categories are recognised as minority ethnic groups and as such are afforded protection under the Equality Act 2010.

Parents from the Gypsy Roma Traveller community are keen for their children to achieve a basic standard of literacy and many children leave formal education after Key Stage 2 and join the adult community. High mobility and disengagement from formal education leads to implications for safeguarding.

Currently there are over a thousand traveller children accessing education in Surrey. There are also many more children from the traveller community whose parents choose not to ascribe their ethnicity for fear of prejudice and discrimination. There are presently 58 traveller children who are known to Surrey's elective home education (EHE) department, with an additional 20 Year 10 and 11 pupils who are EHE attending Gypsy skills provision.

Under the law, education is compulsory but not schools. Parents or guardians can therefore elect to home educate at their discretion. Section 7 of the Education Act 1996 applies, which states that "parents are required to provide efficient, full time education, suited to the child's age, ability, aptitude and take account of any special need the child may have".

Local authorities have no statutory duties to monitor the quality of home education but have a duty to intervene if it appears that parents are not providing a suitable education.

Based on voluntary information from parents, 674 children in Surrey are home educated, an increase from 522 in 2012/13. The actual figures may be considerably larger. During 2012/13, 400 names were added to the register and 204 removed.

In 2012, Surrey County Council adopted a new elective home education policy following consultation with members, officers and parents.

Outcome

Elective home education

The SSCB received a presentation on elective home education and the challenges of keeping children safe. It was agreed that the SSCB should raise the issues with LSCBs regionally and maintain a watching brief on any national progress in this area and continue to scrutinise local performance.

Serious case reviews and partnership reviews 2013-14

The SSCB is committed to undertaking reviews to identify and respond to the learning and support improvements in practice. The SSCB learning and improvement framework sets out how agencies within Surrey work together to continually improve services to safeguard children and protect children from harm.

During the year 2013-2014, two serious case reviews were commenced. There were no formal partnership reviews undertaken during this period, however there were a number of follow up learning activities undertaken with four additional cases involving adolescents, some of which will report in 14/15.

Four serious case reviews concluded in 2013/14 and were published in accordance with Working Together to Safeguard Children (2013). One further review, Child X, was completed but is not yet published, due to ongoing criminal proceedings with publication expected in autumn 2014. Child S will be published in May 2014 and Child Y is also expected to publish in autumn 2014.

In the interim, action plans to instigate improvements in services have been implemented by SSCB and partner agencies.

Progress in response to the learning from serious case reviews includes:

- The development of a multi-agency early help strategy to support the identification of support and timely help to families.
- The creation of a central safeguarding hub where police and social workers are working together more closely to respond to contacts/referrals
- The revision of the multi-agency bruising policy and wide dissemination.
- Detailed analysis of barriers to learning being taken into practice commenced.
- Specific targeted work/raising awareness with borough and district councils has continued in relation to their housing and leisure functions.

Serious case reviews commenced 01.04.2013 – 31.03.2014

Initials	Month commenced	Month reported/to be reported to board
Child Z	Apr 13	Jan 14
Child Y	Nov 13	June 14

Published during 2013-2014	Not yet published
Children J and K	Child X
Child Q	Child Y
Children U and V	Child S
Child Z	

Achievements/progress in 2013-14

- The development of a multi-agency learning and improvement framework to encourage a proactive approach to learning, improving the quality of frontline delivery.
- Mapping of learning from review and audit activities to ensure that the recurring themes arising from recent reviews are used to inform the development of SSCB work plans, the work of SSCB sub groups, audit activities and training programmes.
- Workshops held with practitioners/managers in November/December 2013 provided some feedback on local issues that prevent learning from case reviews being taken forward into practice. These findings have been shared with the board and will inform future planning.

In the past 12 months the following themes have been identified:

- lack of information/assessment of fathers/ male carers
- poor communications within maternity services
- misuse of drugs and alcohol not being given adequate weight in assessment
- failure to give priority to children's needs/over-focus on the problems presented by adults
- inadequate assessment of a child's needs
- inadequate recognition of the significance of interacting risk factors and changing risk levels
- lack of recognition of the significance of bruising/injuries in non-mobile babies
- failure to access historical information/ records
- difficulty in working with resistant families
- poor record keeping
- failure to revise judgements in light of new information/human bias in reasoning
- lack of reflective and professional challenge/ escalation of concerns.

These findings have been shared with all partner organisations and have directly informed the planned 2014/15 audit activities of the quality assurance and evaluation group and the four area groups to monitor practitioners' understanding and embedding of learning into practice.

Specific example of the learning from a Surrey serious case review

Learning the lessons

Following events that led to a serious case review, a number of approaches have taken place across the entire health economy in Surrey, to ensure lessons are learned and embedded into practice.

A health economy wide learning event took place in March 2014 facilitated by Guildford and Waverley Clinical Commissioning Group and North-West Surrey Clinical Commissioning Group. The day consisted of two parts; part one was a briefing including the independent chair, aimed specifically at the most senior safeguarding leads and managers across all health commissioners and providers in Surrey and incorporated key lessons from the review and outlined the responsibilities of senior officers within health to lead the safeguarding agenda.

Part 2 was aimed at all levels of staff and included named and designated professionals, GPs, doctors, nurses and midwives at all levels from across the various health providers.

The key learning of the case was presented to the delegates. Subsequently speakers from the three key health organisations who participated in the process of the serious case review shared their organisation's experience and learning. The thematic review of learning from previous serious case reviews and the action plan that had been undertaken by the county wide designated team was then discussed, followed by a presentation of the deep dive audit which was undertaken to assess the embedding of learning from serious case reviews across Surrey health organisations.

The afternoon consisted of a pro-active table top exercise. Prompt cards, which sign posted 12 themes that arose from the serious case reviews were distributed around the tables and delegates were invited to look at these and consider the barriers and/or challenges to implement the lessons from the theme on the cards. They were also asked to consider what needs to change and how they could make a difference as an individual. Delegates were asked on an individual level to take one action back with them to undertake following the learning event. They were asked to note this on a post card which was collected and was sent back to them at a later date as a reminder to them that they can make a difference to safeguarding and promoting the welfare of children and young people.

Audits undertaken in 2013/14

10 multi-agency audits of different degrees of complexity were undertaken in April 13 to March 14 reporting to the quality assurance group and the area groups:

- domestic abuse in 16 -18 yr olds
- working with fathers
- diversity
- common assessment framework (CAF)
- core groups
- use of the multi-agency referral form
- domestic abuse
- management of bruising
- management of neglect
- management of parental substance misuse.

Themes and issues which have emerged from the audits include:

- Understanding of thresholds for referrals differs between partner agencies and professionals.
- Fathers and male carers, their views and their impact upon the family are routinely omitted from reports and assessments.
- Fathers and male carers are not given equal access to appropriate services.
- Not all partners submit reports for child protection conferences when required to do so.
- Barriers exist to embedding guidance and revised procedures into practice.
- The management of bruising in babies and non-mobile children, especially in relation to bruising in non mobile school age children is inconsistent.
- Guidance about the use of historical information is required.
- There is a lack of shared tools for assessments.
- Transferring knowledge into practice is difficult to evidence.
- Barriers to embedding learning from serious case reviews need to be addressed.
- The wishes and feelings of children are not consistently reported upon.
- Additional training for professionals is required and the links between domestic abuse, substance misuse and adult mental health need to be better understood.
- Analysis and assessments need to be improved across partner agencies.

The themes identified in audit reflect the recommendations of serious case reviews and partnership reviews suggesting that a multi-agency response is required to overcome some of the barriers which are known to exist and to encourage

professional challenge and escalation of concerns when professionals are unable to reach an agreement in decision making.

Learning from all the audit activity is shared with partners and actions plans are developed following audits and case reviews which address the issues identified and these are reviewed by the quality assurance group and serious case review groups.

Specific areas for improvement identified as a training need for professionals include:

- working with fathers and male carers
- improving risk assessment and analysis particularly dynamic risk assessment
- ensuring that the wishes and feelings of children are gathered understood and reported
- guidance is being developed to address risk management and neglect, and this includes identifying shared tools.

Participation of children and young people and engagement with staff

The voice of children, young people and their families is crucial to the work of the SSCB and increasing participation is a key piece of work being undertaken in 2014:

- A participation strategy has been drafted for implementation during 2014. A multi-agency steering group has been established to develop this work further and to consult with children and young people throughout its development. The strategy and ensuing action plans will work to ensure that the voices of children, parents and the workforce are embedded into the work of the SSCB.
- A consultation exercise is underway in partnership with Children's Services to consult with children and young people who are subject to a child protection plan. This is a complex and sensitive task that will provide very detailed feedback on service delivery and experiences.
- An annual Survey of staff and their engagement with the SSCB was undertaken in September 2013 and will be repeated in 2014.
- Wherever possible the views of staff are included in audit processes and in case reviews. The SSCB has consulted with parents who were substance misusers and sought their feedback on service provision. This provided the board with an insight into how interventions are perceived by service users and the issues which needed to be addressed.

The participation strategy work plan for 2014/15 will explore how wider consultation can take place with children, for example by involving them wherever possible in the design of board literature, building on the work undertaken in 2013/2014.

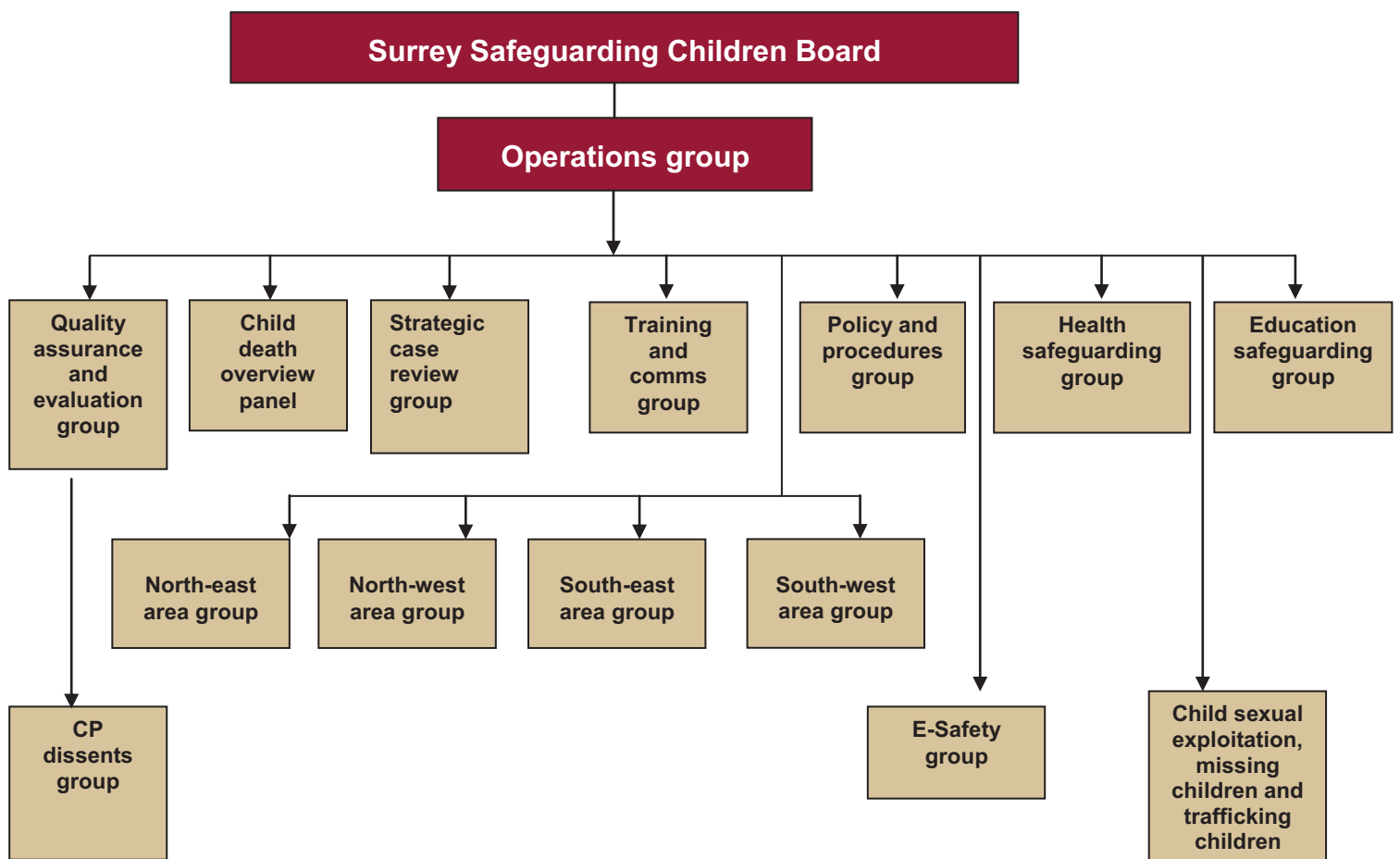
Managing allegations within the children's workforce

- To support safe working practices in Surrey the local authority designated officer (LADO) manages allegations against volunteers and employees of organisations that work with children.
- Over the past three years the numbers of referrals to the LADO service has increased significantly, with the annual number having risen by 40% over the last two years, from a total of 658 referrals in the year 2012/13 to 910 in the last reporting year. Consultations can range from offering advice to employers on conduct, to multiple allegations of abuse. This has put a considerable strain upon the service, but it has nevertheless maintained its standard in responding to enquiries and carrying out managing allegations strategy meetings (MASMs), where appropriate, within timescales.
- The increase in the numbers of referrals is indicative of the effectiveness of the LADO service in promoting and raising awareness amongst professionals. In part this is achieved by the commitment to provide regular training through the SSCB's training calendar. As a result of a number of high profile cases in the media, the LADO service has received a number of allegations of historical abuse and has been very pro-active in working with Surrey Police to ensure that these are thoroughly investigated.

Achievements and challenges for the SSCB's safeguarding groups in addressing the business plan priorities

Surrey Safeguarding Children Board sub-group structure

The Surrey Safeguarding Children Board structure reflects a diverse membership of partner organisations, which are represented in sub-groups and in the membership of the full board. This reflects the infrastructure of the Surrey area and the complexities of services provided to young people and families throughout the county.



Surrey safeguarding operations group

This group consists of the chairs and co-chairs of the SSCB sub-groups and area groups

Achievements/progress in 2013-14

- Ownership and engagement has improved within the group and there is a commitment to take forward monitor and challenge the operational impact of the SSCB business plan.
- Contribution to the performance management framework – the SSCB report card upon which the full board receives four monthly reports.
- Quarterly reporting of all sub-group and area group activities to facilitate two-way communication with the SSCB with key messages from the board and agendas being shared
- Dissemination of key learning from SCR/case reviews and auditing activity being taken to area groups and sub-groups to inform work activities.
- Monitoring and contribution to the SSCB business plan and ensuring links are made between sub and area groups.

Multi-agency reporting from SSCB area group activities 2012-13

The four Surrey area groups comprise of operational managers from partner agencies and members of the voluntary and community sector. The purpose of the area groups is to:

- receive information from the board and translate this into local practice
- develop cross-agency delivery and performance review
- be responsible for ensuring that the SSCB business plan is delivered locally at a strategic level
- form the outward face of SSCB promoting inter-agency working and learning
- receive lessons from serious case reviews and audit activity and analyse performance data pertinent to the local area
- undertake learning and improvement opportunities
- feedback local safeguarding issues to the SSCB.

SSCB area sub-groups have completed progress reviews on behalf of their respective agencies, detailing localised activity towards the achievement of the SSCB business plan priorities 2013-2014. In September 2012, Ofsted acknowledged that the area groups are becoming increasingly influential in their localities and this continues to be evident through improved attendance and participation of partner agencies.

In the wider context of the achievement of the SSCB business plan priorities there is a significant amount of local development work being undertaken which is reflected in targeted localised activities.

Achievements/progress in 2013-14

The area sub-groups are very effective multi-agency partnership groups that have supported the delivery of the work of the SSCB throughout 13/14. Below are just a few examples of good practice in Surrey:

Support for young people affected by domestic abuse: local initiatives to provide support include

- The provision of weekend support forums by domestic abuse outreach services for children and young people affected by domestic abuse.
- Direct liaison with social services, GPs, police, community mental health recovery services, Child and Adolescent Mental Health Services (CAMHS), Adult Social Care or other agencies where appropriate within further education.
- Close working with Youth Support Services.

Early help:

- Targeted mental health in schools (TaMHS) – a partnership between primary mental health workers (PMHW) at Surrey and Borders Partnership Trust (SABP), CAMHS community nurses for schools and Babcock 4S providing whole school training in mental health awareness and attachment theory together with access to a locally based PMHW for support, advice and consultation regarding children and young people with emerging mental health and emotional difficulties.
- Work to implement the national healthy child programme (HCP).
- Antenatal contacts made with all first time mothers and targeted antenatal support to women at 28 weeks for health needs assessment.
- HCP early weeks support with increased clinic contact and access to 0-19 service.

Professional's skills:

- CSE champions training.
- Attendance at health 0-19 meetings from Children's Services area lead every three months to challenge and improve partnership working, increase joint visits, joint training and workshops to improve "professional curiosity" and "ability to challenge other professionals".
- Joint supervision arrangements for health professionals and social workers.
- Health visitor post for the vulnerably housed role in 0-19 teams, works closely with partner agencies such as housing, Citizen's Advice Bureau, ESDAS, voluntary sector and cascades information to teams.
- New designated child protection officer in post, plus update training and school safeguarding awareness training has been revised to incorporate more information about domestic abuse to raise awareness and ensure effective signposting to appropriate support.

CSE:

- Attendance at Chelsea's Choice for 0-19 practitioners. Chelsea's Choice was delivered to 57 schools across Surrey targeting children and teachers on raising awareness of CSE.
- The Surrey Police and Crime Commissioner financial support for a public education campaign designed to help Surrey parents and carers better protect their children from sexual exploitation.
- Communication plan and resources agreed for awareness raising campaign.
- Regular support to parents through the education safeguarding lead.

Challenges/priorities for 2014-15

Priorities for 2014-15 have been identified by co-chairs and partner organisations as:

- Development of multi-agency audit work to ensure that there is wider participation and shared learning between the area groups.
- Professional multi-agency workshops/learning events to be delivered to support the findings and actions from audits SCRs and partnership reviews and develop a local response.
- Improved communication of practice developments between agencies to understand impact upon services to children.
- Development work linked to and to support the CSE pathway.
- Development work to support early help initiatives.
- Engagement of fathers and male carers.
- Risk assessment and risk management for children particularly affected by the impact of alcohol and drug abuse by parents and carers; including dynamic risk assessment.
- Evaluation of joint supervision pilot between social care and health.



Quality assurance and evaluation group

Achievements/progress in 2013-14

- The quality assurance sub-Group has now embedded its new terms of reference and has an established and committed membership with regular engagement and attendance by all agencies.
- Partners are much more engaged in the process of auditing across all agencies, rather than looking at Children's Services involvement with cases. This is a welcome development.
- Developing the quality assurance data set/performance scorecard. The regular report card has become a much more meaningful document which includes data from all partners that helps us to identify key lines of enquiry and areas of focus.
- Data provided from Schools and Learning has been vital in demonstrating the need for a concerted strategy to address the disparity in outcomes in education for Surrey's children in need and looked after children.
- Data has also highlighted two boroughs in Surrey that has higher than national rates for teenage pregnancy, which has resulted in a critical piece of work being commissioned from Public Health in developing a targeted strategic response to the need.
- Development and agreement in principle of a Section 11 audit for schools.
- Key audits have been undertaken in response to findings from serious case reviews including parental substance misuse and bruising in non-mobile babies to inform local action plans.

Challenges /priorities in 2014-15

- Partnership engagement in child protection conferences - particularly GPs. There have been high level discussions held to address the challenges and an improvement since the issue was identified. Further work will continue.
- Consultation with young people/participation: there is a need to more fully engage with young people in the quality assurance and development of services. The QA group has agreed a proposal for taking this forward and will

be implementing this consultation exercise with a view to presenting its findings to the board in the next few months.

- Development of a multi-agency neglect strategy following a thematic Ofsted review of neglect, which was published in March 2014.

