

## Notice of Meeting

# Social Care Services Board



<b>Date &amp; time</b>	<b>Place</b>	<b>Contact</b>	<b>Chief Executive</b>
Monday, 7 September 2015 at 10.00 am	Ashcombe, County Hall, Kingston upon Thames, KT1 2DN	Ross Pike or Andy Spragg Room 122, County Hall 0208 213 2673 or 0208 541 7368	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 Ross Pike or Andy Spragg on 0208 213 2673 or 0208 541 7368.**

### **Elected Members**

Mr Keith Witham (Chairman), Mrs Margaret Hicks (Vice-Chairman), Mr Ramon Gray, Mr Ken Gulati, Miss Marisa Heath, Mr Saj Hussain, Mr Daniel Jenkins, Mrs Yvonna Lay, Mr Ernest Mallett MBE, Mr Adrian Page, Mrs Dorothy Ross-Tomlin, Mrs Pauline Searle, Ms Barbara Thomson, Mr Chris Townsend and Mrs Fiona White

### **TERMS OF REFERENCE**

The Committee is responsible for the following areas:

The Social Care Services Board is responsible for overseeing and scrutinising services for adults and children in Surrey, including services for:

- Performance, finance and risk monitoring for social care services
- Services for people with:
  - Special Educational Needs
  - Mental health needs, including those with problems with memory, language or other mental functions
  - Learning disabilities
  - Physical impairments
  - Long-term health conditions, such as HIV or AIDS
  - Sensory impairments

- Multiple impairments and complex needs
- Services for Carers
- Social care services for prisoners
- Safeguarding
- Care Act 2014 implementation
- Children's Services, including
  - Looked After Children
  - Corporate Parenting
  - Fostering
  - Adoption
  - Child Protection
  - Children with disabilities
- Transition
- Youth Crime reduction and restorative approaches

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

### **2 MINUTES OF THE PREVIOUS MEETINGS: 25 JUNE 2015 AND 9 JULY 2015** (Pages 1 - 78)

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 (1 September 2015).
2. The deadline for public questions is seven days before the meeting (31 August 2015)
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 SCRUTINY BOARD**

There are no responses to report.

### **6 CHILDREN, SCHOOLS AND FAMILIES STRATEGIC DIRECTOR UPDATE**

The Strategic Director for Children, Schools and Families will update the Board on important news and announcements.

**7 WORKING TOGETHER TO SAFEGUARD CHILDREN 2015: RESPONSE TO NEW STATUTORY RESPONSIBILITIES** (Pages 79 - 86)

**Purpose of the report:** Scrutiny of Services

This report sets out how the Council and its safeguarding partners have responded to new statutory responsibilities introduced by government guidance, 'Working Together to Safeguard Children 2015'. These responsibilities relate to children at risk of:

- Sexual Exploitation
- Female Genital Mutilation
- Radicalisation

**8 ADULT SOCIAL CARE STRATEGIC DIRECTOR'S UPDATE**

The Strategic Director for Adult Social Care will update the Board on important news and announcements.

**9 BETTER CARE FUND POSITION STATEMENT** (Pages 87 - 100)

**Purpose of the report:** Scrutiny of Services and Budgets/Performance Management

This paper sets out a Better Care Fund Position Statements for each of the six Local Joint Commissioning Groups across Surrey.

**10 FAMILY, FRIENDS AND COMMUNITIES PROGRAMME UPDATE** (Pages 101 - 120)

**Purpose of the report:** Scrutiny of Services

To update the Board on the progress and achievements of the Family, Friends and Community Programme.

**11 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 121 - 134)

The Board is asked to review its Recommendation Tracker and Forward Work Programme.

**12 DATE OF NEXT MEETING**

The next meeting of the Committee will be held on 30 October 2015 at 10am.

**David McNulty**  
**Chief Executive**

Published: Thursday, 27 August 2015

## **MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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**MINUTES** of the meeting of the **SOCIAL CARE SERVICES BOARD** held at 10.00 am on 25 June 2015 at The Ashcombe, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Board at its meeting on Thursday, 9 July 2015.

**Elected Members:**

Mr Keith Witham (Chairman)  
Mrs Margaret Hicks (Vice-Chairman)  
Mr Ken Gulati  
Miss Marisa Heath  
Mr Saj Hussain  
Mr Daniel Jenkins  
Mr Ernest Mallett MBE  
Mr Adrian Page  
Ms Barbara Thomson  
Mr Chris Townsend  
Mrs Fiona White

**Ex officio Members:**

Mrs Sally Ann B Marks, Chairman of the County Council  
Mr Nick Skellett CBE, Vice-Chairman of the County Council

**In attendance:**

Mr Michael Gosling

**1/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Pauline Searle, Ramon Gray, Dorothy Ross-Tomlin and Yvonna Lay.

Michael Gosling acted as a substitute.

**2/15 MINUTES OF THE PREVIOUS MEETING: 14 MAY 2015 [Item 2]**

The minutes were agreed as an accurate record of the meeting.

**3/15 DECLARATIONS OF INTEREST [Item 3]**

None received.

#### **4/15 QUESTIONS AND PETITIONS [Item 4]**

Several questions were submitted by Family Voice. A response to each of these questions was received from the Deputy Leader of the Council, Peter Martin. The questions and response to each of these are attached as Annex 1 to these minutes.

#### **Key points raised during the discussions:**

- Members queried why the responses were not available for the representative for Family Voice to review in advance of the meeting. It was advised that the responses were circulated by officers on the morning of the meeting. Regrettably, Family Voice's representative was in transit to the meeting when the responses were issued and so was unable to review the responses provided to the ahead of the meeting.
- One Member expressed dissatisfaction with the response to question four which seemed to indicate that money spent on children through the education budget mitigated the imbalance in the amount spent on social care for adults in the county proportionate to that spent on children. The Cabinet Member for Schools, Skills and Educational Achievement drew attention to a number of areas where the education budget supports social care services for children in Surrey such as funding for children with special educational needs and disabilities (SEND) as well as Looked After children. The Deputy Director for Children, Schools and Families (DDCSF) also highlighted that Children's Services (CS) spends money on support services in a very different way from Adult Social Care (ASC) and that this also needs to be taken into consideration. Andrea Collings from Family Voice stated that it is unfair to connect funding in educating with social care spending as education is a universal right.

#### **5/15 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 5]**

A response was received to an issue referred to the Cabinet by the Adult Social Care Select Committee at its meeting on 10 April 2015. A response was provided by the Leader of the Council and is attached as Annex 2 to these minutes.

#### **Witnesses:**

Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence

#### **Declarations of interest:**

None



**Key points raised during the discussions:**

None

**6/15 CHILDREN'S SERVICES INDUCTION [Item 6]**

**Declarations of interest:**

None

**Witnesses:**

Caroline Budden, Deputy Director, Children, Schools and Families  
Julie Fisher, Interim Strategic Director for Children, Schools and Families  
Peter Martin, Deputy Leader and Cabinet Lead for Economic Prosperity  
Linda Kemeny, Cabinet Member for Schools, Skills and Educational Achievement  
Sheila Jones, Head of Countywide Services, Children's Services and Safeguarding

**Key points raised during the discussions:**

The Deputy Director of Children, Schools and Families (DDCSF) gave the Board an overview of Children's Services. The Board was apprised of the number of referrals that the Service assesses. Information was also provided on the number of children who were Looked After in Surrey.

Attention was also drawn to the Multi-Agency Safeguarding Hub (MASH). The MASH was being reconfiguration to facilitate closer working with partners across the county. It was suggested that the Board could have an update on this reconfiguration in 6-9 months time once these changes were completed. The Board requested details on how the changes arising from the introduction of the Care Act have impacted on young carers in Surrey. The DDSCF advised that information about how young carers would be affected by Care Act would be circulated to the Board.

The DDSCF was asked to clarify the steps being taken to ensure that children moved into residential care are given placements close to their friends and family. Officers commented that residential placements are always based around the needs of the child and that proximity to family and friends was given careful consideration. The Board was informed that there were a limited number of residential placements available within the county and this meant that it was sometimes necessary to place children out of county. It was highlighted that in such circumstances Children's Services took steps to ensure that the child maintained appropriate contact with their family.

- The Board queried whether the number of children being placed in foster care in the county is increasing. Officers informed the Board that the number of children in foster care had remained relatively stable over the past few years, although it was highlighted that work was being done to significantly increase the number of foster carers in Surrey.
- It was commented that the information provided to the Board made it challenging for Members to get a comprehensive understanding of key elements of the Service, such as expenditure and volume of cases. Officers highlighted that some of the statistics in relation to caseloads were fluid and changed over time. It was suggested that a breakdown of Children's Service's budget was circulated to the Board.
- Clarification was sought on the number of in-county residential placements for children who were Looked After children. The Head of Countywide Services stated that the Council has around 40 residential placements with a further 44 external ones currently. External placements are spot-purchased according to need. Members were informed that there was a team dedicated to ensuring that children were placed in the right environment and that children were only put in residential settings rated good or outstanding by Ofsted.
- The Board asked about the number of children that were going through the adoption process in Surrey and whether the speed of the adoption process compares favourably with other local authorities. The Board was informed that around 50 children were subject to a placement order in the county at that time, and that they were at various stages in the adoption process. Foster to adopt had been a particularly successful scheme and had led to a number of adoptions. In regard to the speed of the adoption process, the Head of Countywide Services advised that Surrey generally comes out well when compared with other local authorities and when assessed against government guidelines.
- Members asked if there was a general move away from fostering nationally in place of putting children in residential placements. Officers indicated that the fostering process remained an integral part of placing Looked After children and that a family setting was still seen as extremely important. It was advised, however, that foster care was not suitable for every child and in some instances it was more effective for a young person to be placed in a residential home. It was highlighted that many local authorities have been expanding their estates to ensure that they now have residential homes in an effort to reduce risk and retain children's engagement with their local services and communities.