Child protection dissents group

The child protection conference dissents group is a sub-group of the QA group and additionally reports to the SSCB operations group. Its primary function is to review decision making and contributions to child protection conferences where there has been professional disagreement or dissent relating to the chairs decision making. The group has increased its number of meetings to 12 per annum to manage increasing numbers of referrals. This is an indication that more professionals are challenging decision making.

Cases reviewed

The group has reviewed 14 cases where there was professional dissent. 11 cases arose from a child protection review and three were initial child protection conferences, in all these involved 39 children.

Age range	0-4 years	5-13 years	14-17 years
No of children	16	16	7

Grounds for child protection plan	Emotional harm	Neglect	Sexual abuse
No of cases	7	6	1

In 12 out of 14 cases the dissent related to the initiating or continuation of a child protection plan. Of those commencing or continuing on plans seven families and one of the siblings in an eighth family ceased to be subject to plans at the next review. In 9 out of the 12 cases the dissent was from the social worker. There were also some cases of multiple dissents and the following dissented on occasion:

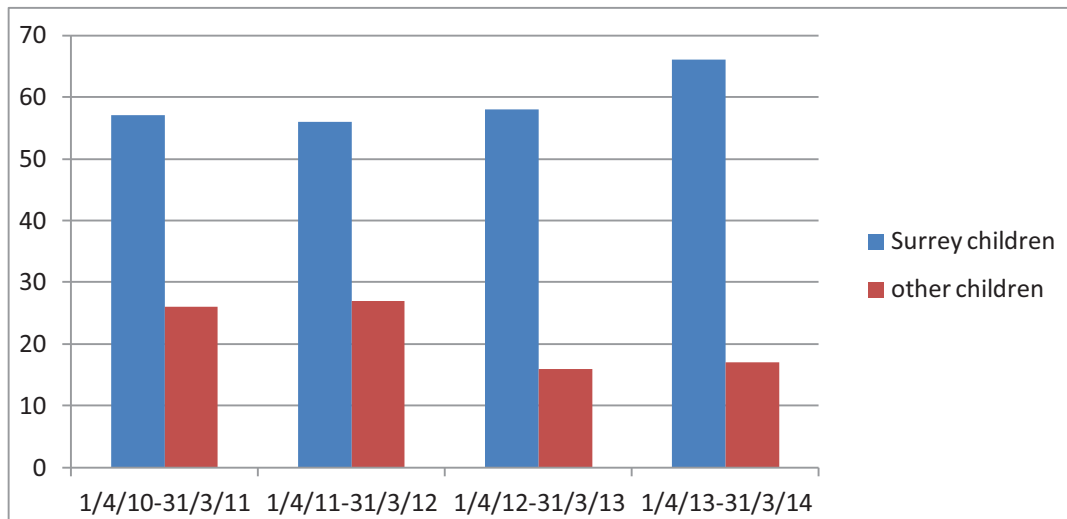
- health visitor (4)
- family support worker
- adult psychiatrist
- deputy head
- police
- nursery

In three out of 14 cases the chair had over-ruled the majority decision. On the basis of the information available the group, on balance, agreed with the conference outcome in all but one case. However in a number of cases the decision was finely balanced. An internal case review was recommended in one case.

Child death overview panel

Between 1 April 2013 and 31 March 2014, the child death overview panel (CDOP) was notified of 66 deaths of children who were resident in Surrey, and 17 children from outside the area, compared with 58 and 16 respectively in 2012-13. A significant number of the reported deaths are neo-natal, being within 27 days of birth.

Chart 1 - all deaths notified to CDOP from 1 April 2010 to 31 March 2014



Achievements/progress in 2013-14

- CDOP has reviewed a total of 46 deaths during 2012-13, which included deaths from previous years. There will always be a delay between the date of a child's death and the CDOP review being held because a review cannot be completed until all processes including inquests and serious case reviews are finalised. Between 2010 and 2014, 167 deaths were reviewed. Of these, 14 were deemed to be potentially preventable and 14 to have had modifiable factors and therefore preventable.
- During the summer of 2013, the CDOP conducted a thorough review of the rapid response processes and administrative procedures to identify where these could be improved.
- CDOP continues to work closely with the Coronial Service and has agreed a protocol regarding samples to be taken in hospitals for all unexpected deaths.
- The safe sleeping campaign to raise awareness amongst parents, mothers and carers of the increased risk of infant death through overlay when alcohol consumption, drug use and tiredness are prevalent continued and included training for all relevant front line health professionals.
- A new rapid response nurse was recruited in November 2013 on secondment and has worked well in implementing the action plan from the review of the rapid response processes.

- The CDOP database was upgraded and this year's annual data return included the optional data items.
- The rapid response nurse now contacts the parents of all children who die aged over one month. Previously this support was only available to those parents whose deaths were unexpected.

Challenges/priorities for 2014-15

- Recruitment of a permanent rapid response nurse to ensure that parents are able to input to the CDOP process and are provided with sufficient support and assistance during a very difficult time.
- The director of Public Health is replacing the independent chair of the CDOP in October 2014 and it will be important to ensure a smooth handover of responsibilities.
- From September 2014 there will be an audit of rapid response systems and provision of support to families to review whether the changes in the processes implemented during 2013 -2014 have resulted in improved outcomes for families.
- From April 2014 it is intended that all unexpected child deaths should have a joint visit with the police where appropriate.
- Following the establishment of an improved database in January 2014, it is intended that data analysis will be used intelligently to recognise local risks/issues and relevant findings from child death reviews to inform the local joint strategic needs assessment.
- Attendance at neonatal panels during 2013/14 has been mixed and some of the hospitals do not regularly send representatives to the panel meetings. This issue is being addressed by the rapid response nurse and should improve during 2013/14. There is currently no obstetric representative on the CDOP panel and a priority for 2014/15 will be to address this limitation.
- During 2013-14 there has been a significant increase in the numbers of rapid response meetings which have increased from 14 in 2012/13 to 22 in 2013/14. Workload is likely to present a significant challenge during 2014/15.

Training and communications group

Achievements/progress in 2013-14

6

- A comprehensive training needs analysis was undertaken involving partner agencies and the results were used to inform the planning and delivery of the SSCB training programme. The programme is designed to provide flexibility to deliver training as a direct response to findings from local and national serious case reviews and partnership reviews.
- The SSCB's learning and improvement framework has been agreed and published. It reinforces the importance for all partner agencies who work with children and families to work together to continuously improve, reflect upon and learn from practice.
- Throughout 2013-14 key messages from the SSCB in terms of both local and national developments were communicated through the development and distribution of the SSCB newsletter.
- Work has been undertaken to review and evaluate the multi-agency training material and this work is on going
- The SSCB has used the standards for inter-agency child protection training and development published by the promoting inter-agency training (PIAT) model to evaluate the impact that training has on improving practice and outcomes for children. A pilot of the PIAT model has been applied to two SSCB courses and results will be reported upon in June 2014.

Challenges/priorities for 2014-15

- Training materials will be further reviewed and evaluated to ensure materials remain up-to-date, reflect changes to legislation and guidance, incorporate lessons from SCRs and to ensure that training responds to local and national priorities.
- To continue to increase the number of people accessing SSCB training and in particular groups who have been under represented on courses thus far, including experienced practitioners, voluntary groups and third sector agencies.
- To develop new courses to meet identified needs in line with priorities identified in the SSCB training needs analysis 2013 and agreed by the learning, development and communication group.
- To develop a greater range of learning routes, including learning action plans, lunch and learn workshops, area workshops and online training courses.
- To roll out the evaluation model following the pilot to enable the SSCB to determine whether the training is informing safer workforce practice and whether minimum standards are being met.
- To introduce a learning action plan to support continuing professional development.

Statistical data

2013-2014 saw a 13.78% increase in the number of attendees on SSCB multi-agency training programmes.

Foundation modules 1, 2, and 3 were delivered to 1951 professionals compared with 1608 in 2012-2013.

Course	Total Attendees By Course		Increase
	2013/14	2012/13	
FM1	892	835	57
FM2	688	572	116
FM3	371	201	170

Analysis of training attended by agency shows that Children's Services, education and early years settings, together with health services account for the majority of attendees on SSCB training programmes.

Agency	2013/14
After School Club	36
Borough and district councils	39
Charities	79
Children's centres	92
Children's Services	276
Further education/sixth form colleges	45
Health	187
Health – acute hospitals	215
Health - providers	169
Health - Surrey and Borders Partnership	53
Health - Surrey primary care trust	26
Leisure services and sport	10
Nursery schools and playgroups	413
Nursing home/children's home	5
Other	16
Police	25
Private/independent hospital	4
Private/independent school	142
Probation	31
SCC Early Years and Childcare Service	20
SCC maintained schools	485
SCC staff	33
SCC Youth Support Service	26

Policy and procedures group

Achievements/progress in 2013-14

6

- The group conducted a review of SSCB policies and procedures and completed significant updating of the procedures manual. This is an ongoing project to ensure that six monthly updates are completed. Learning from serious case reviews and activities undertaken as part of the SSCB learning and improvement framework are updated more frequently as the need arises.
- Development of an easy to read leaflet for parents and carers for use when professionals raise concerns relating to bruising in non-independently mobile children and babies. Its purpose is to inform and answer questions and enables parents to consider the reasons why professionals are making a referral.
- Updating and communication of the multi-agency bruising protocol across agencies and sub-groups of the board.

Challenges/priorities for 2013-2014

- A multi-agency task and finish group will lead a project in 2014 to identify and agree a multi-agency definition of risk and develop a resource bank of tools which can be used to assess risk. Dynamic risk assessments have been identified as being challenging for professionals and it is a priority to ensure that changing risk factors are fully understood.
- Develop an evaluation tool to measure the impact of changes to policies and procedures.
- Develop a clear understanding of how partners communicate and share policies and procedures.
- Updating of the SSCB website to ensure that there is improved accessibility and enhanced opportunities to raise awareness of current themes arising for learning and improvement activities.

Outcome

The development and launch of a procedure on bruising in non-independently mobile children and babies was a significant piece of work undertaken by the policy and procedures group in 2013-2014. Significant learning was identified in both audits and serious case reviews which needed to be addressed. Feedback from frontline practitioners highlighted the challenges of escalating concerns about bruising and the difficulties in having to manage confrontation from parents.

As a direct response to this a bruising leaflet for parents was designed and published. This multi-agency approach to the effective management of bruising has created significant debate amongst partners and highlighted the need for a consistently applied procedure to be implemented. Feedback on the impact of the revised procedure and the leaflet for parents is being collated to inform future updates.



Education safeguarding group

Achievement/progress: 2013 - 2014

- Continuing to raise awareness of e-safety issues through the delivery of presentations to pupils, teachers and parents at primary and secondary schools, independent primary and secondary schools, maintained and independent special schools.
- Published guidance to schools on the use of social network sites.
- Local authority led safeguarding inspections in non-maintained special schools group have been carried out in schools which have received adverse Ofsted inspection outcomes or where serious allegations have been made and the schools have not followed safeguarding procedures. As a result of these inspections, robust action plans have been drafted and given to head teachers and principals. Placements to these schools have been suspended until all aspects of the action plans have been implemented.
- School safeguarding audit designed and implementation agreed with phase councils for 2014 – 2015.
- Protocol agreed with safeguarding hub on child at risk notifications to ensure schools receive timely information in such cases.
- Chelsea's Choice highly successfully delivered to schools, children's homes, looked after children and partners to raise awareness about child sexual exploitation.
- Child protection liaison officer (CPLO) meetings have been well attended and key messages delivered e.g. learning from serious case reviews.

Priorities: 2014 -2015

- Continue holding area designated child protection officer (DCPO) network meetings to include those from the independent sector.
- Implement and monitor new arrangements regarding child at risk notifications.
- Implement and monitor the outcomes of the schools' safeguarding audits.
- Monitor children missing from education (CME) and agree actions as required to improve quality of data and the provisions available.
- Develop the understanding of safeguarding within the further education college system.
- Ensure policies are fit for purpose in the light of national legislative changes as necessary.

Health safeguarding group

Achievement/progress in 2013-14

- Review of membership to ensure that both health commissioners and providers engage in two-way communication between all Surrey health agencies and the SSCB.
- Learning from serious case reviews (SCR) has been shared and action plans have been regularly reviewed and updated to promote a cohesive approach between strategic and operational issues.
- Key health issues arising from case reviews have been identified and a deep dive audit undertaken across the health economy to assess responses at practice level. Short term task groups have been established to address areas requiring review, such as family health needs assessment.
- Key lessons from case reviews and the deep dive audit were shared through a countywide learning event planned through the group.
- Key lessons from CDOP were shared and an approach to cascading these agreed.
- Looked after children team updates were regularly provided.
- The capacity issues within the safeguarding team have been responded to and new posts recruited to

Challenges/priorities for 2014-15

- Ensuring ongoing evidence of practice change as a result of learning from reviews through completion of the audit cycle and repeat of the deep dive.
- Agreeing systems to give the LSCB assurance that GP practices are compliant with section 11.



Child sexual exploitation (CSE), missing children and trafficking children group

Missing children

Achievements/progress in 2013-14

- Introduction of the missing and absent process to better manage low risk cases and prioritise the response to the highest risk cases.
- Relocation of staff so that there is a missing person investigation team at Guildford and Reigate to allow closer links with the large number of care homes on the east of the county.
- Two experienced child protection detective sergeants have been recruited to oversee missing person investigations and ensure a multi-agency approach is adopted.
- Missing persons staff now work seven days a week to provide continuity in investigations.
- Multi-agency missing and exploited children's conferences (MAECC) continue to be held on a six weekly basis focusing upon the 'top six' missing children as well as those at high risk of CSE and those at risk of human trafficking.
- Patterns/trends and risks are identified to allow preventative work and support to be put in place.
- South-east regional missing persons meetings have been established to identify patterns and share best practice.

Child sexual exploitation task group

Achievements/progress in 2013-14

- Task group has grown to encompass more agencies, in particular health.
- CSE champion update sessions are live and enable networking and shared learning.
- Chelsea's Choice, a play highlighting the issue of CSE, has been offered and delivered to secondary schools, children's homes, looked after children and professionals in Surrey with parents receiving awareness sessions delivered by the Lucy Faithful Foundation.
- Received funding and recruited a development worker into a new role. The 'What is Sexual Exploitation (WISE)' worker will work to provide support to children and provide professional expertise to partners.

- Multi-agency risk assessment tool in place for use when CSE is suspected.
- Complex abuse unit within the police formed to deal with the most complex cases of CSE.
- Pro-active identification of hot spots/locations within Surrey where CSE is prevalent.
- An identified area of concern for CSE is Woking. Links have been developed with Woking Borough Council. A CSE champion has been trained and Woking BC has supported awareness raising through the provision of a full page spread on CSE published in the Woking Magazine which was delivered to over 46 thousand people in the area.
- Continue to conduct awareness raising activities, in particular to engage the wider community.
- Surrey Police has been engaging with the independent advisory group and has delivered an awareness raising session to them on CSE. The feedback from the session was very positive and members of the group have agreed to help deliver CSE awareness raising leaflets and help raise the profile in their communities including a contact from the Asian Business Forum who is very keen to assist with the awareness raising campaign.

Challenges/priorities for 2014-15

- CSE profile for Surrey to be developed together with a prevention strategy.
- CSE tool kit for perpetrators still to be finalised and rolled out.
- Ensuring that data is provided from all partner agencies and is robust to establish what the actual picture of CSE looks like across the county.
- Multi-agency referral pathway being developed for CSE to enable effective signposting of services to young people affected by CSE.

E-safety group

The e-safety sub-group was established during 2013-2014 in direct response to the increasing national and local evidence that the use of information technology as a source of grooming and exploitation is increasing.

Achievement/progress: 2013 – 2014

- Multi-agency representation from all partner agencies has been established.
- Terms of reference and work plan agreed.
- Multi-agency conference in planning for 14/15 to raise awareness and provide information to professionals.
- Parents, teachers and pupils workshops have been held throughout the year which have received very positive parental feedback.
- Early development of e-safety training is underway.

Challenges: 2014 – 2015

- Increasing parental attendance at workshops to address the identified gap in knowledge.
- Greater engagement in e-safety awareness workshops by the independent sector.
- Conference resourcing.
- Support for foster carers in supporting the use of information technologies by looked after children.
- Raising the profile of gaming and understanding the risks associated with gaming as a direct response to the death of a Surrey child.
- Ensuring that all educational establishments, children's homes and other residential provision have monitoring and filtering systems in place to protect service users and staff.
- Finalising the multi-agency e-safety strategy to be adopted by partner agencies.



Overview of progress

Key achievements of the SSCB 2013-14

Overall 2013-14 has seen a step up in the performance of the SSCB, with increased capacity to support partner agencies in their work towards achieving the key priorities of the board. This has led to improved partnership working, more robust quality assurance and evaluation of activities and has provided a greater understanding of the challenges faced by partner agencies as they move through a period of austerity, budget cuts and re-structuring. The existing business plan for 2012-15 has been robustly reviewed and this is attached at appendix B with evidence of progress and an updated action plan for 2014/15 has been developed.

In measuring the success of the SSCB in respect of its two core business objectives there has been significant progress in 2013/14:

- A learning and improvement framework was developed, underpinned by a detailed quality assurance framework and audit work programme and a number of multi-agency audits undertaken. The themes from these audits and from case reviews have been identified and disseminated and used to inform the quality assurance and training work programmes for 2014-15.
- Some specific practice improvements have been informed by serious case review learning i.e. early help strategy and safeguarding hub arrangements.
- Specific awareness raising work with the boroughs and districts in relation to their roles and responsibilities particularly in relation to housing functions.
- Health organisations across Surrey have pro-actively engaged in addressing practice improvements and developed a learning event and process to disseminate the learning from a serious case review and to challenge senior leaders in their safeguarding roles.
- A performance scorecard has been further developed by SSCB and is being increasingly populated by data/information from partner agencies.
- CDOP has undertaken reviews of child deaths appropriately and ensured that key public health messages have been identified and are supporting

dissemination. All the CDOP processes have been subject to a formal review and improvements undertaken.

- SSCB has commissioned two serious case reviews and published four serious case reviews in 2013-14. This demonstrates an ongoing and continued commitment to learning. These reviews have used a variety of methodologies and have involved families, managers and practitioners.
- A comprehensive training needs analysis has been undertaken in 13/14 to determine the future training needs of partners and to inform the development of the SSCB training strategy. Benchmarking against other LSCBs is also being adopted to measure the quality and relevance of SSCB training programmes.

In addition, the SSCB has provided robust scrutiny of some specific issues within Surrey which have included:

- Monitoring of an independent provider of mental health services for young people where there have been safeguarding concerns.
- Continued monitoring of the outcome of the capacity and capability review of the current arrangements for designated and named health professionals, which has resulted in additional permanent posts.
- Increased reporting to SSCB on the performance of the processes which support children subject to a child protection plan, and the engagement of partner organisations.
- A continuing focus on the children's trust arrangements and the development of a children and young person's plan with shared strategic objectives.
- A continuing focus on the early help strategy and the plans for the restructuring of Children's Services and the effectiveness of the safeguarding hub.
- Review of the effectiveness of area groups to support improved safeguarding practice across Surrey.
- Informing the domestic abuse strategy with the findings from auditing activity.
- Supporting the need to develop a CSE strategy with a clear action plan and referral pathway.
- Support and challenge to develop robust Section 11 arrangements for maintained schools in Surrey.

The SSCB Business Plan 2012/15 identifies four key strategic priorities for the Board. During 2013-14 there is evidence of satisfactory progress being made against these priorities. A multi-agency threshold document has been developed and there has been considerable work to develop and implement the early help strategy. The domestic abuse strategy was launched in autumn 2013 and is beginning to deliver its action plan to address areas of improvement and the child sexual exploitation strategy has been developed and is being implemented. There continues to be a robust focus on children who are subject to child protection processes to ensure the systems and professionals work effectively and this is undertaken through audit and case review activity and the work of the child protection dissents group.