**RECOMMENDATIONS:**

None

**ACTIONS/ FURTHER INFORMATION TO BE PROVIDED:**

1. The Social Care Services Board will consider an item on changes made to the MASH at a future meeting.
2. The Board to be provided with information on how the introduction of the Care Act has impacted on young carers in Surrey.
3. Children's Services to produce a briefing note for circulation alongside the minutes which provide precise information on the number of cases that Children's Services deals with as well as its annual budget.

**BOARD NEXT STEPS:**

None

**7/15 OFSTED BRIEFING AND UPDATE [Item 7]**

**Declarations of interest:**

None

**Witnesses:**

Caroline Budden, Deputy Director for Children, Schools and Families.  
Julie Fisher, Interim Strategic Director for Children, Schools and Families  
Peter Martin, Deputy Leader of the Council  
Linda Kemeny, Cabinet Member for Schools, Skills and Educational Achievement

**Key points raised during the discussions:**

The Deputy Director for Children, Schools and Families provided the Board with an introduction to the report, highlighting that the Council had volunteered to take part in a multi-agency inspection being piloted by Ofsted. The Board was advised that in April 2014 Children's Services had amended its delivery model in relation to Children In Need, in response to consultation with service users and partners. This change had been intended to provide greater support around early help. The Board was informed that when the Ofsted inspection began there remained some discrepancies in the extent to which the new delivery model had been rolled out across Children's Services.

This proved to be significant in the inspectors' assessment of the service. It was stressed that the service was redesigned in order to improve children's journeys through Children's Services in order to provide the best possible protection for children at risk in Surrey.

The Deputy Leader of the Council provided more details on specific concerns detailed in Ofsted's report. Both the Referral, Assessment and Intervention Service (RAIS) and the stepping down process were criticised, and it was felt they did not provide children with the level of protection and support that Ofsted would expect. Inspectors also felt that the Council and its partners should have a more robust approach to combating Child Sexual Exploitation (CSE) although the Deputy Leader highlighted that responding to CSE was a challenge for local authorities across the country. The Deputy Leader informed the Board that he was chairing a cross-party Improvement Board which was responding to issues highlighted in the Ofsted report. The Improvement Board would also closely scrutinise the improvement plan ahead of its submission to the Department for Education (DfE).

The Interim Strategic Director of Children, Schools and Families advised the Board of concerns regarding the inspection process was conducted and informed Members that the Council had made a formal complaint to Ofsted. This complaint was not upheld. The Board was informed that the Surrey Safeguarding Children Board (SSCB) also lodged a complaint about the manner in which they were inspected and this had resulted in the Ofsted's report on SSCB being set aside. Officers highlighted that Children's Services did recognise that there were key areas where improvements needed to be made and that work had already begun to address the concerns raised in the report.

- Further detail was requested on the time frame for implementing the changes required to improve Children's Services. Officers indicated that the improvement plan would include a detailed timeline for the steps required to address Ofsted's findings. In many cases, plans had already been implemented to tackle specific concerns raised by the inspectors. For example, monitoring and tracking systems for social work teams had already been introduced. A process had also been developed to ensure an independent person was available to interview any Looked After child that went missing once they returned to ensure that there was an understanding of the reasons they went missing.
- The Board was informed that an Independent Principal Social Worker has also been appointed to ensure there is someone in the Service who could robustly challenge decisions made by the Senior Management Team. It was advised that delivering sustained improvements in the Service would require changes that would take longer to implement, such as improving recruitment and retention in order to attract high quality social workers and incentivise them to stay at Surrey County Council.

- The Board drew attention to previous Ofsted inspections of Children's Services and questioned why lessons had not been learnt from the results of past Ofsted reports. The Deputy Leader advised the Board that local authorities across the country were working to meet new challenges, such as CSE which has increased the pressure on Children's Services, particularly in relation to its safeguarding obligations. The Board was further informed that there Ofsted had increasing expectations on what they expected local authorities should be able to deliver.
- Members inquired about an additional £2 million that had been allocated to support Children In Need, and asked whether this was new money allocated to the Service or if it had been moved from another part of the Directorate. The Deputy Leader confirmed that the £2 million was entirely new money that had been allocated to Children's Services.
- Clarification was sought on whether Children's Services has received an increased number of referrals as a result of CSE. The Deputy Director for Children, Schools and Families confirmed that the number of cases handled by Children's Services had increased as a result of CSE and that a response has been developed by the Council in accordance Ofsted guidance. It was also advised that distinctions between the strategic and operational response to CSE had been made clearer within the Service to ensure that the accountability for protecting children was placed at the appropriate level.
- The Cabinet Member for Schools, Skills and Educational Achievement explained that safeguarding children against CSE was a responsibility shared by partners across the county. An event was organised by SSCB which brought together representatives from partner agencies and explored how best to protect children in Surrey from CSE. Attention was being paid to educating younger children about the dangers of CSE, this included a new play entitled 'In the Net' which is aimed at primary school children. It was stressed that CSE was something which could happen in Surrey and that steps needed to be taken to ensure that children were proactively protected from harm.
- Further information was requested on the nature of the complaint made by Children's Services to Ofsted about the inspection. The Deputy Leader reiterated that the inspection was a pilot and that there had been issues around the process used by inspectors to assess service delivery and performance. The Board was informed that the multi-agency framework used in the inspection had been withdrawn. The Council and its partners had raised concerns about how the