It is however, too early to reflect fully upon the impact of this ongoing work in improving the experience for children and young people requiring early help and in safeguarding children from the adverse impact of domestic abuse and child sexual exploitation. These therefore remain targeted priorities for 2014-15. However, in the wider context the SSCB is driving forward the expectation that the relevant partnership bodies develop and implement strategies that will improve outcomes for children and receive regular reports of progress, providing opportunity for discussion and challenge to inform progress.

Looking forward: 2014-15

Targeted priorities:

1. To work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families.
2. To ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for children's social care.
3. To ensure professionals and the current child protection processes effectively protect those children identified in need of protection and who are looked after.
4. To deliver and communicate a multi-agency child sexual exploitation strategy; identifying key priorities and monitoring procedures to measure the impact on children, young people and families.

Additional areas of focus for Surrey Safeguarding Children Board in 2014-15

1. Increased engagement with the voluntary, community and faith sectors across Surrey to raise awareness and to begin the process of assuring the quality of safeguarding processes will be carried forward to 2014-2015. There has been some limited progress with engaging the voluntary sector in board activities and with sub-groups, however the engagement with the faith communities requires significant further development.
2. To continue to improve formal participation by children, young people and their families and staff in the work of the SSCB to ensure the priorities are appropriate and that services are of good quality.
3. To implement the Section 11 process agreed for schools by education phase councils. It is anticipated that the audit will be undertaken in the early autumn term 2014 and will provide a comprehensive understanding of safeguarding support for children across Surrey. The audit is initially to be completed by Surrey maintained schools and it is proposed that this approach will be rolled out to the independent school sector, including academies and free schools within 14/15. With the support of the clinical commissioning groups within health, a similar Section 11 is to be considered for completion by independent health providers.

Key messages for 2014/15:

Key messages for partner agencies and strategic partners

- To ensure that efforts are made by all partners (including those working with adults) to secure early help for families and those children in need of protection are identified quickly and receive appropriate support.
- To ensure staff share information at the earliest opportunity and proactively challenge decisions that fail to adequately address the needs of children/young people and/or their parents/carers.
- To ensure that work continues to address domestic abuse and that the evaluation of the local strategy and interventions being made inform future planning of initiative and interventions.
- To ensure substance misuse services continue to develop their role in respect of safeguarding children and young people and that greater evaluation is undertaken in regard to the links between parents/carers substance misuse and the high number of children and young people at risk of significant harm.
- To ensure work being undertaken to tackle neglect is evaluated and evidence of its impact on children and young people informs both strategic planning and service delivery.
- To ensure that the priority given to child sexual exploitation by the LSCB is reflected within strategic planning and in partner agencies support for the ongoing work of the board's sub-groups.
- To ensure that the role of voluntary organisations and faith groups is recognised and increased support is made available to ensure they play their part in safeguarding children and young people.

Key messages for chief executives and directors

- To ensure that the protection of children and young people is considered in developing and implementing key plans and strategies.
- Ensure the workforce is aware of their safeguarding responsibilities and can access LSCB safeguarding training and learning events.
- The contribution of your agency to the work of the LSCB is categorised as a high priority. Every agency must ensure that it takes into account the priorities within the LSCB business plan and the agency's own contribution to the shared delivery of the LSCB's work.
- The role of each agency in meeting the duties of Section 11 of the Children Act 2004 is clearly understood.
- Each agency is able to contribute to the work of the LSCB with appropriate resources and personnel.
- Ensure the LSCB remains informed about any organisational restructures in order to understand the impact of restructure on capacity to safeguard children and young people in Surrey.

Key messages for the children and adult's workforce

- Ensure you are booked onto, and attend, all safeguarding courses and learning events required for your role.
- Be familiar with, and use when necessary, the SSCB threshold and safeguarding procedures to ensure an appropriate response to safeguarding children and young people.
- Be clear about who is your representative on the LSCB and use them to make sure the voices of children and young people and frontline practitioners are heard.
- Ensure you raise concerns and challenge any safeguarding decisions you feel are inappropriate.

Financial resources

Contributions to the SSCB budget for the financial year 2013-14 remained the same as the previous year, totalling £310,177.00, with significant contributions from all agencies, including the boroughs and districts.

The board support team restructuring was agreed and implemented during 2012-13 to support the key functions of the board. The support team consists of a partnership support manager, quality assurance and evaluation officer, training development and commissioning officer, a case review officer (from May 2013), a child death coordinator and administrative support.

Contributions to 2013-14 budget

Organisation	Contribution	Percentage of total
CCGs	131,852	42.52
Surrey County Council	118,195	38.11
Surrey Police	27,765	8.95
NHS trusts	13,500	4.35
District and boroughs	11,000	3.53
Probation	7,315	2.36
Cafcass	550	0.18
Total	310,177	100.00

Expenditure 2013-14

Cost Heading	Expenditure 2013-14	Expenditure 2012-13
Employee related costs	324083	240287
Staff expenses	6092	3844
Training expenses	71219	58191
Other costs	6601	9669
Independent reviews/case reviews	51576	51076
Independent chair	31064	19000

Appendix A Attendance data

Full board

23.05.2013	19/25 (76%)
17.07.2013	20/25 (80%)
26.09.2013	16/26 (62%)
21.11.2013	18/26 (69%)
28.01.2014	24/30 (80%)
25.03.2014	23/30 (77%)

Strategic case review group

22.04.2013	6/8 (75%)
23.05.2013	9/10 (90%)
20.06.2013	9/10 (90%)
17.07.2013	7/10 (70%)
20.08.2013	9/10 (90%)
26.09.2013	6/10 (60%)
22.10.2013	6/10 (60%)
21.11.2013	10/10 (100%)
19.12.2013	6/10 (60%)
22.01.2014	6/10 (60%)
25.02.2014	9/10 (90%)
25.03.2014	8/11 (73%)

Quality assurance and evaluation group

21.05.2013	10/14 (71%)
23.07.2013	8/14 (64%)
18.09.2013	9/15 (60%)
27.11.2013	8/16 (50%)
18.02.2014	8/15 (53%)

Operations group

16.05.2013	10/19 (53%)
08.08.2013	10/20 (50%)
28.11.2013	8/18 (44%)
24.02.2014	13/20 (65%)

Child protection conference dissent group

29.04.2013	5/11 (45%)
24.06.2013	7/11 (64%)
27.08.2013	8/11 (73%)
28.10.2013	5/11 (45%)
16.12.2013	8/11 (73%)
21.01.2014	7/12 (58%)
18.03.2014	6/12 (50%)

Learning communication and development group

16.04.2013	8/17 (47%)
11.06.2013	11/22 (50%)
18.09.2013	12/26 (46%)
12.11.2013	11/22 (50%)
07.03.2014	14/25 (56%)

Health safeguarding group

16.04.2013	13/26 (50%)
04.07.2013	15/30 (50%)
10.10.2013	11/30 (37%)
31.01.2014	19/29 (66%)

North-east area group

05.06.2013	19/40 (48%)
04.09.2013	15/42 (36%)
03.12.2013	8/32 (25%)
20.01.2014	15/40 (37%)
10.03.2014	14/33 (42%)

North-west area group

08.05.2013	15/43 (35%)
06.08.2013	12/38 (32%)
11.11.2013	16/36 (44%)
10.02.2014	12/38 (32%)

South-east area group

15.05.2013	16/48 (33%)
27.06.2013	21/49 (43%)
24.09.2013	28/39 (72%)
06.11.2013	16/49 (33%)
04.02.2014	19/45 (42%)
04.03.2014	16/44 (36%)

South-west area group

28.05.2012	13/36 (36%)
03.09.2013	14/38 (37%)
26.11.2013	13/30 (43%)
07.01.2014	14/34 (41%)

E-safety group

10.10.2013	4/12 (33%)
14.11.2013	5/12 (42%)
09.01.2014	10/12 (83%)
12.03.2014	9/12 (75%)

Child death overview panel

22.05.2013	10/11 (90%)
24.07.2013	6/10 (60%)
25.09.2013	12/13 (92%)
20.11.2013	8/11 (73%)
29.01.2014	7/10 (70%)
26.03.2014	10/10 (100%)

Child sexual exploitation group

16.04.2013	16/32 (50%)
17.09.2013	17/32 (53%)
12.11.2013	14/32 (44%)
14.01.2014	14/32 (44%)
18.03.2014	13/42 (41%)

Appendix B

2013-2014 SSCB business plan review

Surrey Safeguarding Children Board (SSCB) was established as a statutory board under Section 13 of the Children Act 2004, Working Together to Safeguard Children (March 2013). Section 14 of the Children Act sets out the objectives of the local safeguarding children board (LSCB):

- i. To co-ordinate and,
- ii. ensure the effectiveness of,

what is done by each person or body represented on the board for the purpose of safeguarding and promoting the welfare of children in the area.¹

The LSCB provides a strategic framework for partner agencies in order to maintain a focus on their responsibilities to safeguard and promote the wellbeing of all children and young people.

This document is designed to summarise SSCB's strategic business plan priorities, desired outcomes for children and young people and some associated measures of success for the coming three years with annual review (i.e. April 2012 to March 2015).

The LSCB is committed to working closely with other themed partnerships (including Community Safety Partnerships, the Health and Wellbeing Board and Surrey Children and Young People's Partnership) to ensure strategic co-ordination around common priorities and effective use of limited partnership resource.

Regulation 5 of the local safeguarding children boards regulations 2006 sets out the functions of the board in relation to its objectives set out above.

¹ Working Together to Safeguard Children, 2013 Chapter 3.

1. Overarching priority:

To ensure the SSCB is able to deliver its core business as identified in Working Together 2013. In order to do this it has five core business objectives:

- optimise the effectiveness of arrangements to safeguard and protect children and young people
- ensure clear governance arrangements are in place for safeguarding children and young people
- oversee serious case reviews (SCRs) and child death overview panel (CDOP) processes and ensure learning and actions are implemented as a result
- to ensure a safe workforce and that single-agency and multi-agency training is effective
- to raise awareness of the roles and responsibilities of the LSCB and promote agency and community roles and responsibilities in relation to safeguarding children and young people.

Targeted priorities: In addition to the delivery of core business the LSCB has identified three areas of need on which to focus its attentions and resources which are reported upon in this review:

- **Targeted priority 1** – to work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families.
- **Targeted priority 2** – to ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for children's social care.
- **Targeted priority 3** – to ensure professionals and the current child protection processes effectively protects those children identified in need of protection and who are looked after.
- **Targeted priority 4** – to work with partnership agencies to develop, agree and implement a multi-agency child sexual exploitation strategy capturing and developing the significant work undertaken during 2012-13 as part of the CSE/missing children work plan..

1	To ensure the LSCB is able to deliver its core business as identified in Working Together 2013.
----------	--

1.1		
	Action	Progress to 31 May 2014
1.1.a	<p>Ensure there is a robust process in place for multi-agency audit and case review informed by SSCB review of current quality assurance (QA) arrangements. These should link with SSCB strategic priorities:</p> <ul style="list-style-type: none"> a) domestic abuse b) impact of early help c) children who are subject to child protection plans (CPP)/looked after children (LAC). 	<ul style="list-style-type: none"> • An analysis of audit findings and learning from case reviews has identified audit themes for 2014-2015. • Domestic abuse audit undertaken and recommendations have been shared with the domestic abuse strategy group, quality assurance and area groups. • Early help strategy has been launched and is in the process of rolling out to partner agencies through targeted workshops and early help networks. The impact of the changes will be reported to the board and inform audit planning for 2014/15. • The QA work plan has been revised to reflect changing priorities and the work on CPP/LAC and children with disabilities has been changed. • In depth audits are scheduled based upon themes highlighted in case reviews/serious case reviews. These include: <ul style="list-style-type: none"> ➤ bruising in non-mobile children ➤ supervision ➤ impact and management of substance abuse ➤ the assessment of risk. CSF have commissioned from the SSCB policy and procedures group a draft strategy to identify the principles of risk management.
1.1.b	<p>To develop an effective performance management framework to measure outcomes and impact of the work of the SSCB through agreed partnership data and the performance information/measures identified in this business plan.</p>	<ul style="list-style-type: none"> • SSCB report card - a multi-agency data set is being developed and is reported upon four monthly to the board. • SSCB report card and data set is being revised through a multi-agency task and finish group to engage partners more effectively in the submission of data and the provision of supporting commentary. • Data governance issues relating to health data are currently being discussed through Public Health who form part of the task group. • CCGs are leading on health data sets with providers.
1.1.c	<p>To complete the 2012 Section 11 audits and ensure this process is robust and pro-active in its responses to partner organisations and supports continuous improvement.</p>	<ul style="list-style-type: none"> • 2014 S11 audit will be completed during July 2014. Focused workshops have been held led by Elmbridge on behalf of borough and district councils and by the SSCB QA&E Officer on behalf of other partner organisations. • Schools Section 11 document has been agreed in principle. • Support has been given throughout 2013/2014 to partners who underperformed in the 2012 S 11 Audit. Action plans are in place from partner agencies which are monitored by the QA group.

6

1.2		
	Action	Progress to 31 May 2014
1.2.a	Partner agencies and sub-group chairs to submit reports to the SSCB as and when required and at least annually. A proportion of these will be those identified in Working Together (e.g. CDOP, MAPPA) but in addition annual IRO reports, complaints reports etc	<ul style="list-style-type: none"> • LSCB is informed of activity being undertaken by partners which supports the overarching priority of ensuring effectiveness. • A reporting calendar has been developed and is in place which ensures regular updating of the board from a wide range of agencies.
1.2.b	SSCB produce an annual report for submission to the Surrey Children and Young People's Partnership and other identified agencies/partnerships in accordance with Working Together guidance.	<ul style="list-style-type: none"> • 2013-2014 SSCB annual report is currently being written to capture safeguarding activities against the board priorities across Surrey. • Report will make recommendations to Surrey Children and Young People's Partnership, Community Safety Board and Health and Wellbeing Board and other relevant bodies to inform wider strategic planning and development.

1.3		
	Action	Progress to 31 May 2014
1.3.a	Oversee and monitor the implementation of serious case review process and the CDOP processes.	<ul style="list-style-type: none"> • Serious case reviews and partnership reviews take place in accordance with the relevant guidance in Working Together. And have been mapped to identify recurring themes and inform board led activities. • Chairs of CDOP and SCR groups report quarterly to the operations group. • Board review recommendations of serious case reviews and agree actions and media publications.
1.3.b	Ensure that learning from the review processes is: <ul style="list-style-type: none"> • shared with the children's workforce. 	<ul style="list-style-type: none"> • Learning from reviews informs ongoing practice and policy development. • SSCB learning improvement framework has been agreed • Learning events and learning from serious case review leaflets are utilised to share learning through the SSCB newsletter. National and local learning informs training programmes and audit activities. • Workshops held in November and December 2013 have provided information on the barriers to the transfer of learning into practice and these workshop findings will inform planning of services and policy and procedures.
	Action	Progress to 31 May 2014
1.3.c	Monitored through quality assurance processes to	<ul style="list-style-type: none"> • Measurements of the impact of improved learning and policy development as a result of serious case

	<p>ensure that workforce understanding and confidence and subsequent support to children is improved as a direct result of the learning.</p> <p>Public health messages are effectively disseminated to the wider population.</p>	<p>reviews/partnership reviews is not yet in place.</p> <ul style="list-style-type: none"> • Measurements of the impact of serious case reviews on the broader safeguarding agenda and reducing safeguarding risks in respect of public health messages is not yet in place. • Strategic case review group monitor and record progress against action plans.
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1.4		
	Action	Progress to 31 May 2014
1.4.a	To move to a training commissioning model and monitor and review the implementation of the full SSCB training programme.	<ul style="list-style-type: none"> • E-suite training programme was launched in February 2014. Issues for partners around compatibility of systems to enable payment online to be achieved have resulted in the payment facility being removed. Training programme under development for July 2014 onwards. • Training strategy was presented to SSCB in March 14. • Development of training resources is a key priority for May – July 2014, particularly the exploration of e-learning options and specialist courses.
1.4.b	Introduce a framework to monitor the impact of training on workforce competence and confidence and support to children and families.	<ul style="list-style-type: none"> • Measurement of the sufficiency and impact of single agency and multi-agency training is not yet in place. • Models to monitor quality and impact of training have been identified and will be piloted to be run on two programme areas.
1.4.c	To ensure the effectiveness of the role of the local authority designated officer (LADO) and current procedures for dealing with allegations against the workforce.	<ul style="list-style-type: none"> • Senior officers in partner agencies have been identified as first contact with enquiries of workforce allegations. • LADO role will be clear and understood by all partner agencies, CPLO training is in place and is delivered by Babcock 4S and externally commissioned agencies. The impact of this training is not yet monitored. • Policy and procedure will be clear and understood by all partner agencies. • Annual LADO report presented to SSCB.
1.4.d	To review the impact of safer workforce training on agency practice.	<ul style="list-style-type: none"> • SSCB will be able to determine whether the training is informing safer workforce practice and whether minimum standards are being met; monitoring and measurement is not yet in place and is a priority for development in 2014

1.5		
	Action	Progress to 31 May 2014
1.5.a	<ul style="list-style-type: none"> • To plan and deliver regular newsletters and updates to all staff. • To agree a mechanism to ensure engagement of children, young people and their families in measuring the effectiveness of safeguarding arrangements. • To agree a mechanism to enable staff to measure the effectiveness of arrangements in safeguarding services. 	<ul style="list-style-type: none"> • Newsletters raise awareness of key issues. Circulation broadened through link with early years settings. • Work to engage with children and families is in early stages and is a key priority for the SSCB QA Officer in 2014 through the participation agenda task and finish group. • Key agencies and service providers working with children and young people develop more responsive policy and practice informed by needs, views and wishes of young people. • Staff inform understanding and monitoring of effectiveness of safeguarding services. Staff surveys have been carried out and have led to an action plan. • Processes have been reviewed and engagement with the workforce is at an early stage of monitoring and development. A participation strategy is being developed and a task/finish group established to oversee this work. • Work with families and children is in the early stages of development as the views of service users are critical and provide a balance to data set analysis. A participation strategy is being developed and plans are in place for information gathering to inform this strategy.

TP 1

To ensure sufficient work with partner agencies to reduce incidences of domestic abuse (DA) and the impact this has on children, young people and families.

	Action	Progress to 31 May 2014
TP 1.1	To ensure all children and young people affected by domestic abuse have access to sufficient specialist service provision that meets their needs and this is demonstrated through audit activity.	<ul style="list-style-type: none"> • No specific specialist service is provided to children, children in refuges have an allocated child worker funded by SCC. • Area group work reflects the local initiatives to support victims and survivors of DA, in one area a specific post of outreach support worker for children is funded. • Sufficiency of capacity to support families, particularly children, is not fully understood by the SSCB. The review and mapping of services is part of the work of the DA development group which is attended by the partnership manager and has been informed by the domestic abuse audit. • Domestic abuse action plan is on the agenda for SSCB June 2014.
TP 1.2	To ensure a consistent holistic approach to children and young people affected by domestic abuse through the development of a skilled workforce.	<ul style="list-style-type: none"> • SSCB do not deliver DA training; this is to be a priority for the training, development and commissioning officer/ partnership to discuss with the DA development group and incorporate into the SSCB training programme update. • Local meetings have taken place with agencies delivering training and observation of training have taken place - capacity is an emerging issue. • Training needs analysis specifically addresses DA training. • Externally delivered DA training will be included in the SCC online training programme which will be broadened to capture other multi-agency delivery of partner organisations.
TP 1.3	To monitor the domestic abuse strategy to identify if there are ways in which partners can work together more effectively to intervene early and mitigate the impact of domestic abuse on children and young people.	<ul style="list-style-type: none"> • Partnership support manager sits on DA development group. • Strategy published September 2013. DA development group leading on developing an implementation plan which will be presented to the June 14 SSCB.

6

TP 2

To ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for children’s social care

6

	Action	Progress to 31 May 2014
TP 2.1	To monitor the effectiveness of the Surrey Children and Young People’s Partnership arrangements for early help through audit of cases which are subject to CAF/TAC processes and children subject to child protection plans.	<ul style="list-style-type: none"> • EHA manager reports to the QA group. • Early help strategy presented to board together with multi-agency levels of need document. • QA officer monitoring the development of the e-early help assessment. • SSCB report card details activity, quality and timeliness of decision making. • Audit programme for 14/15 includes early help and children subject to a child protection plans.
TP 2.2	To undertake survey of children, parents/carers on their experience of early help provision to inform commissioning of appropriate services.	<ul style="list-style-type: none"> • The experience of children and families is not yet fully embedded. The participation agenda is a priority area of work for the QA group in 2014/15. A task group have started to engage young people and parents. • Task and finish group meetings held to identify approaches and planning for participation work. • Surrey Youth Focus has met with the SSCB and have agreed to support some of the participation work.
TP 2.3	To comment on the early help strategy as it is developed to ensure that it has an effective needs analysis and sufficient services to meet need.	<ul style="list-style-type: none"> • Early help strategy and levels of need document presented to board. • Detailed implementation plan to be provided to demonstrate how strategy will be taken forward and with impact measures identified.

TP 3

To ensure professionals and the current child protection processes effectively protects those children identified in need of protection and who are looked after.

	Action	Progress to 31 May 2014
TP 3.1	To monitor the effectiveness of arrangements by Children's Services and partners when children are subject to child protection plans or LAC through rigorous single and multi-agency audit activity to include quality of practice, management oversight, care planning etc...	<ul style="list-style-type: none"> • Single-agency and multi-agency case file auditing demonstrates that children are being safeguarding by effective multi-agency practice and identifies where improvements are necessary. • Audits have been undertaken and reported back to the area groups and quality assurance groups. • Outcome of audit has led to the development of a practitioners guide to core group working. • Recommendations have been made to inform planning of training. • Corporate Parenting Board report and IRO reports on LAC forms part of board reporting calendar.
TP 3.2	To monitor the effectiveness of the arrangements for the conferencing of CP and LAC reviews and evidence of the quality of challenge and decision making.	<ul style="list-style-type: none"> • CP reports are provided to the board four monthly and IRO annually. • Issues and challenges are considered. • SSCB report card data provides information relating to number, timing, and duration of activities including early help. • Detailed analysis of one calendar months attendance at CP conferences has been undertaken to identify challenges: reported to March 2014 board.
TP 3.3	To monitor the effectiveness of key partner agency professionals in the CP and LAC processes through IRO annual report, corporate parenting panel annual report etc...	<ul style="list-style-type: none"> • Auditing activity demonstrates some challenges in the effective engagement by partner agencies in CP and LAC processes and work identified to support improvement. • Reports are provided to the board as part of the reporting calendar.
TP 3.4	To monitor the effectiveness of SCC's contact and referral arrangements and thresholds for children's social care.	<ul style="list-style-type: none"> • QA audit on multi-agency referral forms (MARF) completed and form amended to reflect findings. • Central referral unit (CRU) has been established and evaluation going to SSCB in June 14. CRU renamed as safeguarding hub. • Multi-agency threshold document published and available on website. • Regular update reports are provided to the board.

6

TP 4

	Action	Progress to 31 May 2014
6	4 To develop and agree the implementation of a child sexual exploitation strategy.	<ul style="list-style-type: none">• Development of multi-agency CSE strategy agreed and communication plan agreed.• Budget implications and roll out of strategy discussed and priorities agreed at July 2013 board.• CSE champion training has been rolled out and there are planned workshops for CSE updates in the current training programme.
	4.1 Implementation of strategy - key priorities identified and monitoring procedures agreed	<ul style="list-style-type: none">• Implementation plan agreed and multi-agency communication plan developed.• Impact monitoring procedures are yet to be agreed.• Effective multi-agency sub-group now established.

Report contributors:

- SSCB independent chair
- SSCB partnership support manager
- SCC head of safeguarding
- SSCB quality assurance and evaluation officer
- Designated nurse safeguarding children
- Director of quality and governance, Guildford and Waverley CCG
- Chair education safeguarding group
- Surrey Police public protection unit
- SSCB training and development officer
- Director Surrey and Sussex probation trust
- SSCB area group members.

Communication/publication of the SSCB annual report

- Review and approval SSCB - 30 September 2014
- Publication by SSCB following approval
- Presentation of report to:
 - Cabinet - 21 October 2014
 - Surrey Children & Young People's Partnership - December 2014
 - Health and Wellbeing Board - 11 December 2014
 - Children and Families Select Committee - 27 November 2014
 - Distribution of report

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Children and Education Select Committee
27 November 2014

**Executive Summary: Children's Services Annual Complaints Report
2013-14**

Purpose of the report: Scrutiny of Services/ Performance Management

To provide an executive summary of the Children's Services Annual Complaint Report 2013-14, highlighting:

Learning arising from complaints.
What we are doing well.
What we need to improve.

1. Introduction:

- 1.1 The Rights and Participation Service sits to the side of operational Children's Social Care within the Children, Schools and Families Directorate. The head of service currently reports directly to the Strategic Director. The Children's Rights team sits within the service and manages complaints across the Children, Schools and Families Directorate.
- 1.2 This executive summary has been prepared to provide comment on the year-end position of complaints within Children's Services. The Children's Act 1989 Complaints Procedure¹ considers complaints from and on behalf of children and young people, and their carers who are receiving a service under the Children's Act. This report details complaints made under that procedure.
- 1.3 Examples of complaints received may include issues about the type or quality of service, the provision or lack of provision, or about staff interventions with users. Young people making or thinking of making a complaint are entitled to an advocate. The Service does, on occasion, receive complaints that are, in reality, concerns of a safeguarding nature or not about Children's Act provision. Such concerns are referred to operational teams for action as appropriate and in accordance with the Safeguarding Procedures. These concerns are not usually considered under the Statutory Complaints procedure.
- 1.4 As of 31 March 2014, 4,583 children had been identified through assessment as being formally in need of a specialist children's service.

¹ [Department for Education and Skills. "Children's Social Care: Getting the best from complaints" 1 September 2006.](#)

On average we look after 800 children per year. In addition, around 600 young people are entitled to a care leaving service.

- 1.5 In line with national trends, the number of children entering care is increasing. 75% of our children are placed in foster care and the remaining children are in residential homes, placed for adoption, in independent living or placed with parents.
- 1.6 Complaints are received in a variety of routes throughout the Local Authority including the contact centre, operational teams and via Members. All complaints received are recorded on a central customer feedback database, which is overseen by the Children's Rights Service.
- 1.7 During the 2013-14 346 complaints were recorded, of which 46 were received direct from children and young people. Of these, 25 young people received formal advocacy support in bringing their complaint.
- 1.8 During the period 4% of the complaints escalated to the next stage of the process which is equal to the previous 12 months. There were no formal investigations from the Local Government Ombudsman.

2 Learning:

- 2.1 128 complaints resulted in corrective actions being identified while 218 were explicitly recorded as not leading to any corrective action.
- 2.2 Specific examples of learning from complaints identified by operational and Children's Rights Service staff are listed below:
 - Review of Surrey County Council guidance regarding major adaptations within the family home
 - Review of the Occupational Therapy structure within the Countywide Service
 - Review of Terms of Reference for the Disability Resource Panel

3 Summary

An increase in complaints, resolved at an early stage, is a positive sign that young people and their representatives know how to access the process and express their wishes and feelings. The procedure provides for further review of decision making and also can, on occasion, highlight wellbeing, whistle blowing or safeguarding concerns. It enables an insight into the services users' experiences and the opportunity to learn and improve service delivery from this.

3.1 What we are doing well?

- Significant increase in the numbers of complaints being recorded.

- Significant increase in the numbers of complaints being made directly by young people
- All young people wishing for support to make formal complaints or to resolve problems are being supported through the Rights and Participation Service
- Average response times for initial stage of the process remain within timescale
- Maintained low levels of complaints escalating through the process
- Continued decrease in numbers of complaints investigated by the Local Government Ombudsman
- Higher level of identification of learning at stages 2 and beyond
- Improved awareness of the complaint process promoting open and fair discussion around intervention by Surrey Children’s Service.

3.2 What do we need to improve?

- Performance in terms of response timescales at 10 working days at Stage1
- Increase use of peer reviews to promote sharing of best practice and inform robust responses at all stages of the process
- Service wide dissemination of learning arising from complaints at all levels of the process, with a focus on improved communication
- Ensuring complaints process is accessible to all children and young people including those looked after residing out of county and unaccompanied asylum seekers.

Recommendations

The Committee is asked to note the report content, and that increased numbers of young people are accessing the procedure to resolve problems while escalation rates remain low. The Committee is asked to

- endorse the areas for improvement identified, including the use of peer reviews to promote and share best practice.

And recommend:

- that officers from the Rights and Participation Service and Democratic Services work to develop a future proposal for ways in which the views of children, young people and their families can be used to support the Committee in its scrutiny role.

Report contact: Belinda Newth, Head of Rights and Participation

Contact details: 01483 519095

Sources/background papers:

[Department for Education and Skills. "Children’s Social Care: Getting the best from complaints" 1 September 2006.](#)

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Children's Rights Service

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Children's Service
Statutory Complaints Report 2013 - 2014

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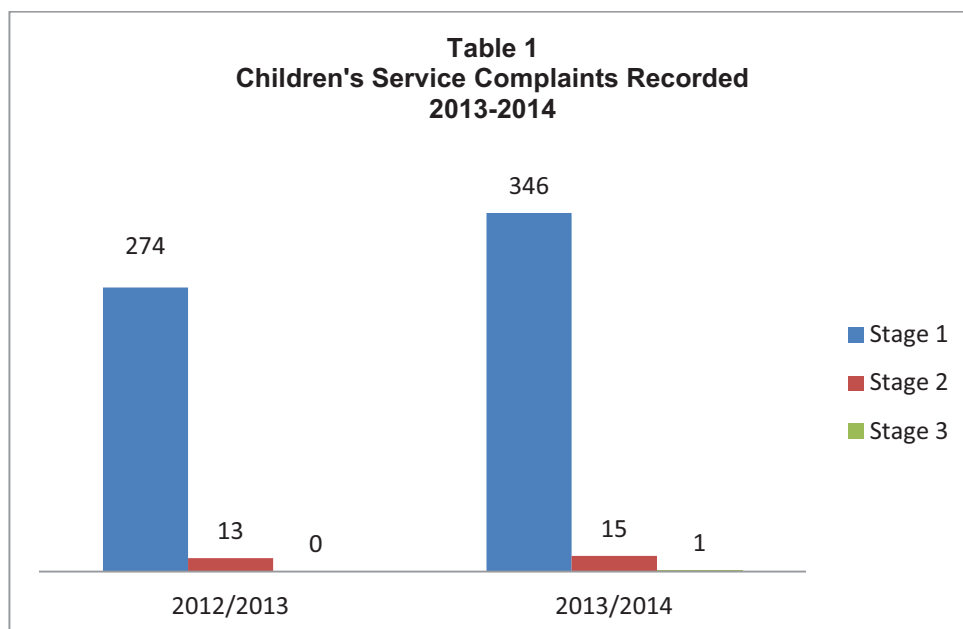
1 PURPOSE AND SUMMARY OF REPORT

- 1.1 All local authorities with Children's Social Care responsibilities are required to maintain and operate a Children's Act complaints process in line with statutory guidance. The management of this process should sit outside operational Children's Service's delivery and the responsible "complaints manager" should not report into Children's Service line management. The Authority must produce a statutory annual complaints report detailing complaints performance and activity.
- 1.2 In Surrey, the Children's Act Complaints Process is delivered by the Rights and Participation Service. This service sits at arm's length from operational teams in the Resources Division of the Children, Schools and Families Directorate.
- 1.3 The Children's Act Complaints Procedure considers complaints from and on behalf of children and young people, and their carers who are receiving a service under the Children's Act. Complaints can for example be made about the type or quality of service, the provision or lack of provision, about staff interventions with users. Young people making or thinking of making a complaint are entitled to an advocate. The Rights and Participation Service does, on occasion, receive complaints that are in reality concerns of a safeguarding nature and or not about Children's Act provision. Such concerns are referred to operational teams for action as appropriate and in accordance with the Safeguarding Board Procedures. These concerns are not considered under the Statutory Complaints procedure.
- 1.4 The procedure operates a three stage process. Stage one is local resolution, where the matter is responded to by the team working with the family or as close to the point of delivery as possible. These complaints may be made direct to the operational team or via the contact centre or complaints team or Councillor or any other officer of the council, although this process cannot consider complaints from any of these groups. The statutory guidance expects that most complaints will be responded to within 10 working days at stage one or 20 working days for more complex cases. Stage one complaints are responded to by operational managers. At stage two the process is managed by the Rights and Participation Service who will usually appoint an independent investigator and independent person to investigate the complaint and produce a report of their recommended findings. This stage can take between 1 to 6 months to complete. The third stage is a review panel hearing. The panel, which is made up of independent people will hear from the complainant and the service before reaching their recommended findings in relation to the complaint. Following stage three, if the complainant remains unhappy they can refer the complaint to the Local Government Ombudsman (LGO) for their consideration. The LGO may investigate the complaint and can issue a public report of their findings.
- 1.5 Complainants are advised that they have the right to request their complaint is progressed through the procedure at the end of each stage should they remain dissatisfied.
- 1.6 The Rights and Participation Service notes that Senior Managers within Children's Service occasionally respond to informal inquiries received from Members and MPs where it is deemed that a response via the complaint process would not be appropriate. During 2013-14, 35 MP/Cllr enquiries were recorded on the Customer Feedback Database. This is the database also used for recording complaints. It is interesting to note that of the 35 MP/Cllr enquiries, 8 were also known to the Rights and Participation Service as complainants whose complaints were being or had been addressed through the complaints process. Recording these types of enquiries on the database ensures that we are systematic in approach with a view to ensure that work is not duplicated and that responses are managed through the correct process.

2 SCC CHILDREN'S SERVICES' COMPLAINTS ANALYSIS 2013 – 2014

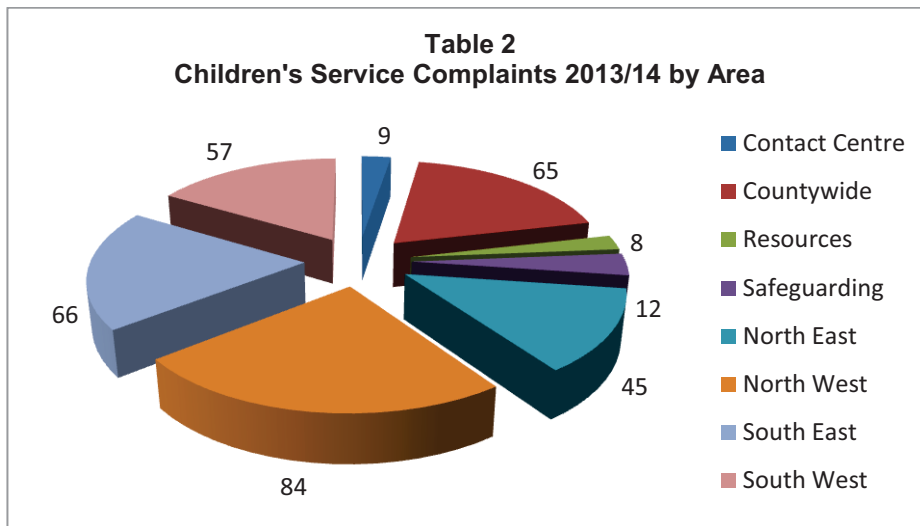
2.1 VOLUME OF COMPLAINTS RECORDED

2.1.1 Table 1: Children's Service Complaints received 2013 -2014

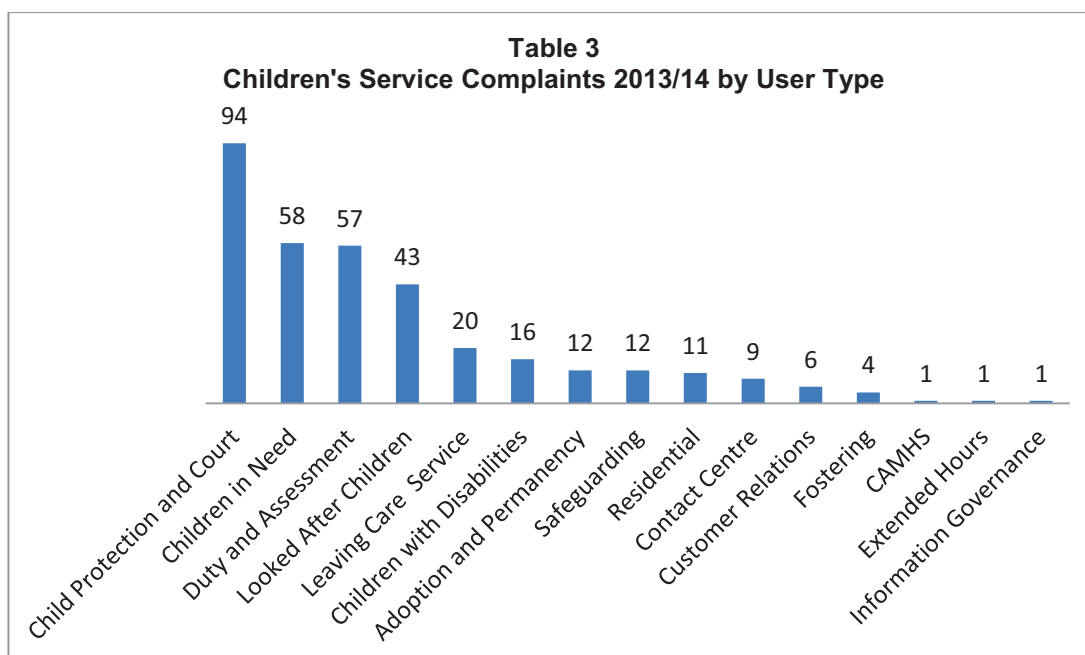


2.1.2 As illustrated in Table 1 above, the total number of complaints received between April 2013 and March 2014 for Surrey Children's Service has increased by 102 when compared to the previous 12 months. Increased numbers of complaints recorded reflects the accessibility of the process ensuring that residents' voices are being heard, listened to and acted upon with a view to making appropriate changes and where appropriate, improvements to Service Delivery. Whilst the total number of complaints escalating through the process has also increased, the proportion of complaints that have been escalated has remained level when comparing 2013/14 to the previous 12 months. During 2013/14, 4% of the complaints recorded escalated to independent investigation at the second stage of the process. This is equal proportionately when compared to the previous 12 months. The single complaint that progressed to the third stage of the process did not however complete the process and was instead considered at an early stage by the Local Government Ombudsman. The outcome of the Ombudsman's enquiry in that case was that there was no maladministration and no injustice.