inspection process could sometimes be detrimental to the work local authorities were trying to do.

- The Board expressed the view that schools did not feel sufficiently supported by Children's Services in fulfilling their safeguarding duties. In particular, staff shortages were felt to have resulted in a lack of continuity in relationships with social workers. Officers commented that there was a need to develop an effective partnership approach so that agencies and partners across the county, including schools, were engaged in safeguarding children. It was acknowledged that the caseload assigned to each social worker required careful management and that a shortage of staff had led to caseloads being high for individual social workers. The Board was informed that a recruitment and retention strategy had been devised in order to address the difficulties in recruiting social workers. Officers advised that recruiting social workers would always present problems for the Council by virtue of where the county is located. It was highlighted that prioritisation was paramount for social workers to ensure that they concentrated on supporting those most at risk.
- The Board suggested that a monitoring report could be circulated to provide Members with insight into how the improvement plan is progressing.
- The Board requested more detail on how the social work academy operated by Children's Services had improved training for social workers. Officers advised that the academy offered enhanced training for ten newly qualified social workers annually in order to provide them with well-rounded experience. Plans were being developed to open a second academy on the other side of the county to increase output.

#### **RECOMMENDATIONS:**

The Board thanks the Improvement Board for its work to date, and recommends:

1. That the Ofsted formal action plan, with timelines, is shared with the Board following its agreement with the Department for Education, and a further update on progress is brought to the 30 October 2015 meeting.
2. That the strategy on recruitment and retention of social workers is shared with the Board at a future meeting.
3. That a joint session is organised with the Education and Skills Board to explore the multi-agency approach to safeguarding in schools and other education provisions.

**ACTIONS/ FURTHER INFORMATION TO BE PROVIDED:**

None

**BOARD NEXT STEPS:**

None

The Board broke for lunch at 12.30pm. The Board resumed at 1.15pm.

**8/15 ADULT SOCIAL CARE INDUCTION [Item 8]**

**Declarations of Interest:**

None

**Witnesses:**

Dave Sargeant, Strategic Director, Adult Social Care  
Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence

**Key points raised during the discussion:**

The Strategic Director gave the Board an overview of the Adult Social Care (ASC) Directorate providing some of the key challenges facing ASC in 2015/16 such as the introduction of the second phase of the Care Act including the cap on care cost alongside the delivery of £37.5 million worth of savings.

Members were provided with information on some of the ways ASC is working to meet the challenges of rising demand as the Directorate is moving from the achievement of savings through managing supply side pressure to dealing with levels of demand. The SD drew attention to work done in conjunction with the Local Government Association (LGA) on data-sharing as part of the Directorate's continual improvement programme. ASC is also in the process of compiling an Accommodation and Support Strategy which explores how best to meet the requirements of those with social care needs within the existing estate. Specifically, this will consider how ASC's estate can be flexed to meet the needs of those with social care needs. The strategy will include details of how the six residential care homes which are in the process of being closed can be used to provider support services.

The Board was also given details about the In Touch professional support services which recognises that not everyone needs continual support, instead

the In Touch team has been developed to maintain contact with those people who require lower levels of support and to make sure that their needs are being met appropriately.

The SD advised that the six outstanding Section 75 agreements, which are a part of the Better Care Fund (BCF) and need to be signed by the council and each of the six Clinical Commissioning Groups (CCG) in Surrey, are currently the undergoing legal review by each organisation. These are in the final stages of agreement and are expected to be completed soon.

- Further information was requested on the overlap between Adult and Children's Services which could be used to improve service delivery by both directorates. The SD stressed that there were is a significant overlap highlighting areas such as information governance, safeguarding, complaints handling and customer relations as areas for collaboration to improve service delivery and produce savings. In particular, the Transitions Service - which manages the pathway for people with care needs as they move into adulthood is an area that Adult Social Care encourages the review of packages to make sure service users make use of their assets and receive an appropriate level of support.
- The Board asked the SD which parts of the Directorate would cause him most concern if the Service was subject to a review of its service delivery. The SD advised that overall he has confidence in the level of service that the Directorate provides to Surrey residents. Work is being done to improve quality assurance processes following problems identified at organisations such Mid-Staffordshire NHS Trust. Many of the services delivered by the Directorate are through private and voluntary sector providers so there is a need to ensure that the quality of care from these providers is of the expected standards of quality and safety. The Board were reminded that the Care Quality Commission (CQC) has oversight of the care market through its regulatory and inspection functions and the Directorate and the CQC regularly share information. The Board was also informed that Internal Audit frequently conduct reviews projects and services. These reviews are welcomed as is important to understand strengths and weaknesses and can often be the catalyst for innovation.
- The Board referenced the Supporting Families programme as a particularly successful example of multi-agency working and asked whether there is the opportunity to learn from best practice through this programme. The SD acknowledged that the issue of professional boundaries persists and this can be pronounced in regard to health and social care integration and the delivery of the BCF. However the Directorate's commissioning and operational functions are increasingly co-located with clinical commissioning groups and district and borough councils.



**RECOMMENDATIONS:**

None

**ACTION/ FURTHER INFORMATION TO BE PROVIDED:**

None

**BOARD NEXT STEPS:**

None

**9/15 DATE OF NEXT MEETING [Item 9]**

The Board noted that its next meeting would take place at 10.00 am on 9 July 2015.

Meeting ended at: 2.10 pm

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**Chairman**

## Annex 1

### Family Voice questions: Social Care Services Board

#### Children's Services induction

#### Response from Peter Martin, Deputy Leader of the Council

**Q1. Point 3 on 'our purpose' for Children's Services 2015/16 ("Children in need of help and protection: To identify the needs of vulnerable children and young people who require help and protection.") omits any statement relating to service provision for children in need. These children were signed off in 2014 when the child in need team was disbanded and they are included in the group assessed as 'inadequate' in the latest Ofsted report. What provision is there for these children? How many were there in this category when it was disbanded?**

A1: In March 2014 the council implemented a phased approach to the realignment of some of its Children's Social Care Services. Prior to this time, each of the four geographical areas were made up of four teams undertaking different functions, namely:

- duty and assessment
- child in need
- child protection and proceedings
- looked after children.

The service realignment was introduced to respond to legislative changes, reduce the number of case work transitions for children and young people, reduce delay and to support the early help strategy. As a result, the area model brought together the previously separate functions of duty and

assessment and child in need support into a new service called the Referral, Assessment and Intervention Service (RAIS) whilst maintaining the separate child protection and looked after children teams.

Following referral, the local authority undertakes assessments of children and young people who are believed to be 'in need' as defined by section 17 of the Children Act 1989. During the process of the assessments, and where the assessment concludes that a child has ongoing needs, intervention and support are made available to a child, young person and/or their family.

**Q2: Since there is no longer a team for children in need, how does Surrey propose to meet the needs of these children under section 17 of Children's Act 1989?**

The process of providing support to children in need starts at the point of assessment, as described above. For those children and young people who are assessed as having needs in accordance with section 17, support is provided by the local authority. This support may be provided directly in the RAIS, the children with disabilities teams, the Extended Hours Service and the Youth Support Service or through services commissioned from providers. All services provided under s17 are overseen by a social worker. Where the level of need is assessed following intervention and has reduced below the threshold for s17 support, but appropriate ongoing support would be helpful, a family may be 'stepped down' to be supported in the community by others who make up the early help system, such as schools or health practitioners.

**Q3: The £96m budget block for Children's Services is broken down into:**

- referral, assessment and care management (£22.5m)
- looked after children (£42.9m)
- children with disabilities (£11.6m)
- other front line services (£9.7m)
- central and support functions (£9.4m)

**Where in these five categories is the provision for children in need?**

Children in need services are within the referral, assessment and care management (£22.5m), the children with disabilities (£11.6m) and other front line services (£9.7m) blocks.

**Q4: Spend on children's services is £96m versus £428.6m for adults (£177m of which is for 'older people' and £139m is for 'people with learning disabilities'). The population figures for Surrey in 2013 are:**

- 224,432 0-16 yr olds
- 719,034 16-65 yr olds
- 208,648 over 65 yr olds.

**Why is the spend on Children's Services not in proportion to the population split?**

The £96 million budget for Children's Services is only part of the county spend on children and their families in Surrey and is targeted to those assessed as being eligible for social care services.

The wider Children, Schools and Families budget is £800m, which is 48% of the total budget for the county council and provides services for children and young people in the age ranges of 0 to 25 and their families. This funding

provides a comprehensive range of services including social care, education, special education, targeted early years, transport, skills and employment, as well as assessment, care management and support. There is a further £32m spent on transition services from childhood to adulthood for children from year 9 onwards up to the age of 25.

The population ranges quoted don't quite fit with the provision of services to children and young people up to 25, but given that 0 to 16 year olds are 19% of the total population in Surrey, the council spend on this group even up to 25, would seem to be more than in proportion to the population.