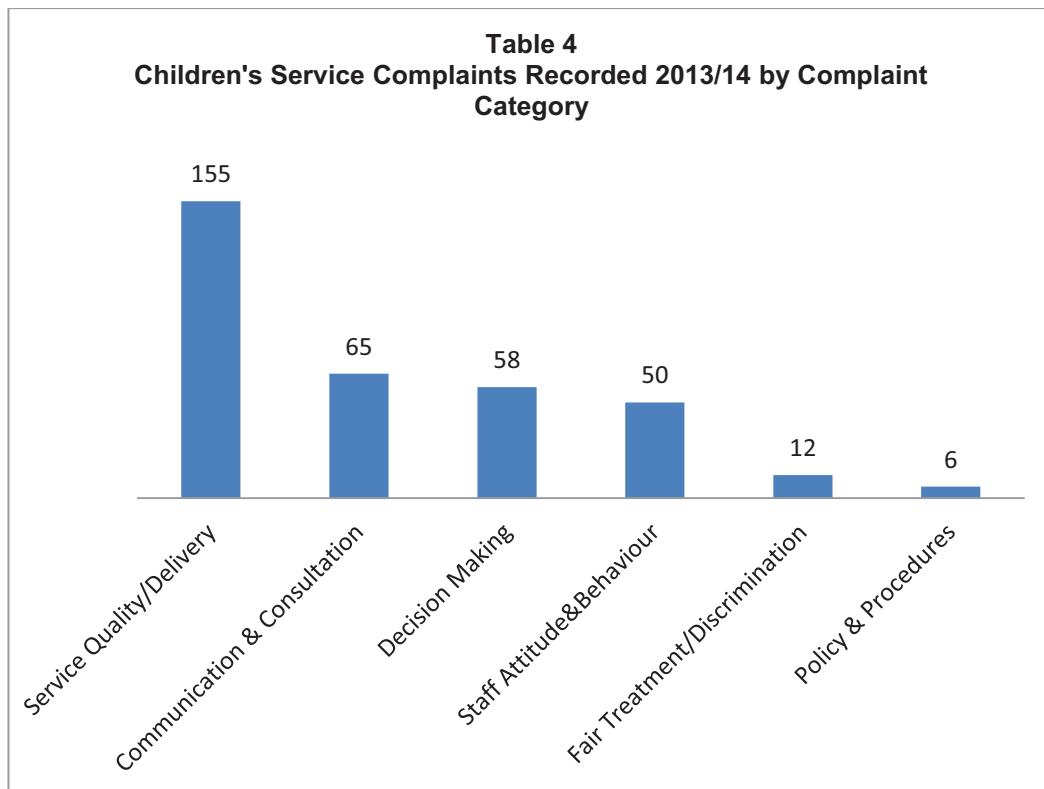
2.1.3 Table 2 below details Children's Service complaints by service area over the last year. These relate to complaints *about* these areas, rather than complaints received *by* these areas. The chart demonstrates that the majority of complaints are in the main directed at the operational social care teams, which is to be expected. The chart indicates that the majority of complaints were recorded as being about the North West Area. The Rights and Participation Service will be monitoring recording levels in the next fiscal year with a view to ascertaining if this demonstrates any specific trend. The Participation arm of The Rights and Participation Service (RPS) regularly interacts with young people and in particular care leavers. Where these young people are dissatisfied with outcomes following social events organised by the Participation arm of the RPS, their concerns are recorded as being about the Rights and Participation Service as the organising agent in those instances. This year a single complaint in regard to service delivery from the Parent Partnership Service (PPS) (who support parents with children about to or undergoing the Statement of Educational Needs process) was also recorded. This is reflected within the complaints recorded as being about 'resources' as the PPS is part of the Rights and Participation Service.



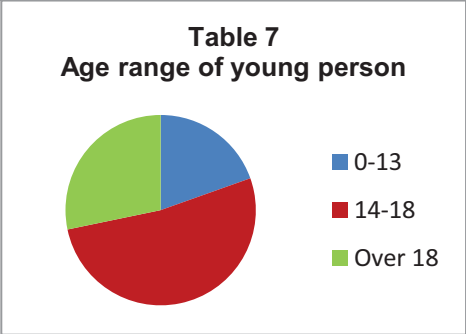
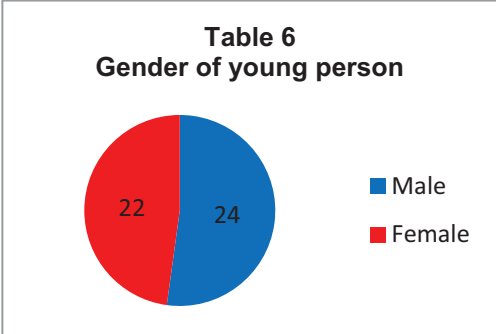
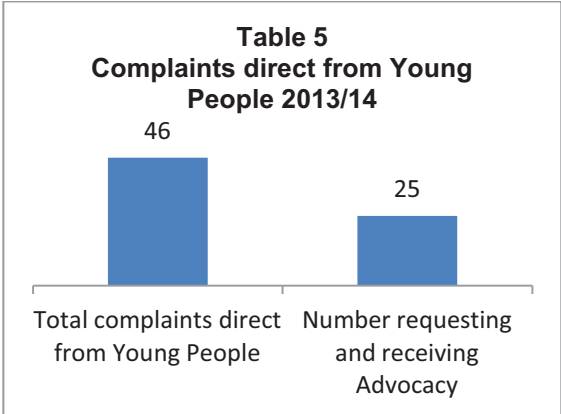
2.1.4 Table 3 below details number of complaints received by service user area. The data demonstrates that the majority of complaints received are from those receiving services from Child Protection and Court Proceedings Teams (CP &P) (94) which can include complaints about the content of reports requested by the Court relative to private proceedings. For example parents may use an Initial or Core Assessment as part of their evidence in Private Proceedings and the other party may then complain about the content of said assessment as in their view the assessment 'is biased against them'. It should be noted that these assessments are not written for the Court and the decision to share content rests with the family members and not Surrey Children's Service (SCS). The expectation is that the content would therefore be challenged in Court and not via the complaint process. Similarly the Court may direct SCS to undertake enquiries under specific sections of the Children's Act. The purpose of the enquiry and report is to assist the Court in making directions were there has been for example a Residence Order application by a parent. The expectation in this case is also that the concerns will be discussed as part of the ongoing legal proceedings and not addressed via the complaint process. The table also shows that levels recorded by the CP&P Teams, the Children in Need Teams (58), the Duty & Assessment Teams (57) and finally the Looked after Children Teams (43) account for 73% of all complaints received in relation to Children's Service in Surrey. This is not unexpected given that it is in the main these teams that are involved following referrals for intervention received from either partner agencies such as Health or the Police or concerns raised by families themselves.



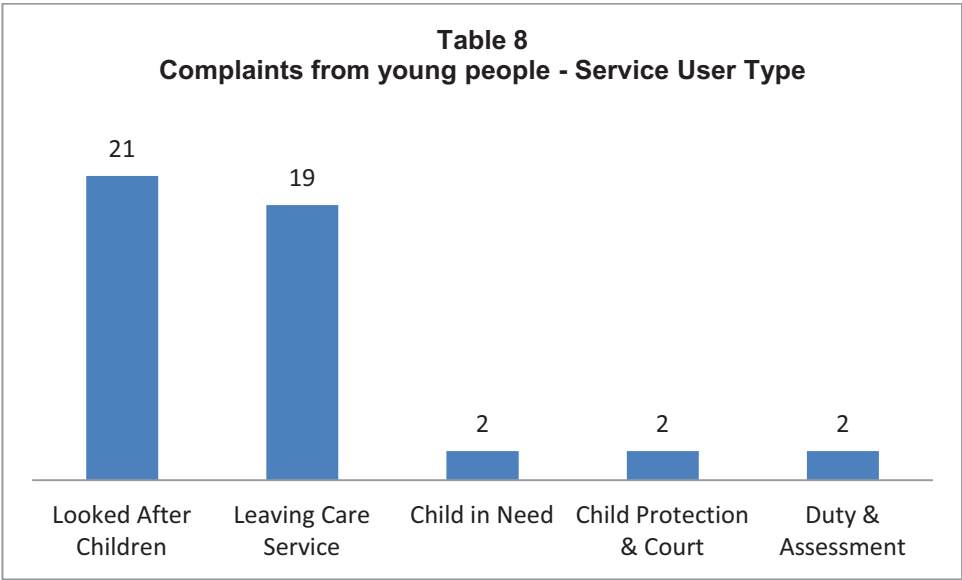
2.1.5 Table 4 below details the number of complaints received by category (type of complaint). The chart demonstrates that the majority of complaints are in regard to 'Quality of Service' provided. In the main, most complaints for this category relate either to a service user's perception of how well services have adhered to established practice and guidance or, to some degree, misunderstanding by the complainant of the role that Surrey Children's Services plays in private proceedings. The majority of these particular complaints are 'Not Upheld', are resolved by providing more explanation and generally do not result in any specific learning actions beyond emphasising the need to ensure that timely and full explanations are provided relative to decisions and actions taken. 'Communication and Consultation' is the next most common category of complaint. The main issues here relate to families' expectations around what constitutes regular or frequent communication from the allocated social worker. The third most common complaint category is 'Decision Making'. In the main, this category relates to complaints about the content of assessments and reports where parents disagree with the social workers' professional opinion as expressed within the content of the assessment or report. Records suggest that where there is disagreement with the outcomes arising from an assessment or report, this disagreement is expressed as a complaint suggesting that the outcome is flawed, with the content of the report or assessment referred to by way of example to support this view.



2.1.6 In 2013-2014, 46 formal complaints were received directly from children and young people. This is an increase from the 39 recorded in the previous 12 months. Alongside this increase on last year in number of formal complaints, the Rights and Participation Service continues to note an increase in number of contacts from young people seeking support from the Rights and Participation Service to achieve informal resolution of problems and concerns. Tables 6 & 7 below show that 52% of young people making a formal complaint were aged between 14 and 18 and over and further, that males and females are equally accessing the complaints process. Table 5 below shows that of the 46 formal complaints recorded, 25 of the young people requested and received advocacy support. Of the 25 who received advocacy support, 8 were supported by an 'independent advocate' while the others elected to either receive support from Rights and Participation Service staff (15) or from an advocate of their choosing (2), for example a family member or friend or other professional such as a teacher



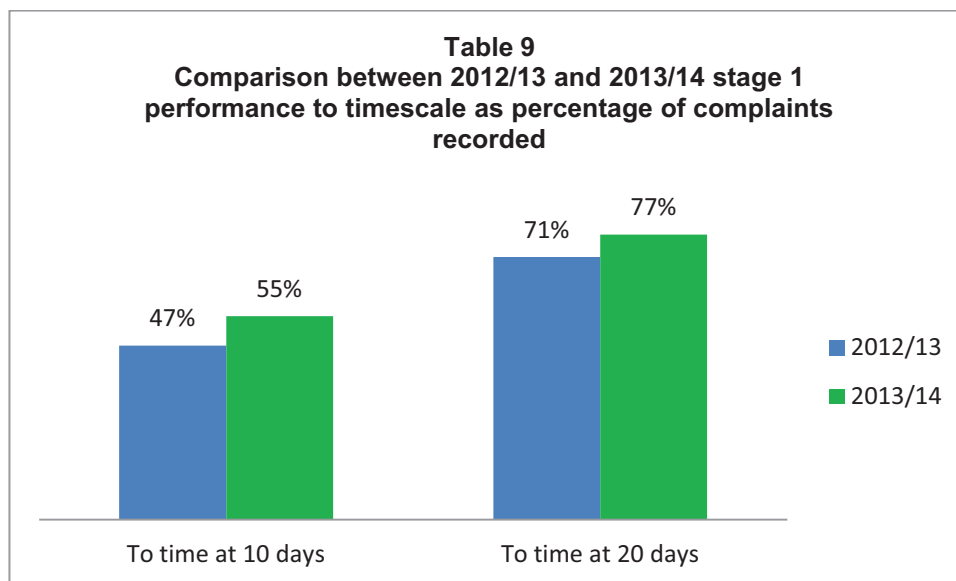
2.1.7 Table 8 below shows the breakdown of complaints recorded (direct from young people) by service type. The majority of these (87%) were received from either looked after young people or those leaving care. Care Leavers’s main concerns remain around financial support and support to find secure accommodation. For looked after children, concerns remain around contact with family and concerns relating to placements. This year has seen a particular rise in complaints and contacts from young looked after Asylum Seekers.



2.1.8 Once again a number of complainants ,236, equating to 68% identified themselves as White British, which is not unexpected given the demography of the County’s population. This figure does not differ significantly on a proportional basis when compared to the previous 12 months where 67% of complainants identified themselves as White British. Other ethnic identifications included Asian and Black Caribbean. Generally, the breakdown is reflective of the local area and is therefore a good indication of the accessibility of the procedure.

2.2 PERFORMANCE AGAINST TIMESCALES: HOW RESPONSIVE HAVE WE BEEN?

2.2.1 Table 9: Children's Service Performance at stage 1

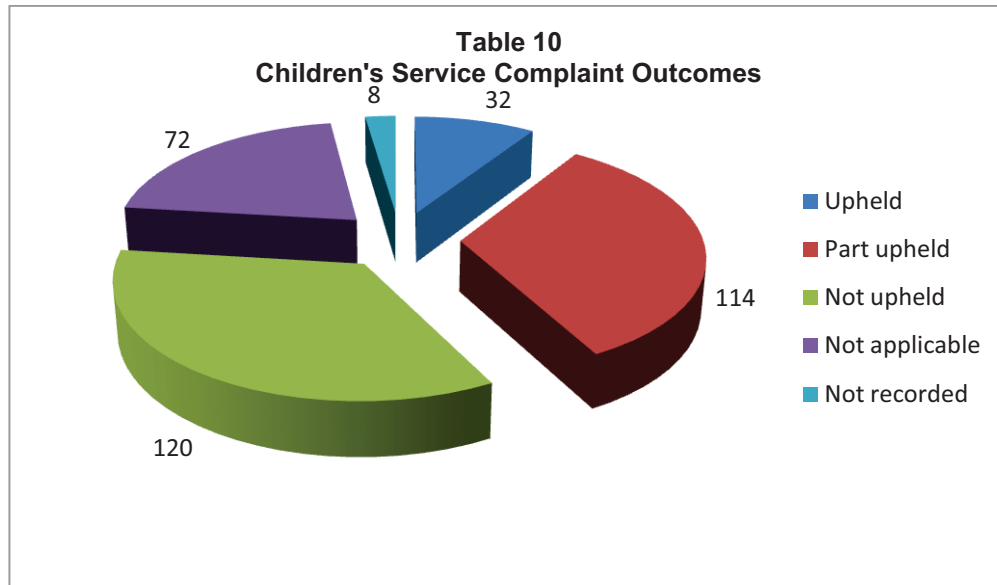


2.2.2 Table 9 above shows the detail of time taken to respond to complaints at S1, (local resolution) providing a comparison between the current reporting year and the previous one. The table shows performance for responses at both the 10 and 20 day statutory timescales. The table demonstrates that there was 55% compliance to the statutory timescales of 10 working days and 77% compliance at 20 days. It should also be noted that the average time taken to respond to a complaint at the first stage of the process is 13 days which is well within the 20 day timescale which is in turn, the timescale monitored by the Directorate. It is acknowledged and accepted that there will, in some circumstances, be cases which cannot be responded to within the 10-day timescale. These cases can be classed as meeting criteria for 'justifiable delay' for example, complaints direct from Young People requiring formal advocacy support, and complaints that stretch across more than one team or service such as Children with Disabilities and Special Educational Needs. During this reporting period there were 21 complaints that were deemed to meet the criteria for justifiable delay. These reflect 14% of the complaints that did not meet the 10 day response target. An increase in performance at both the 10 day and 20 day response target could be said to be indicative of an improved focus on complaints handling generally. However, it is more promising to note that the percentage of complaints progressing through the later stages of the process has remained stable at 4%, despite the significant increase in the numbers of complaints recorded at the first stage of the process.

2.2.3 Rights and Participation staff have continued to spend a significant amount of time interrogating the data and chasing responses. Operational teams are routinely reminded of their responsibilities to log complaints and update records. Changes in the Customer Feedback Database which is used for recording complaints has meant that routine reminders are also automatically generated to the person responsible for responding. This effort has resulted in improved performance against statutory targets. As indicated above there are instances where complaints are said to meet the criteria for justifiable delay and this will impact on the performance of the operational teams relative to complaint response times.

2.3 COMPLAINTS OUTCOMES & RESOLUTION

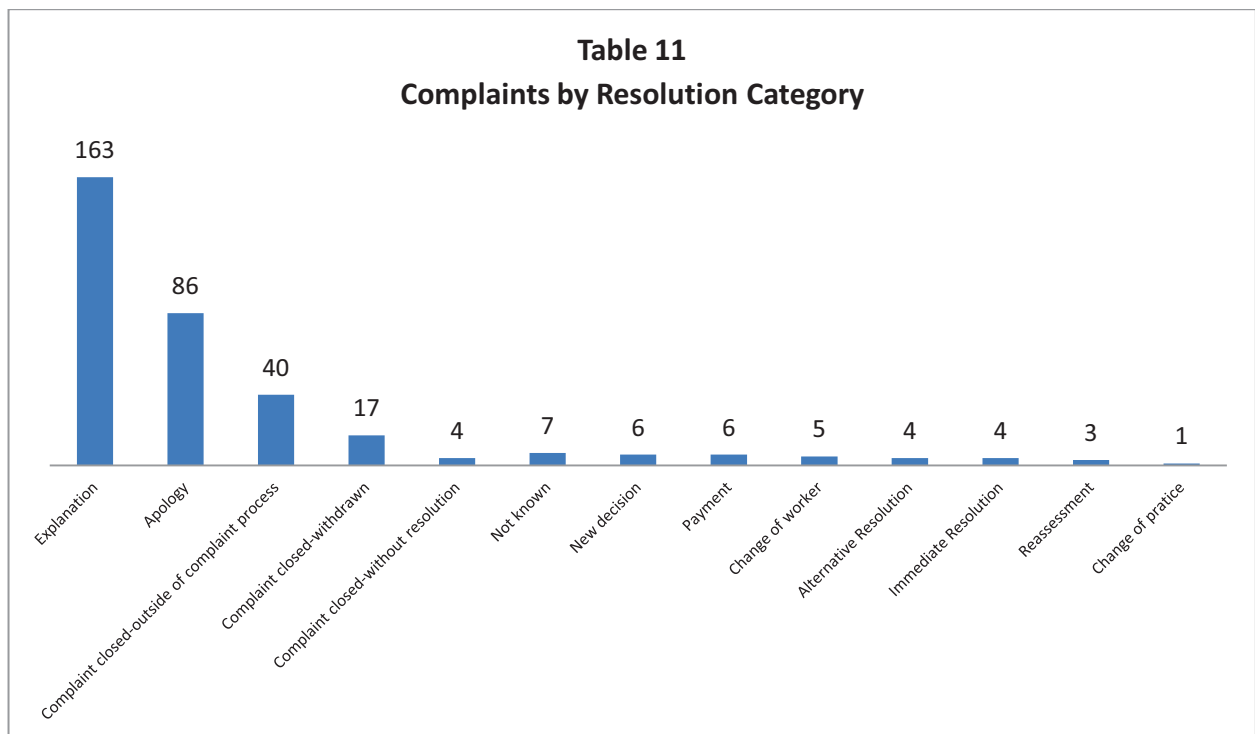
2.3.1 Table 10: Children’s Service complaints recorded by outcome.



9

2.3.2 Table 10 above shows that a majority (120) of complaints responded to at Stage one of the process were ‘not upheld’ (no fault found), another 114 were ‘part upheld’ (some fault found) and a further 32 of complaints were recorded as fully ‘upheld’ (fault found). During the year, complaints about matters that could not be considered via the complaints process, for example those about decisions reached in Court, show an outcome of ‘not applicable’. These account for 72 of the complaints recorded. In all these cases the complainants have been advised of alternative routes that may be available to them or to seek independent legal advice. The Rights and Participation Service will continue to liaise with Children’s Service with a view to improving service delivery in terms of learning arising from complaints with a focus on complaints that were either ‘upheld’ or ‘part upheld’. This will be implemented in the first instance by holding quarterly ‘learning from complaint’ briefings at Senior Management meetings with a focus on sharing learning across the Service as well as sharing of best practice.