## **Ofsted briefing**

**Q1: 'Children who need help and protection' and 'leadership, management and governance' were both deemed inadequate. Where is the accountability and what does Surrey intend to do about this?**

Immediately following the inspection in 2014, the council established an Improvement Board. The board is chaired by the Deputy Leader of the Council and membership includes cross party representation and the Chief Executive. Areas of concern arising from the inspection have been the focus of an ongoing review by the internal board.

The Ofsted report was published on 3 June. The council will formally respond with an action plan within 70 days, in line with the requirements of the Department for Education.

**Q2: The absence of independence within the Principal Social Worker role has meant that the local authority has not benefited from objective professional challenge within its leadership team. This potentially compromises the effectiveness of the role and the independence of feedback on front line practice." Who decided it was appropriate for the head of children's social care to act as the independent monitor of her own services? Who has now been appointed to this role and how can the public be assured of the independence of their role?**

**A2:** At the time of the Ofsted inspection, Surrey together with a number of local authorities had discharged the principal social worker (PSW) function to the assistant director of children's social care. In practice, however, this role was undertaken by four consultant senior practitioners (assistant PSWs), who reported into the social work reform manager. All five officers met monthly with the PSW to share information. Following feedback from the inspectors, a new independent PSW was appointed who works with the assistant PSWs.

**Q3: "The Chief Executive, the Director of Children's Services, and elected members failed to ensure that the major restructure of children's services in March 2014 delivered effective services to safeguard and promote children's and young people's welfare. Senior managers and partners failed to foresee or risk-assess the scale and impact of the changes within the reorganisation of services for children in need, in particular the decision to disband child in need services across the**

**county and realign thresholds for social work services. This has resulted in a significant number of children in need identified in this inspection not receiving services commensurate with their assessed need, including their need for protection. This has left children at known and potential risk and is a serious omission.” Presumably the Local Authority is now addressing these concerns, but will senior managers be held accountable for these failings?**

**A3:** Julie Fisher is the interim Director for Children’s Services and is working with accountable senior managers to develop the improvement plan for Children’s Services. The cross-party Improvement Board will scrutinise this plan and members will also be updated on further developments.

**Annex 2**

## **CABINET RESPONSE TO ADULT SOCIAL CARE SELECT COMMITTEE**

### **RECRUITMENT & RETENTION AND WORKFORCE STRATEGY UPDATE (considered by Adult Social Care on 10 April 2015)**

#### **COMMITTEE RECOMMENDATION:**

**The Committee recommends that the Cabinet give consideration to affordable housing for care staff as key workers in Surrey including the use of the council’s land and properties.**

#### **RESPONSE:**

The recommendation by the Adult Select Committee to consider supporting key staff in hard to recruit areas needs to be reflected across the hard to recruit areas for the whole organisation not only within Adult Social Care. This is an area that work has already started upon.

There are a number of existing opportunities through government schemes such as key worker housing through Registered Social Landlords which we are already looking to raise in profile to potential new and existing employees.

Parallel to existing opportunities the Business Services team are also exploring how to complement this through the use and leveraging of existing assets.

**David Hodge  
Leader of the Council  
26 May 2015**

# **Surrey Social Care Services Board**

**Introduction for members  
Thursday 25 June 2015**

**Caroline Budden  
Deputy Director  
Children, Schools and Families**



**SURREY**

# Keeping children safe

## Our Surrey picture

- In 2014/15, we had completed a total of 9866 referrals to Children's Services.
- Overall total of children entering care during 2014/15 was 1131.

### 19 June 2015:

- 5,791 open cases across the service\*
  - 4074 children in need cases (including 439 care leavers)
  - 936 children subject to a child protection plan
  - 822 looked after children.

\* There are a number of open cases held by countywide services and the MASH not included in area figures to follow.



SURREY



# Children's Services

There are eight parts to Children's Services.