2.3.3 Table 11 below details complaints recorded by resolution category

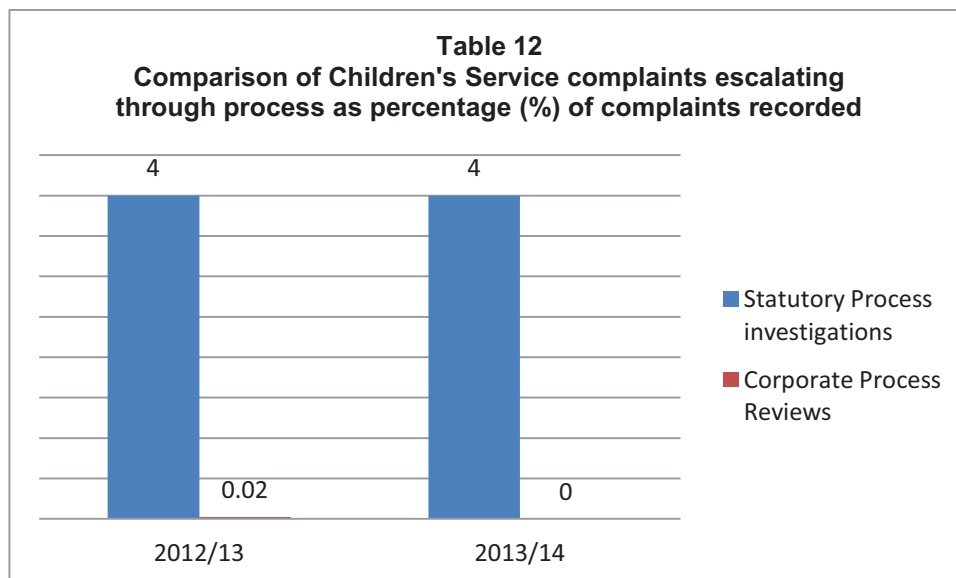


2.3.4 Given that 120 complaints recorded were 'not upheld' and a further 114 were 'part upheld', and that 163 of the 346 (47%) of complaints recorded were resolved by 'explanation', it can be argued that the quality and effectiveness of communication with families continues to cause most dissatisfaction. The majority of complaints recorded relate to the Child Protection & Court and the Duty and Assessment teams. This can be seen to suggest that as families 'in crisis' these families may not be 'absorbing' the explanations provided by the social care professionals in terms of why they are involved in the families' lives. This interpretation is further supported by the fact that the majority of complaints are being resolved by explanation.

2.3.5 Alongside what complaints tell us in terms of the need for improving the quality of communication between the Service and service users, the Rights and Participation Service routinely receives requests from both the Service and service users asking for support in managing communication and resolving issues. As a result, the Rights and Participation Service have become much more involved in leading on learning from complaints and will continue to provide management information on this as outlined above at 2.3.2

2.4 ESCALATION OF COMPLAINTS

2.4.1 Table 12: Complaints escalated to stage two (Corporate and Statutory processes)



2.4.2 During 2013-14, a total of 44 requests were received for complaints to be escalated to Stage two of the process. Of these 44, 15 requests were accepted. Of these 15, 14 complaints (4% of all the complaints recorded) progressed to full investigation under the statutory process and one was investigated under the corporate complaints process.

Of the remaining 29 escalation requests:

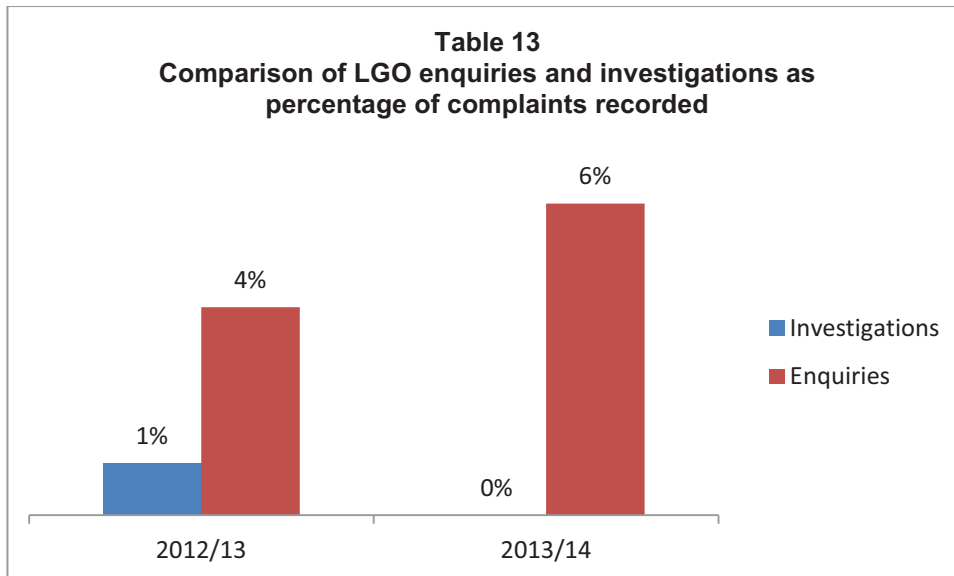
- 7 were declined as they were not appropriate for the complaint process
- 6 were declined as an alternative more appropriate route was available to the complainant e.g. seeking independent legal advice relative to matters currently being discussed as part of private proceedings in Court
- 4 were resolved by financial redress totalling £3073.72
- 2 additional offers of financial redress have been made totalling £7800 (one of £7500 has been declined and is now at independent investigation while the other offer has yet to be acknowledged by the complainant)
- 4 were resolved by additional apology
- 2 were resolved by additional explanation

- 1 was closed without resolution
- 3 are currently under consideration and awaiting allocation of independent investigators

2.4.3 None of the complaints recorded during the 2013-2014 year progressed to the third stage of the process. The single complaint that was responded to at the third stage of the process during this reporting period was recorded during the 2012-2013 fiscal year. Overall this is indicative of improved responses at S2 of the process.

2.5 LOCAL GOVERNMENT OMBUDSMAN ENQUIRIES

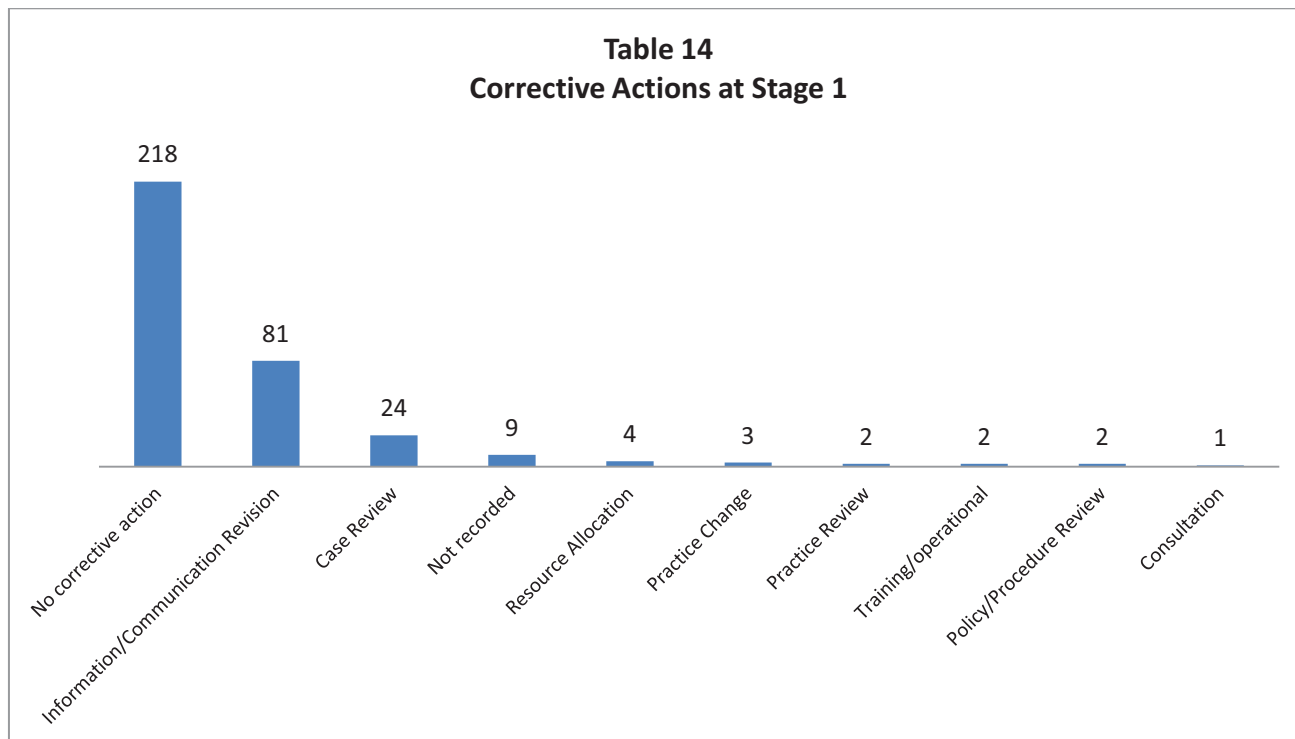
2.5.1 Table 13 below shows the total LGO enquiries and investigations received compared to previous year. It must be noted that not all enquiries from the LGO progress to full investigation. In the main this is because following initial enquiries the Rights and Participation Service is able to demonstrate that the Council has taken reasonable steps to resolve the complaint. On some occasions the Rights and Participation Service is able to agree a way forward with the LGO and with agreement from the complainant can lead to resolving the complaint satisfactorily for all parties without the need for a full and formal investigation. In the 2013-14 fiscal year no formal investigations were completed by the LGO.



2.5.2 The LGO issued no public reports in relation to Children's Service during this period. This is a positive result and shows that not only do we have a low rate of escalation to the LGO but that under external scrutiny the majority of complaints have been appropriately dealt with by the local authority.

2.6 LEARNING FROM COMPLAINTS

2.6.1 Table 14: Corrective actions identified at stage 1



2.6.2 Table 14 above shows that 128 complaints resulted in corrective actions being identified. This is a significant improvement when compared to the 79 identified in the previous 12 months. 218 (of 346 complaints due a response) were explicitly recorded as not leading to any corrective action. This supports the fact that the majority of complaints at stage 1 of the process are resolved by explanation. Robust responses at stage 1 of the process that clearly set out and uphold acknowledged errors and omissions contribute significantly when considering whether or not a complaint should be escalated. For example, a robust response may provide the opportunity for agreement to an acceptable remedy as opposed to a full investigation at the second stage of the process thus avoiding further delay in resolution for the complainants and costs to both parties. In the 2013-14 fiscal year responses at stage 1 of the process included cases where peer reviews of assessments or court reports have been undertaken to establish whether or not, in the light of changed or new information, the outcome of said reports or assessments would have had an impact on the decisions taken. To date, whilst peer reviews have resulted in some corrective action, no changes in outcome have been identified.

2.6.3 At the close of the second stage of the process or LGO enquiries in regard to a complaint, the Rights and Participation Service develops and circulates corrective action plans (CAPs) to managers who are responsible for carrying out the actions and sharing these within their service area.

2.6.4 During this reporting period, the corrective action plans drawn up and circulated across Children's Service list, between them, a total of 58 separate corrective actions. The actions were identified by the Service and need to be completed in order to improve services and put matters right. In addition to the key learning themes discussed in the sections below, other actions arising include; ensuring that records are accurately maintained, ensuring that confidentiality is observed and ensuring that families are updated regularly in terms of progress with assessments and reports.

2.6.5 95% of the corrective actions identified this year were reported as completed by the Service. This is an improvement on last year's completion rate of 90%. The status of the remaining 5% is 'unknown' at the time of reporting. However these are pending completion of enquiries by the LGO which may result in revised corrective actions.

2.6.6 At stages 2 and beyond, the top 2 types of corrective actions taken as a result of escalated complaints are:

- Service Briefing (18 out of 58)
- Information Revision (15 out of 58)

2.6.7 The key learning themes identified at Stages 2 and beyond relate to:

1- Difficulties in managing expectations for families where more than one partner agency is involved such as for example; Children in Need who are open to Children with Disabilities and require funding for adaptations to the home. Funding decisions rest with the local Borough or District Council following assessments by Occupational Therapists which are arranged by Surrey Children's Services

2- Effective records managements including maintaining confidentiality.

2.6.8 Specific examples of learning from complaints identified by operational and Rights and Participation staff are listed below:

1. Review of SCC guidance regarding major adaptations within the family home
2. Review of the Occupational Therapy structure within the Countywide Service
3. Review of Terms of Reference for the Disability Resource Panel

2.7 SUMMARY: WHAT HAVE WE DONE WELL AND WHERE CAN WE IMPROVE?

2.7.1 What we are doing well?

- Significant increase in the numbers of complaints being recorded
- Significant increase in the numbers of complaints being made directly by young people. All young people wishing for support to make formal complaints or to resolve problems are being supported through the Rights and Participation Service
- Average response times for initial stage of the process remain within timescale
Maintained low levels of complaints escalating through the process
Continued decrease in numbers of complaints investigated by the Local Government Ombudsman
- Higher level of identification of learning at stages 2 and beyond
- Improved awareness of the complaint process promoting open and fair discussion around intervention by SCS

2.7.2 What do we need to improve?

- Performance in terms of response timescales at 10 working days at Stage1
- Increase use of peer reviews to promote sharing of best practice and inform robust responses at all stages of the process
- Service wide dissemination of learning arising from complaints at all levels of the process
- Ensuring complaints process is accessible to all children and young people including those looked after residing out of county and unaccompanied asylum seekers.

The Rights and Participation Service will continue to work closely with operational teams in regard to the 3 points identified above. This will include Children's Rights Managers having regular discussions with Team and Area Managers that are case by case specific as well as across the area together with a quarterly slot at Children's Service Senior Management Team Meetings (CSMT) to disseminate service wide learning arising from complaints.

3. ADVOCACY SUPPORT

- 9
- 3.1 Advocacy and Participation Services have now been successfully delivered by the Rights and Participation Service for over 4 years. The advocacy service provides the statutory complaint related advocacy support for children and young people in line with the requirements of 'Get it Sorted'. In order to do so, the Service manages a pool of self-employed independent advocates and commissions the independent advocacy support when requested by a child or young person. In other cases, the Advocay service provides advocacy support and advice to children and young people assisting them to resolve their complaints and concerns or supporting them to advocate for themselves.
- 3.2 Surrey complaints information, both online and paper based, is systematically circulated and promoted within Children's Services and advocacy provision in particular continues to be promoted with a particular focus on reaching Looked After Children or Care Leavers and the staff that work with them.
- 3.3 Over the past year, the Advocacy service has evolved to become the 'go to' children's rights and advocacy advice and helpline for Surrey young people and staff. This is evidenced by the steady increase not only in number of contacts from young people seeking support from the Rights and Participation Service to achieve informal resolution of problems and concerns but also in number of contacts from staff seeking advice and guidance; particularly from the Leaving Care Team. It has developed to provide more flexible support options based on discussions and assessment with those making contact. In line with its ambition, the advocacy 'helpline' has supported young people to take a lead on their complaints : each interaction promoting choice and encouraging young people to:
- a) make informed decisions about how they wish their complaint or enquiry to be dealt with
 - and
 - b) to experiment with problem solving strategies.
- 3.4 The advocacy service has also this year closely collaborated with a national social enterprise in the development of the self-advocay 'app' MOMO (Mind Of My Own). This 'app' is now available for free download on smart phones or computers by children and young people in Surrey to use in communicating concerns to services. The advocacy service has been promoting its use and will assess its benefits and impact over the next year.

4 MONITORING THE PROCESS

- 4.1 The Rights and Participation Service support Children's Service to manage and learn from complaints. The key services offered are: complaints advice and support, quality assuring of responses, mediation, complaint case debrief sessions, production of performance reports, liaising with Local Government Ombudsman, Complaints Visiting Workshops, 1-2-1 complaints handling coaching for operational managers, and development and monitoring of corrective action plans (CAPs).
- 4.1.1 Rights and Participation staff offer Stage 2 complaints debriefing sessions to staff involved in complex Stage1. This provides the opportunity to discuss the process of the case, learning outcomes and how experience was for staff involved. No formal debriefing sessions took place

this reporting year as in consultation with the operational managers this was not deemed necessary. However as well as holding informal debriefing discussions with operational managers the Rights and Participation Service has provided both support to individual staff members involved in such cases as well as support in the form of facilitation of meetings with complainants.

- 4.1.2 The Rights and Participation Service continues to draw up corrective action plans following the outcome of complaints at stages 2 and 3 of the process. Plans are agreed and signed off by the senior operational manager who is responsible for taking actions forward. As already mentioned earlier in the report, it is proposed that a summary of corrective action plans specifically focussed on those with service wide implications will be discussed at CSMT during the coming year.
- 4.1.3 The Rights and Participation Service produces monthly reports for the Directorate Leadership Team in line with the Rights and Participation Service Delivery Plan. The Service also produces reports and summaries for inclusion in the Children's Service Report Card.
- 4.2 During 2014-2015 the Rights and Participation Service will focus on:
- *Increasing the use of peer review of assessments and reports at the first stage of the process to promote early in-house identification of service improvements arising from complaints*
 - *Reducing escalation rates through the process by improving quality of responses at Stage 1 with an emphasis on improved consideration and use of alternative resolution at an early stage in the process.*
 - *Working closely with staff to increase the number of children and young people enabled to speak up for themselves whether in the context of formal complaints or informal resolution of problems.*

5 FINAL COMMENTS

- 5.1 Overall this has been another positive year for complaints management across the services. Stronger working relationships continue to be developed between services and the Rights and Participation Service resulting in effective resolution of complaints at the earliest stage. Examples of this include:
- Consultation with operational teams where there is concern that addressing the complaint may not be in the best interest of the child, particularly if there are safeguarding concerns
 - Operational managers seeking advice from the Rights and Participation Service as to whether or not a matter that is in private legal proceedings should in fact be addressed through the process
 - Social care and leaving care professionals actively consulting Rights and Participation Service in regard to children and young people who may benefit from advocacy support
 - Consultation with operational teams across SCS and Education services where complaints involve both aspects of the Directorate
 - Closer working links and consultation between CEO staff and the Rights and Participation Service specifically in regard to enquiries by MP's and/or Cllrs.
- 5.2 The Rights and Participation Service will continue to work with services on improving recording and updating complaints information as well as focusing on learning as a continued priority in the coming year.

- 5.3 As identified earlier in this report, the Rights and Participation Service has noted improvements in the quality of responses at Stage1 of the process which in turn have resulted in early resolution and identification of learning leading to improvements in service delivery. This follows the continuing use of individual coaching for operational managers as provided by the Rights and Participation Service. The coaching includes discussions in meetings and over the telephone, both generic and case specific depending on individual cases and circumstances. During 2013/14 a total of 15 coaching sessions were delivered either to individuals or groups of managers. In turn this has contributed to closer working relationships between Rights and Participation Service and operational managers that continue into the current fiscal year.

Jessica Brooke/Mona Saad/Kate Sandow
Children's Rights Managers



Children & Education Select Committee
27 November 2014

Internal Audit Report: Review of the Administration of Looked After Children's Finances

Purpose of the report: Scrutiny of Services

To review the summary of audit findings and Management Action Plan produced as a result of an internal audit review of administration of Looked After Children's Finances.

Introduction:

1. It has been agreed by the Chairmen of the Council's Select Committees that any relevant Internal Audit reports that have attracted an audit opinion of either "Major Improvement Needed" or "Unsatisfactory", and/or those with high priority recommendations, will be considered for inclusion on the Committee's work programme.

Context:

2. Internal Audit undertook a review of the administration of Looked After Children's Finances in September 2014. The report produced as a result of this review attracted an audit opinion of "unsatisfactory". There were 10 high priority and 3 medium priority recommendations made. A summary of the audit findings and recommendations is attached as **Annex A**. The agreed Management Action Plan is attached as **Annex B**. The supporting audit report has been previously circulated to committee members.
3. Officers from the service and Internal Audit will be available at the meeting, and the Select Committee is asked to review the actions being taken to address the audit recommendations made.

Recommendations:

4. That the Committee review the audit report and Management Action Plan and makes recommendations as necessary.

Next steps:

The Committee will continue to have oversight of any relevant audit report that has attracted an audit opinion of either “Major Improvement Needed” or “Unsatisfactory”, and/or those with high priority recommendations.

Report contact: Sue Lewry-Jones, Chief Internal Auditor

Contact details: 020 8541 9190

Sources/background papers: Internal Audit Report: Review of the Administration of Looked After Children’s Finances, September 2014

Annex A: Summary of audit findings and recommendations

Audit	Background to review	Key findings	Audit opinion (1)	Recommendations for improvement (Priority) (2)
Administration of Looked After Children's Finances	Children may have personal money from various sources; benefit payments (Disability Living Allowance (DLA)), Child Trust Fund (CTF); Junior Individual Saving Accounts (JISA); relatives or compensation payments. Surrey County Council, as the corporate parent for looked after children (LAC), has a duty to ensure that any personal money held on behalf of children is protected from loss, misappropriation or mismanagement.	<p>There are a number of areas of concern arising from this audit, most notably inequitable financial arrangements for children and the failure of the council to fulfil certain statutory duties. Key concerns include:</p> <ul style="list-style-type: none"> • No clear procedures for recording of children's personal finances they enter with or accrue during their time in care; • Unavailable central guidance leading to inconsistent local practices being developed; • Surrey Savings Scheme is intended to promote financial capability however failure to circulate guidance limits effectiveness of the scheme; • Audit testing of a sample of children who should have long term savings, suggests 34% do not hold a JISA or CTF. This suggests the council is not complying with legislation and is failing to fulfil its statutory duty to promote financial capability for LAC in line with national policy. 	Unsatisfactory	<p>Confirm which LAC who have been in care for 12 or more consecutive months, hold JISAs. (H)</p> <p>Review records and historic HMRC returns of all LAC to establish which children hold a CTF. (H)</p> <p>Take appropriate action for all children who do not have a CTF or JISA. (H)</p> <p>Maintain/monitor a central record of LAC's savings, JISAs and CTFs. (H)</p> <p>Update Foster Carer and Carer Handbooks with policies and procedures for recording of children's personal finances including DLA. (H)</p> <p>Update/ circulate 'LAC Savings Accounts' guidance so that a fair/ consistent approach is taken in safeguarding children's personal savings and promoting financial capability. (H)</p> <p>Review of LAC records to identify children who receive DLA. (H)</p> <p>Implement transparent reporting of LAC savings. (H)</p>

Annex A: Summary of audit findings and recommendations

				Include a request and confirmation of the LAC's savings accounts within the Leaving Care Policy and Procedures note. (H)
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¹ **Audit Opinions**

Effective	Controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
Some Improvement Needed	A few specific control weaknesses were noted; generally however, controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.
Significant Improvement Needed	Numerous specific control weaknesses were noted. Controls evaluated are unlikely to provide reasonable assurance that risks are being managed and objectives should be met.
Unsatisfactory	Controls evaluated are not adequate, appropriate, or effective to provide reasonable assurance that risks are being managed and objectives should be met.

² **Audit Recommendations**

Priority High (H) - major control weakness requiring immediate implementation of recommendation

Priority Medium (M) - existing procedures have a negative impact on internal control or the efficient use of resources

Priority Low (L) - recommendation represents good practice but its implementation is not fundamental to internal control

MANAGEMENT ACTION PLAN

Directorate:	Children, Schools and Families
Audit report:	Review of the Administration of Looked After Children's Finances
Dated:	September 2014

PRIORITY RATINGS

Priority 1 (high) - major control weakness requiring immediate implementation of recommendation

Priority 2 (medium) - existing procedures have negative impact on internal control or the efficient use of resources

Priority 3 (low) - recommendation represents good practice but its implementation is not fundamental to internal control

Para Ref	Recommendation	Priority Rating	Management Action Proposed	Timescale for Action	Officer Responsible
5.12	Analysis must be conducted of LAC who have been in care for 12 or more consecutive months to establish which children hold JISAs.	High	Data to be drawn from ICS to identify children in care for 12 or more consecutive months. To work with the Shared Foundation to assist with JISA accounts	Sep 2014	Liz Ball
5.13	The service must review records and historic HMRC returns of all LAC to establish which children hold a CTF.	High	Data search to identify LAC children who hold a CTF account.	Sep 2014	Gerry Hughes
			For the future account numbers to be recorded on ICS.	Nov 2014	Area Heads
			Process to be developed to ensure that record of children with CTF accounts can be reported from ICS.	Nov 2014	Gerry Hughes
			Finance team to liaise with HMRC to identify those children/young people with a CTF	Sep 2014	Gerry Hughes

I agree the action above and accept overall accountability for their timely completion. I will inform Internal Audit if timescales are likely to be missed.

The action agreed is satisfactory.

Head of Service: Caroline Budden

Date: 15/09/14

Auditor: Revinder Hothi

Para Ref	Recommendation	Priority Rating	Management Action Proposed	Timescale for Action	Officer Responsible
5.14	Appropriate action must be taken for all children who do not have a CTF or JISA. Where CTF information is unavailable notes should be made of steps taken to locate the information on children's records.	High	Develop process to ensure that children who are eligible for a CTF and JISA have them in place or that records clearly indicate steps taken to progress this for those children who had CTF or JISA in place before entry to care.	Oct 2014	Gerry Hughes Area Heads
5.15	A central record of savings, JISAs and CTFs, held by LAC must be maintained and monitored.	High	Those without a CTF or a JISA to have process completed where appropriate or records updated as to where savings accounts are held with birth parents A centralised system has been created to record these savings accounts	In place	Gerry Hughes
5.24	Foster Carer and Carer Handbooks must be updated with policies and procedures for recording of children's personal finances.	High	Process workflow in development. To work in collaboration with Share Foundations and Team Managers to inform development of Handbook	Oct 2014	Louise Warren
5.25	It is essential that the service updates and circulates 'Looked After Children's Savings Accounts' guidance to ensure a fair and consistent approach is adopted to promoting financial capability and safeguarding children's personal savings.	High	Guidance to be incorporated within Induction programme for social workers along with updates at team meetings for managers and social workers	Sep 2014	Gerry Hughes Area Heads

5.26	The service should explore ICS' capability to hold children's personal finance information in a separate sub menu where the information can be easily located.	Medium	To work with the CIST Team and IMT to explore ICS capability for recording children's personal finance information	Nov 2014	Liz Ball
5.31	The Foster Carer Handbook must be updated to include policies and procedures for recording DLA.	High	Fostering Team to update Carer Handbook	Sep 2014	Louise Warren
5.32	The service must conduct a review of LAC records to identify children who receive DLA.	High	Data search to be undertaken	Sep 2014	Liz Ball
5.33	The service should explore ICS' capability to record and monitor DLA.	Medium	Functionality within ICS to be confirmed or change request considered	Nov 2014	Liz Ball
5.37	The service should conduct a review of LAC records to identify children who are eligible or have been awarded criminal injuries compensation.	Medium	Central CSF finance to conduct review	Sep 2014	CSF Finance
5.42	The service should implement transparent reporting of LAC savings.	High	Accountants and Children's Social Care Administration to develop a plan that will ensure the scheme is transparent	Sep 2014	Gerry Hughes / CSF Finance

5.43	The service must update and circulate the Leaving Care Policy and Procedures note to include a request and confirmation of the child's savings accounts.	High	Care Leavers Service to update Policy and Procedures	Oct 2014	Louise Warren
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Children and Education Select Committee 27 November 2014 School Governance Task Group – Interim Report

Purpose of the report: Policy Development

This report sets out the interim findings of the School Governance Task Group. It focuses on the appointment and role of Local Authority Governors and lists proposed recommendations for the Committee's consideration.

Further findings will be detailed in the final report.

11

Introduction

1. The Children and Education Select Committee established a School Governance Task Group on [10 July 2014](#)¹. The scoping document was approved by the Council Overview and Scrutiny Committee on [11 September 2014](#)².
2. The membership of the Task Group comprises of: Dr Zully Grant-Duff (Chairman), Denis Fuller, Colin Kemp, Mary Lewis, and Chris Townsend. Ann Heather Nash, Surrey Governors' Association (SGA) is a co-opted member of the Task Group.

Why this is a scrutiny item

3. Both Ofsted and the Department for Education have identified that school governance can be a key factor in school improvement.
4. In addition, the Department for Education published statutory guidance informing all maintained schools of a requirement to reconstitute their governing body under the 2012 Regulations by September 2015. A briefing note on this guidance is attached as **annex 1**.

¹ [Children and Education Select Committee. "School Governance - Proposal for a Task Group." 10 July 2014.](#)

² [Council Overview and Scrutiny Select Committee. "School Governance Task Group - Scoping Document." 11 September 2014.](#)

5. In an increasingly complex landscape for Education provisions, it is important to develop an understanding of best practice, and how the Council and key stakeholders can work with all Surrey schools to ensure the best opportunities and outcomes for Surrey's students.
6. The Task Group aims to identify areas of best practice in school governance across Surrey, and gain an understanding of how the Local Authority can contribute towards good governance for Surrey schools.

Methodology

7. The Task Group has held three witness sessions to date. The list of witnesses is attached as **annex 2** of this report.
8. In addition to witness sessions, additional research was undertaken by the Task Group, supported by Democratic Services.
9. The focus of this interim report is the information and findings relevant to the appointment and role of Local Authority (LA) governors, with a particular emphasis on the impact of the re-constitution of governing bodies under the 2012 regulations. Information around the wider matter of school governance, recruitment and identified areas of best practice will be covered in the final report to Committee on 26 January 2015. This is in order that the Task Group can take into account the views of those yet to be interviewed.

The changing role of school governing bodies

10. The Education Act, 1986 established a school governance model based on stakeholder representation. This accounts for the different governor types currently in use within the maintained schools sector. However, in recent years the Department for Education has placed a greater emphasis on a skill-based model of appointment and election:

*"Meaningful and effective engagement with parents, staff and the wider community is vital, but not guaranteed by the presence of the various categories of governor on the governing body. The membership of the governing body should focus on skills, with stakeholder engagement as an important but distinct activity for which governing bodies will need to assure themselves that appropriate structures and arrangements in place."*³

11. The composition of the stakeholder model was also subject to change under the 2012 regulations, with the number of LA governors permitted on a governing body being reduced to one.⁴

³ Department for Education. "The constitution of governing bodies of maintained schools." May 2014. P6

⁴ Department for Education. "Governors' handbook: For governors in maintained schools, academies and free schools." May 2014. P29-30

12. The Task Group was informed that revised Ofsted frameworks and Department for Education guidance had placed a greater emphasis on strong leadership in recent years. Consequently, the responsibilities and expectations placed on governing bodies had increased. Witnesses' perception was that the regulator was unlikely to rate a school "good" if it had identified poor governance. The Ofsted Inspection Handbook sets out that a school will be judged to have "inadequate" leadership and management if: "Governors are not sufficiently diligent in holding the school to account for pupils' achievement, the quality of teaching and the effective and efficient deployment of resources."⁵

13. The Task Group was also informed that under the new statutory guidance from the Department for Education, governing bodies are expected to undertake a skills audit to identify possible skills gaps. The guidance places an emphasis on smaller, skills-based governing bodies.

14. Witnesses expressed the view that the model of smaller governing bodies suited expedient decision-making. However, it was also noted that reducing the number on the governing body meant less capacity to set up sub-groups to manage the work, therefore placing more responsibility and resource demands on a limited number of individuals. The Department for Education does comment:

*"The need for governing bodies to establish committees, including for exclusions or disciplinary matters, does not in itself necessitate a large governing body. Committees of the governing body can be established specifically for the purposes to which new associate members may be appointed and/or the committee may be established as a joint committee under the Collaboration Regulations to enable the committee to include governors from another school."*⁶

15. Witnesses discussed the role of local governing bodies in instances where schools were part of a multi-academy trust. Multi-academy trusts have a board of trustees with responsibility for all the academies within that trust, and may delegate certain governance functions to a local governing body. Witnesses commented that in such instances a smaller local governing body was considered the favourable option.

16. The Task Group was informed that the Council had not taken an explicit policy position in relation to the size of governing bodies. It was noted that legislation in recent years made individual governing bodies more accountable, while the powers a local authority held to direct them had diminished.

17. The Task Group was informed that reductions in the education services grant by central Government had impacted on how local authorities engaged with and supported schools. The Task Group was informed the Council maintained positive relationships with Surrey schools, and had done so through taking the decision to retain expert staff to provide high quality advice and support.

⁵ Ofsted. *School Inspection Handbook*. September 2014. p51

⁶ Department for Education. "Governors' handbook: For governors in maintained schools, academies and free schools." May 2014. P24

The appointment or nomination of Local Authority governors

18. The Council's constitution names the Assistant Director for Schools and Learning as the officer delegated with the specific power: "To make, in consultation with the Cabinet Member, local education authority appointments to governing bodies of schools, further and higher education establishments and independent schools."⁷ However, the current process for appointing Local Authority governors in Surrey places the responsibility with the relevant local Member.
19. It has not been possible to trace when the decision was made to re-delegate this power to the local Member. However, the Council's Executive considered a report on a revision to the already existing process on 22 November 2005.⁸ This report highlighted problems with the process at the time: "The whole process can be very protracted and is not always successful in the appointment of an appropriate LA governor and can leave schools with outstanding vacancies for a considerable length of time."⁹ It is believed that custom and practice have built up over time, and this has become, in effect, policy.
20. The Task Group has learned that the current arrangement of the local Member making the appointment was not typical of how local authorities across the UK manage the appointment process, and the Department for Education had commented that this appointment process was unorthodox. It was also highlighted that the local Member could self-appoint into the role. It is apparent how a self-appointment could be problematic, for example in instances where the individual concerned had been judged to be in breach of a code of conduct, failing to perform their duties, or had failed to attend for more than six months.
21. The Task Group noted that under the 2012 regulations for re-constituted governing bodies, the governing body retains the power to appoint or remove individual governors. Therefore the LA will no longer make appointments, it will only nominate candidates. This process has already been followed in relation to LA governors in governing bodies that have re-constituted under the 2012 regulations.
22. For schools whose governing bodies are not yet reconstituted, the first appointment request is sent to the local Member asking that they approve the appointment within 20 working days. If the Member has not responded within 20 days they are sent a reminder and provided with a 15 working day extension. If there is no response after this time, the Cabinet Member is asked to approve the appointment. The present process can lead to a 45 working day delay before an appointment or nomination is made. Babcock 4S,

⁷ Surrey County Council, Constitution, Part 3 – Responsibility for functions and Scheme of Delegation, p66

⁸ Surrey County Council Executive, 'Guidelines for the appointment of LA Governors' 22 November 2005

⁹ Surrey County Council Executive, 'Guidelines for the appointment of LA Governors' 22 November 2005

as SCC's current commissioned provider of School Support Services, are responsible for administering this process¹⁰.

23. Babcock 4S have made 192 LA governor appointments or nominations between September 2013 and August 2014 (this is inclusive of new appointments and re-nominations). This number is liable to increase as more schools re-constitute before September 2015.
24. Witnesses commented that although this process was clear, it was dependent on the engagement and involvement of local Members. It was highlighted that this had led to significant delays on occasion. Witnesses commented that the re-constitution of maintained schools under the 2012 regulations presented an opportunity to review this process in order to make it more timely and effective.
25. Witnesses supported a view that LA governors were generally identified and initially proposed by governing bodies.
26. The Task Group discussed a range of proposals concerning a change in the process for nominating LA governors. This included a proposal from Babcock 4S for the establishment of a nomination panel, comprised of:
 - Cabinet Member for Schools and Learning
 - Head of Governance Consultancy, Babcock 4S
 - Surrey Governors' Association Representative

This panel would meet on a six week basis to make any necessary nominations.

27. The Task Group observed that many local Members took an active role in the appointment of LA governors, and that any new process should make arrangements to foster their involvement and to ensure they were given the opportunity to provide a view.
28. The participation of Local Committees was considered. However, the nature of LA governor appointments meant that vacancies came up through the course of the year, and unless dealt with regularly, unnecessary vacancy periods would be created. The Task Group further considered the difficulties in ensuring a consistent approach to nominations across all Local Committees, and the potential for further delays. It was outlined that this proposal would create a considerable time and resource pressure for Babcock 4S and Surrey County Council.

Proposed Recommendation

That the Cabinet Member for Schools and Learning, in conjunction with the Assistant Director for Schools and Learning, develops a new LA governor nomination process.

¹⁰ More information at www.babcock-education.co.uk/4s

That the new process operates under the following principles:

- Candidates to be considered by a nomination panel set up with a clear delegation of responsibilities;
- That the LA governor nominee's skills match the required skills of the individual governing body, in order to maximise their effectiveness;
- That appropriate checks are made as to the suitability of a candidate;
- That the local Member is informed of any LA governor vacancy, and then invited to put forward a candidate for consideration and join the nomination panel;
- That a nomination is made within 20 working days of the Council receiving formal notification of a vacancy or a re-nomination request, in order to ensure vacancy rates and the costs of administering the process are kept to a minimum.

11

The Role of Local Authority Governors

29. The Task Group explored the roles and responsibilities of LA governors with witnesses.
30. It was highlighted that the vast majority of governors were supported in their role through the training provided by Babcock 4S.
31. It was outlined that LA governors were not expected to act as a delegate for the local authority; there is no explicit provision set out in the legislative or regulatory framework concerning the relationship between the Local Authority and the LA governor, beyond the Local Authority's power to nominate. As consequence, there is no tailored training or information supplied specifically for those undertaking the LA governor role, beyond the general governor training and support offer from Babcock 4S. This is also the case in other Local Authorities.
32. The Task Group was informed that the Local Authority should not be responsible for monitoring the performance of individual LA governors, except where there were serious concerns. It was highlighted by witnesses that the chair of the governing body, the governing body, and the clerk to the governing body all have a role in monitoring the effectiveness of individual governors.
33. Some witnesses commented that their experience had demonstrated that LA governors could bring an understanding of local networks, and that this understanding was often advantageous to governing bodies.
34. The Task Group was informed that academies had the option to retain LA governors. As of September 2014 only three academies have retained their LA governor, although this may change as more schools become academies.

35. Generally, there are limitations on the degree to which local authorities can be involved in the governance of academies, as the Department for Education states:

“Academy Trusts must...ensure that they are not LA influenced. A company is deemed to have influenced status if 20% or more of its members or trustees are ‘associated persons’. Associated persons are current council members (councillors), current council officers, or anyone who has been a council member within the past 4 years...The Academy trust must ensure that the LA does not have more than 19.9% of the voting rights or seats on the board of trustees.”¹¹

36. The Task Group considered there should be regular communication of the LA’s priorities to all LA governors. A range of options were explored, including a one-off event and regular meetings through the Surrey Governors Association.

37. The Task Group was informed the Cabinet Member for Schools and Learning attended the Chair of Governors meetings organised by Babcock 4S twice a term, in order to share the Council’s priorities with governing bodies. These meetings regularly have 200 governors in attendance.

Proposed Recommendation:

That the Cabinet Member for Schools and Learning and the Children, Schools and Families Directorate makes arrangements for a regular forum for all Local Authority governors to discuss the responsibilities and priorities of the Council.

Governing bodies, public engagement and open meetings

38. A key role of the governing body is to ensure that the school is engaging effectively with parents, carers and, as necessary, other stakeholders. As previously noted, the Department for Education states that stakeholder engagement is: “an important but distinct activity for which governing bodies will need to assure themselves that appropriate structures and arrangements are in place”¹² It was also highlighted that all state schools, including academies and free schools, were expected to have a community focus.

39. The Ofsted Inspection Handbook sets out that a school is considered “outstanding” if: “[t]he school has highly successful strategies for engaging with parents to the benefit of pupils, including those who find working with the school difficult.”¹³ Therefore, the expectation would be that governing bodies would seek assurances to this effect in their scrutiny role.

¹¹ Department for Education. "Governors' handbook: For governors in maintained schools, academies and free schools." May 2014.P27

¹² Department for Education. "Governors' handbook: For governors in maintained schools, academies and free schools." May 2014. P24

¹³ Ofsted. *School Inspection Handbook*. September 2014.P49

40. The Task Group was informed that governing bodies are supplied a model agenda by Babcock 4S, and that Council policy was to encourage governing bodies to make part or all of their meetings open to the public as appropriate. This is in accordance with the “Nolan Principles”¹⁴. It was clarified that it was recommended good practice that governing bodies set out a protocol for the conduct of the meetings they held. It was commented that schools should have a regular parent forum, also open to all governors.

41. The Task Group discussed ways in which local Members and Local Committees could interact with school governing bodies. There was a recognition that the relationship with the local Member varied according to local need, interests and priorities and that such approach worked well. As for Local Committees they are already supported by Area Education Officers in their engagement with local schools.

42. A number of witnesses commented that the governing body should be engaged with as a whole, as it held a corporate and collective accountability rather than acting as a group of delegates. The role of the clerk to governors and the chair was highlighted as being of particular importance in this regard.

Proposed Recommendation

That the Cabinet Member for Schools and Learning and the Assistant Director for Schools and Learning encourage all Surrey maintained schools to hold open governors’ meetings, to be conducted according to an engagement protocol as agreed by the governing body.