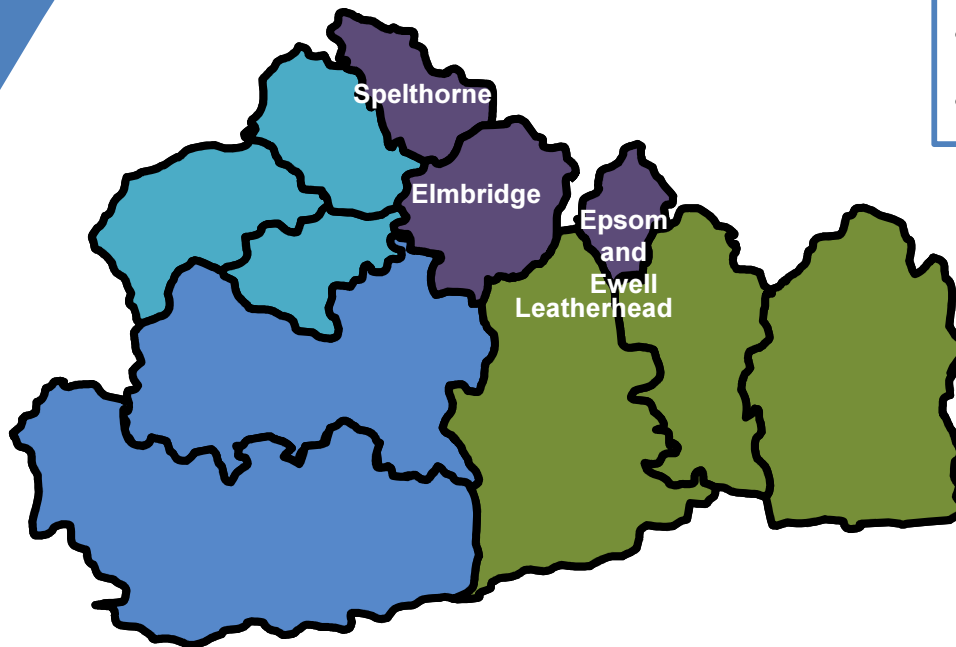
- **Four area teams:** north-east, north-west, south-east, south-west.  
The area functions include:
  - a referral hub as part of the new Referral, Assessment and Intervention Service (RAIS)
  - child protection and proceedings
  - looked after children
- **Countywide Services**
- **Safeguarding unit**
- **Commissioning team**
- **Performance and support team.**



# North-east area

Borders on five London boroughs

- has large suburban areas
- significant travel for staff
- implications for recruitment.



## Area structure

- The social work academy.
- 67 social workers and 23 family support workers
- 4 advice support and information officers
- 5 team managers and 16 assistant team managers

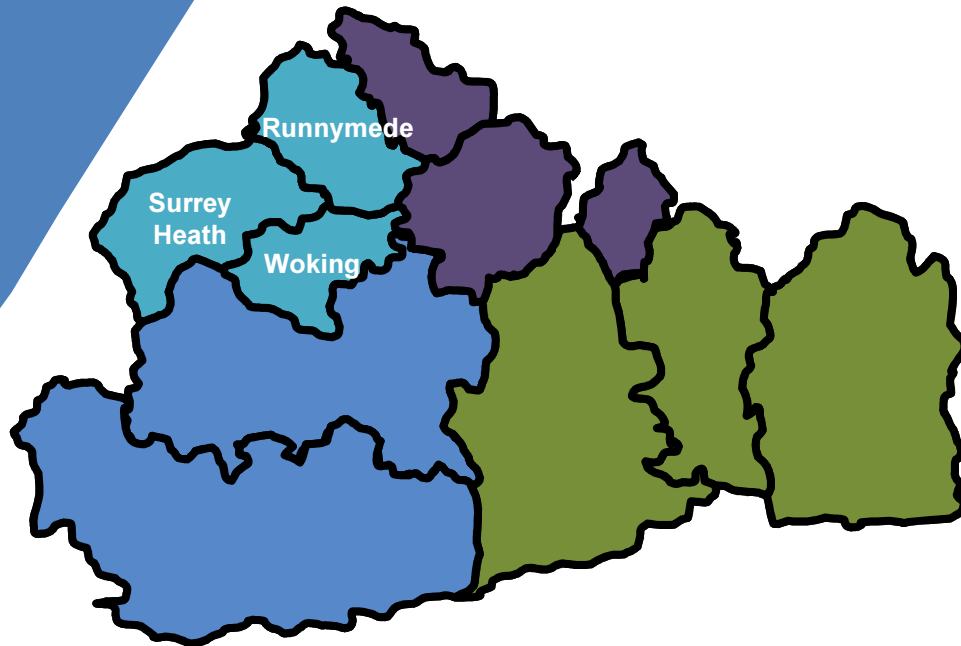
- **Total population:** 306,766
- **Children aged 18 and under:** 78,857

## 19 June:

- 1290 open cases
- 324 children on child protection plans
- 191 looked after children.



# North-west area



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- Runnymede, Woking and Surrey Heath boroughs.
- Consistently high number of contacts and referrals.
- Population of mixed ethnicities particularly in Woking, with 75% of residents describing themselves as White British.
- High number of unaccompanied asylum seekers placed in care, including 8 under the age of 16, and of looked after children placed outside of Surrey requiring longer travel for social workers.