Next Steps

43. The Task Group has recently begun the next phase of its witness sessions. It has identified the role of the Council’s Internal Audit Team as being of significant value in the matter of risk management, and intends to further explore how governing bodies can be supported in understanding and mitigating risk.

44. The Task Group will continue its enquiries focussing on the following areas:

- The services Surrey County Council and stakeholders provide to support school governance.
- The role of the governing body in improving school performance.

¹⁴ The “Nolan Principles” (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership) were established in the “First Report of the Committee on Standards in Public Life” (May 1995) and are considered the guiding set of principles for all holders of public office. Further information can be found here: <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

- The role of the governing body as ‘critical friend’, in particular in relation to accountability and risk management.
- How do school governance arrangements work in relation to multi-academy trusts?
- How do school governing bodies ensure that they have the relevant breadth of skills and expertise?

45.A final report will be considered by the Children and Education Select Committee on 26 January 2014.

Summary of proposed recommendations

- a) That the Cabinet Member for Schools and Learning, in conjunction with the Assistant Director for Schools and Learning, develops a new LA governor nomination process.

That the new process operates under the following principles:

- Candidates to be considered by a nomination panel set up with a clear delegation of responsibilities;
 - That the LA governor nominee’s skills match the required skills of the individual governing body, in order to maximise their effectiveness;
 - That appropriate checks are made as to the suitability of a candidate;
 - That the local Member is informed of any LA governor vacancy, and then invited to put forward a candidate for consideration and join the nomination panel;
 - That a nomination is made within 20 working days of the Council receiving formal notification of a vacancy or a re-nomination request, in order to ensure vacancy rates and the costs of administering the process are kept to a minimum
- b) That the Cabinet Member for Schools and Learning and the Children, Schools and Families Directorate makes arrangements for a regular forum for all Local Authority governors to discuss the responsibilities and priorities of the Council.
 - c) That the Cabinet Member for Schools and Learning and the Assistant Director for Schools and Learning encourage all Surrey maintained schools to hold open governors’ meetings, to be conducted according to an engagement protocol as agreed by the governing body.

Report contact: Andrew Spragg, Scrutiny Officer, Democratic Services
Contact details: andrew.spragg@surreycc.gov.uk 020 8213 2673

Sources/background papers:

Babcock 4s. "School-Based Welcome Pack for New Governors." Babcock 4s. http://www.babcock-education.co.uk/4S/cms/do_download.asp?did=8847 (accessed July 2014).

Children and Education Select Committee. "School Governance - Proposal for a Task Group." 10 July 2014.

Committee on Standards in Public Life. "Ethics in Practice: Promoting Ethical Conduct in Public Life." July 2014.

Council Overview and Scrutiny Select Committee. "School Governance Task Group - Scoping Document." 11 September 2014.

Department for Education. "Accountability and governance: Research Priorities and Questions." April 2014.

Department for Education. "Explanatory Memorandum to the School Governance (Constitution) (England) Regulations 2012." 2012.

Department for Education. "Governors' handbook: For governors in maintained schools, academies and free schools." May 2014.

Department for Education. "The constitution of governing bodies of maintained schools." May 2014.

Ofsted. School Inspection Handbook. September 2014.

Surrey County Council Executive. "Guidelines for the appointment of LA Governors." 22 November 2005

The constitution of governing bodies of maintained schools: Briefing note for School Governance Task Group, July 2014

- All governing bodies of maintained schools are required to be constituted under the appropriate 2012 Governance Regulations¹ by 1 September 2015.
- At the present time, 56 maintained schools in Surrey have reconstituted under these Regulations. The remainder will either be in the process, or beginning the process, to meet the requirement to do so by next year.

General Principles

- The new statutory guidance emphasises the need for smaller governing bodies; however, this can be no fewer than seven under the 2012 Regulations.
- It also states: “A key consideration in the appointment and election of all new governors should be the skills and experience the governing body needs to be effective.”² This had already been made an explicit requirement through the Regulations³.
- It sets out that governing bodies should use a skills audit to address any gaps in expertise or knowledge, and indicates that this should be used in the recruitment of new governors.

Changes to the appointment of Local Authority Governors

- The 2012 Regulations set out that a maintained school may have no more than one Local Authority (LA) Governor. The 2007 Regulations⁴ did not specify a number, but outlined which proportion of the governing body was to be constituted of each type of governor (for LA Governors, this was one fifth of the governing body).
- The LA governor is nominated by the Local Authority, and then appointed by the school. This differs from the 2007 Regulations⁵ which specified that the Local Authority had the power to appoint the governor.

¹ Either the [School Governance \(Constitution\) \(England\) Regulations 2012](#) or the [School Governance \(Federations\) \(England\) Regulations 2012](#)

² [Department for Education. "The constitution of governing bodies of maintained schools." May 2014.](#)

³ “The 2012 Constitution Regulations and the 2012 Federations Regulations implement the Government’s policy to allow governing bodies [...] to recruit governors on the basis of skills needed to conduct the governing body’s business effectively.” [Department for Education. "Explanatory Memorandum to the School Governance \(Constitution\) \(England\) Regulations 2012." 2012.](#)

⁴ [The School Governance \(Constitution\) \(England\) Regulations 2007](#)

⁵ [The School Governance \(Constitution\) \(England\) Regulations 2007](#)

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School Governance Task Group – Annex 2 : List of witnesses

Steve Barker, Governance Consultancy Manager, Babcock 4S
Bonnie Davies, Primary Phase Council representative and Headteacher of Saxon Primary School
Paula Evans, South West Area Education Officer, Surrey County Council
Pauline Hutchinson, Chair of Governors, Reigate Priory Junior School
David John, Audit Performance Manager, Surrey County Council
Linda Kemeney, Cabinet Member for Schools and Learning, Surrey County Council
David Monk, Special School Phase Council and Headteacher of Pond Meadow School
Carole Roycroft, Chair of Governors, Cardinal Newman School
P-J Wilkinson, Assistant Director for Schools & Learning, Surrey County Council

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**Children & Education Select Committee –
27 November 2014
Recommendation Tracker & Forward Work Programme**

1. The Committee is asked to review its Recommendation Tracker and provide comment as necessary.
2. The Forward Work Programme for 2014/15 is attached, and the Committee is asked to review this.

Report contact: Andrew Spragg, Scrutiny Officer, Democratic Services
Contact details: andrew.spragg@surreycc.gov.uk 020 8213 2673

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**CHILDREN & EDUCATION SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED November 2014**

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Select Committee. Once an action has been completed, it will be shaded out to indicate that it will be removed from the tracker at the next meeting. The next progress check will highlight to members where actions have not been dealt with.

Recommendations:

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
June 2013	INCREASING THE EMPLOYABILITY OF YOUNG PEOPLE IN SURREY	That the Assistant Director for Young People clarify whether the peer review action plan meeting will take place on 4 October 2013 and that the Committee be informed of the steps taken to implement the recommendations of the review.	Assistant Director for Young People	An external evaluation has been conducted by the Institute of Local Government Studies at the University of Birmingham. The evaluation has informed the development of the new operating models. The final report was circulated to the Committee in November 2014.	Complete
28 November 2013	SURREY SAFEGUARDING CHILDREN BOARD (SSCB) ANNUAL REPORT 2012-2013 [Item 7]	That the Surrey Safeguarding Children Board considers developing and agreeing with all partners an accepted funding model, to help determine appropriate partner contributions in future years.	Chair of the Surrey Safeguarding Children Board	The SSCB will present the Annual Safeguarding report at the November meeting of the Committee.	Complete
	SURREY COUNTY COUNCIL'S SAFEGUARDING ROLE (item 8)	That the Child Protection Conference Service increases its efforts in engaging the CCGs in improving the involvement of GPs in Child Protection Conferences and Child Protection Plans.	Head of Safeguarding	A number of meetings have been organised with key partners in Health to look at the blockage to GP attendance and report writing for CP Conferences. A work plan is being put together to	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
				try to ensure greater engagement by this key group of staff. A further meeting was been organised for 16th January and the issue was considered by the SSCB Health Sub-Group. The Safeguarding Annual report will be presented to the Select Committee in November 2014. An update on the attendance of GPs at CP Conferences has been included in the Safeguarding Unit report.	
	SAFE GUARDING CHILDREN IN SCHOOL'S (Item 9)	That an E learning package is created for 'Working Together to Safeguard Children' so that everyone who works with children can undergo online training.	Education Safeguarding Advisor	The e learning package in relation to safeguarding training is being considered by the Training Officer of the SSCB. In the meantime a new training package has been developed which will compliment the e learning when fully developed.	Complete
		That the County Council work with the Surrey Governors' Association (SGA), Babcock 4S, Phase Councils and other relevant bodies to ensure that Safeguarding remains a standing item on the agenda of all governing bodies.	Education Safeguarding Advisor	This recommendation will be considered alongside the Committee's item on safeguarding in November.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
		That the Cabinet Member for Schools and Learning report back to the Committee in due course to update Members on her attempts to engaged with non-maintained schools on the issue of Safeguarding.	Cabinet Member for Schools and Learning	A verbal update on this recommendation has been requested in conjunction with the Committee's item on safeguarding in November.	Complete
	SURREY CLINICAL COMMISSIONING GROUPS - SAFEGUARDING CHILDREN [Item 10]	The Committee notes that currently GPs attend only 2% of Initial Child Protection Conferences (ICPCs) and provide reports in 20% of the cases, and requests that Guildford & Waverley CCG's Director of Quality and Safeguarding and Clinical Lead for Children consider, without delay, measures to ensure GPs increased attendance and reporting to ICPCs.	Guildford & Waverley CCG's Director of Quality and Safeguarding/ Clinical Lead for Children	<p>Following the Select Committee meeting, the Named GP for safeguarding children has made contact with all GP practice leads, to remind them and their colleagues of the vital nature of the information held in primary care. Specific reference has been made to sending a report to conference, if attendance is impossible due to clinical commitments and the tight timescales often involved in initial child protection conferences. The GP conference pro forma has been re-circulated to all practices.</p> <p>Health's Surrey-wide safeguarding team acknowledge this as a high priority area, and are committed to finding workable solutions to the problems identified. An update on the attendance of GPs at CP Conferences is</p>	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	MEMBER REFERENCE GROUP ON PROVISION OF CAREER INFORMATION, ADVICE AND GUIDANCE TO STUDENTS IN SURREY [Item 12]	That the Committee establish a Member Reference Group of up to 4 Members to input into the development of the Skills for the Future strand of the Public Service Transformation Programme.		included in the Safeguarding Unit report. The Committee received an item concerning the future re-commissioning of Services for Young People, and made a recommendation concerning the provision of information, advice and guidance to students. (see below)	Complete
27 January 2014	SURREY'S LOOKED AFTER CHILDREN AND CARE LEAVERS [Item 6]	a) That the Committee receive a report at the meeting on 14 May 2014 on health outcomes for Looked After Children from the Guildford & Waverley CCG, with particular focus on: <ul style="list-style-type: none"> • progress made against the backlog of health and dental assessments • future arrangements to ensure LAC have health and dental checks in line with statutory requirement 	Guildford & Waverley CCG	This will be reported back as part of a future item on outcomes for children who are Looked After in March 2015. The Guildford & Waverley CCG has been reporting regularly to the Corporate Parenting Board.	Complete
27 January 2014	SURREY'S LOOKED AFTER CHILDREN AND CARE LEAVERS [Item 6]	That the independent report on residential care homes, commissioned by the Head of Children's Services, be presented to the Committee at a future date.	Head of Children's Services	This has been circulated to the Committee.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
14 May 2014	29/14 BRIEF OVERVIEW OF THE EARLY YEARS AND CHILDCARE SERVICE [Item 6]	That the Directorate continues to explore how the Early Years and Childcare Service can work collaboratively with Babcock 4S, and other stakeholders, to deliver focussed support and better outcomes for disadvantaged children and those on Free School Meals.	Head of Early Years and Childcare Service	Officers have noted this recommendation and an update will be provided to the Committee at a future meeting.	January 2015
10 July 2014	39/14 KEY STAGE 5: PARTICIPATION, PROGRESSION AND ATTAINMENT [Item 7]	That the service be congratulated on the high level of participation achieved in light of the recent raising of the participation age.		This was noted by officers at the meeting.	Complete
		That officers engage with all KS5 provisions to undertake further investigation into the patterns of progression for young people in Surrey, in order to gain an understanding of how this could influence future Information, Advice & Guidance provision to encourage the highest aspirations for Surrey young people.		This is being taken forward as part of the Skills for the Future workstream of Public Service Transformation with a focus firstly on the boroughs of Guildford and Waverley.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
		That officers ensure future Information, Advice & Guidance provision places an emphasis on face-to-face provision, and engages with students prior to choosing GCSE options.		Officers will explore the potential to develop this through the re-commissioning of Services for Young People, and within the resources available.	Complete
10 July 2014	40/14 CREATING OPPORTUNITIES FOR YOUNG PEOPLE: RECOMMISSIONING FOR 2015-2020 [Item 8]	That Cabinet supports the proposal concerning bringing the provision of centre-based Youth Work Service in-house, but also notes the need to ensure continuity and employment security for the high-quality staff that deliver these services.	Cabinet	These recommendations will be made to Cabinet on 23 September 2014, alongside the Cabinet paper on the re-commissioning of Services for Young People. A response is included in the Committee meeting papers.	Complete
		That the Cabinet support proposals concerning social enterprises and time banks, and encourages officers to consider how community business expertise and experience can be utilised to support these activities.	Cabinet	These recommendations will be made to Cabinet on 23 September 2014, alongside the Cabinet paper on the re-commissioning of Services for Young People. A response is included in the Committee meeting papers.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
		That officers bring a future report to the Committee demonstrating the benefits in improved outcomes through engaging with Health & Wellbeing partners, such as Public Health, in sharing youth centre provision and resource.	Assistant Director for Young People	This has been added to the Forward Work Programme and a report will be brought to the Committee in 2015.	Complete
		That officers explore with Adult Social Care how the benefits of Time Banks can be evidenced as impacting on the savings required as part of the Family, Friends & Community Support project.	Assistant Director for Young People	This has been added to the Forward Work Programme and a report will be brought to the Committee in 2015.	Complete
10 July 2014	41/14 DEVELOPING THE FIRST UNIVERSITY TECHNICAL COLLEGE IN SURREY [Item 9]	That Cabinet supports the proposal for the establishment of Surrey's first University Technical College. It is asked to consider: How the Council can support the UTC to ensure capacity is met in future years; How positive, collaborative dialogue can be developed between the UTC and local schools and colleges, to ensure they work in partnership; and How the benefits of vocational education	Cabinet	These recommendations will be made to Cabinet on 23 September 2014, alongside the Cabinet paper on the recommissioning of Services for Young People. A response is included in the Committee meeting papers.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
		are communicated to young people and their families.			
10 July 2014	42/14 TRANSPORT STRATEGY FOR SCHOOL PLACES [Item 10]	That officers consider how partners can be encouraged to make use of the Community Infrastructure Levy to support school transport initiatives.	Planning and Development Group Manager	The Draft Transport Strategy for Schools is going out to consultation at the end of September 2014 for 3 months. This point will be picked up as part of any wider consultation responses and will form part of the implementation plan associated with formal adoption of the strategy.	Complete
		That officers engage with District & Borough partners in how parking enforcement can minimise the impact of school transport issues.	Planning and Development Group Manager	The Draft Transport Strategy for Schools is going out to consultation at the end of September 2014 for 3 months. This point will be picked up as part of any wider consultation responses and will form part of the implementation plan associated with formal	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
				adoption of the strategy.	
		That, in relation to action 12 of the Transport Strategy, planned school expansion is taken into consideration when reviewing current public bus routes, and other public transport provisions.	Planning and Development Group Manager	The Schools expansion Tracker with all proposed expansions is now shared with the Travel and Transport Group on a regular basis.	Complete
		That any future parking review gives consideration to a flexible approach in relation to school pick up/drop off points.	Planning and Development Group Manager	The Draft Transport Strategy for Schools is going out to consultation at the end of September 2014 for 3 months. This point will be picked up as part of any wider consultation responses and will form part of the implementation plan associated with formal adoption of the strategy.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
		That Local Committees are provided information on impacts to public transport, as part of any future engagement arrangements on planning applications concerning schools.	Planning and Development Group Manager	This will be dealt with as part of the Bus Review carried out by The Travel and Transport Group.	Complete
		That the Sustainability Community Engagement Team is involved earlier in the process for delivery of school places map.	Planning and Development Group Manager	This team is now actively involved in the school places programme.	Complete
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That officers continue to work with families and children to ensure that the Local Offer is accessible, in particular for vulnerable groups such as children who are Looked After.	Deputy Director for Children Services	The next phase of developing the Local Offer is to make improve the accuracy and usefulness of the current information in the light of feedback received. The Directorate will work with partners, including children and their families, to prioritise the next areas to be developed.	Complete

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the SEND governance board considers how stakeholders can work together to ensure earlier identification of SEND requirements for children who are Looked After, in particular to ensure need has been identified before reaching Further Education.	Deputy Director for Children Services	This item will added to the September 2015 agenda.	November 2014
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the Committee is provided with the Key Performance Indicators the SEND Governance Board will use -- once agreed - - and that a report on these is provided to the Performance & Finance Sub-Group in six months. A further, formal report to be brought to the full Committee in 12 months.	Deputy Director for Children Services	This item will added to the September 2015 agenda. A report on the KPIs will be requested for the Performance & Finance Sub-Group in early January 2015.	November 2014
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the SEND Governance Board provide a further report in 12 months outlining how integrated commissioning arrangements have worked to meet the requirements of the SEND reforms, and how this has provided support for Early Years families.	Deputy Director for Children Services	This item will added to the September 2015 agenda.	November 2014

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the CCGs and Council officers provide a report in 12 months concerning the provision of joint paediatric therapies.	Deputy Director of Children's Commissioning and Transformation NHS Guildford and Waverley Clinical Commissioning Group	The Joint Commissioning Strategy for Speech and Language Therapy for Children and Young People will be considered by the Committee at its meeting in January 2015, prior to it being taken to Cabinet for final decision on 2 February 2015. The Committee may wish to consider whether it wants to request a further report for 12 months time following this item.	January 2015
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the School Phase Councils are invited to make a joint representation to the Committee in 12 months covering their views on the impact of: <ul style="list-style-type: none"> • the introduction of Personal Budgets • the loss of School Action and School Action Plus 	School Phase Councils	This item will added to the September 2015 agenda.	November 2014

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
	50/14 SPECIAL EDUCATION NEEDS AND DISABILITY UPDATE	That the Parent Partnership and Family Voice are both invited to prepare reports to the Committee in 12 months, in particular focussing on the “customer satisfaction” work presently in development, in order to provide an independent view of how the SEND reforms have been implemented in Surrey.	Parent Partnership/Family Voice	This item will added to the September 2015 agenda.	November 2014

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Children and Education Select Committee – Forward Work Programme 2014/15

27 November 2014

- Surrey Safeguarding Children Board: Annual Report 2013-14
- Surrey County Council's role in safeguarding children
- Surrey School Governance Task Group - Interim Report
- Children's Services Annual Complaints Report 2013-2014

26 January 2015

- School Expansion Programme
- Understanding the role of Pupil Premium in reducing the attainment gap
- Ofsted Inspection Outcome
- Surrey School Governance Task Group - Final Report

26 March 2015

- Outcomes for children who are Looked After
- Fostering and Adoption services

13 May 2015

- School Attainment and Outcomes - Trends and Themes (to include Early Years and Key Stage 5 attainment)
- Re-commissioning of Services for Young People - Update

Children & Education Select Committee – Workshops and Task Groups

School Governance Task Group

The task group is due to undertake its first phase of witness sessions at the end of September 2014. An interim report of its findings is scheduled for November 2014.

Performance & Finance Sub-Group

The Committee has established a Performance & Finance Sub-Group, following proposals made by the Council Overview & Scrutiny Committee.

The Sub-Group will focus on budget and performance monitoring of the Children, Schools & Families directorate and report regularly to the committee.