## Area structure

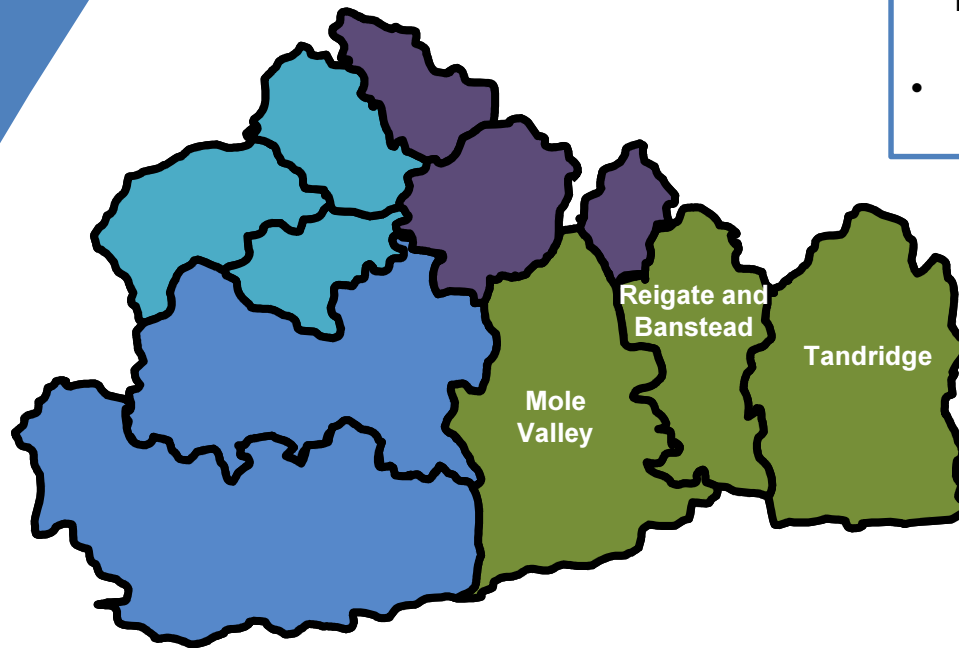
- 62 social workers
- 17 family support workers
- 4 advice support and information officers
- 4 team managers and 16 assistant team managers
- some vacancies and agency locums

## 19 June:

- 1318 open cases.
- 234 children on child protection plans.
- 223 looked after children.

- **Total population:**  
269,919
- **Children aged 18 and under:**  
61,317

# South-east area



- Reigate and Banstead borough, Tandridge and Mole Valley districts.
- Based in Consort House in Redhill.

## Area structure

- 59.2 social workers
- 13.8 social worker vacancies
- 26 family support workers
- 4 advice support and information officers
- 17 team managers and assistant team managers.

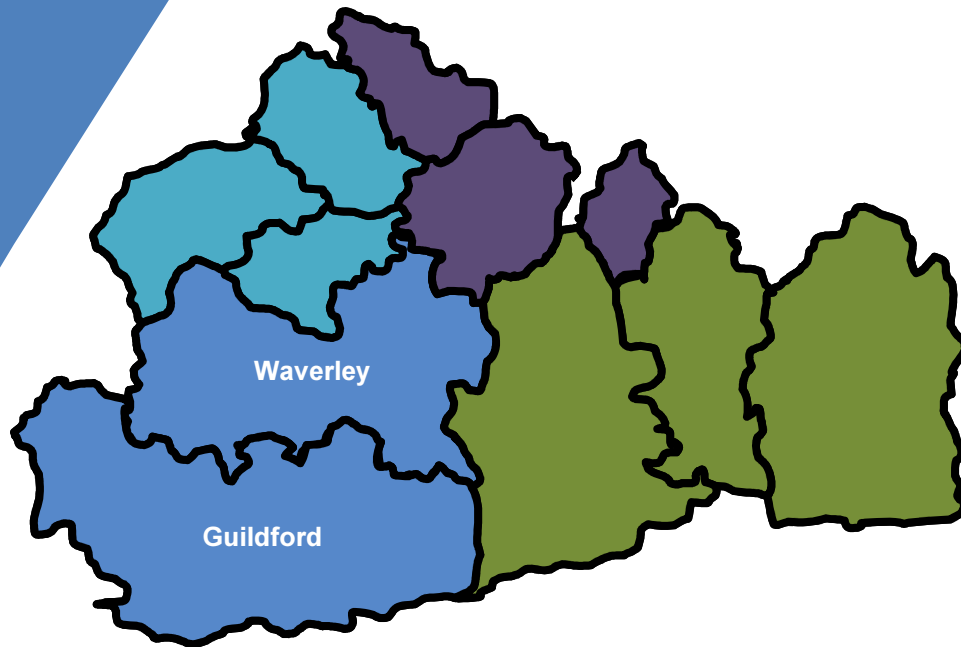
## 19 June 2015:

- 1062 open cases
- 224 children subject to a child protection plan
- 190 looked after children.

- **Total population:** 311,994
- **Children aged 18 and under:** 78,857



# South-west area



## Area structure

- 52 social workers
- 28 family support workers
- 17 team managers and assistant team managers

## 19 June 2015:

- 888 open cases
- 154 children subject to a child protection plan
- 173 looked after children.

- **Total population:** 263,499
- **Children aged 18 and under:** 59,650

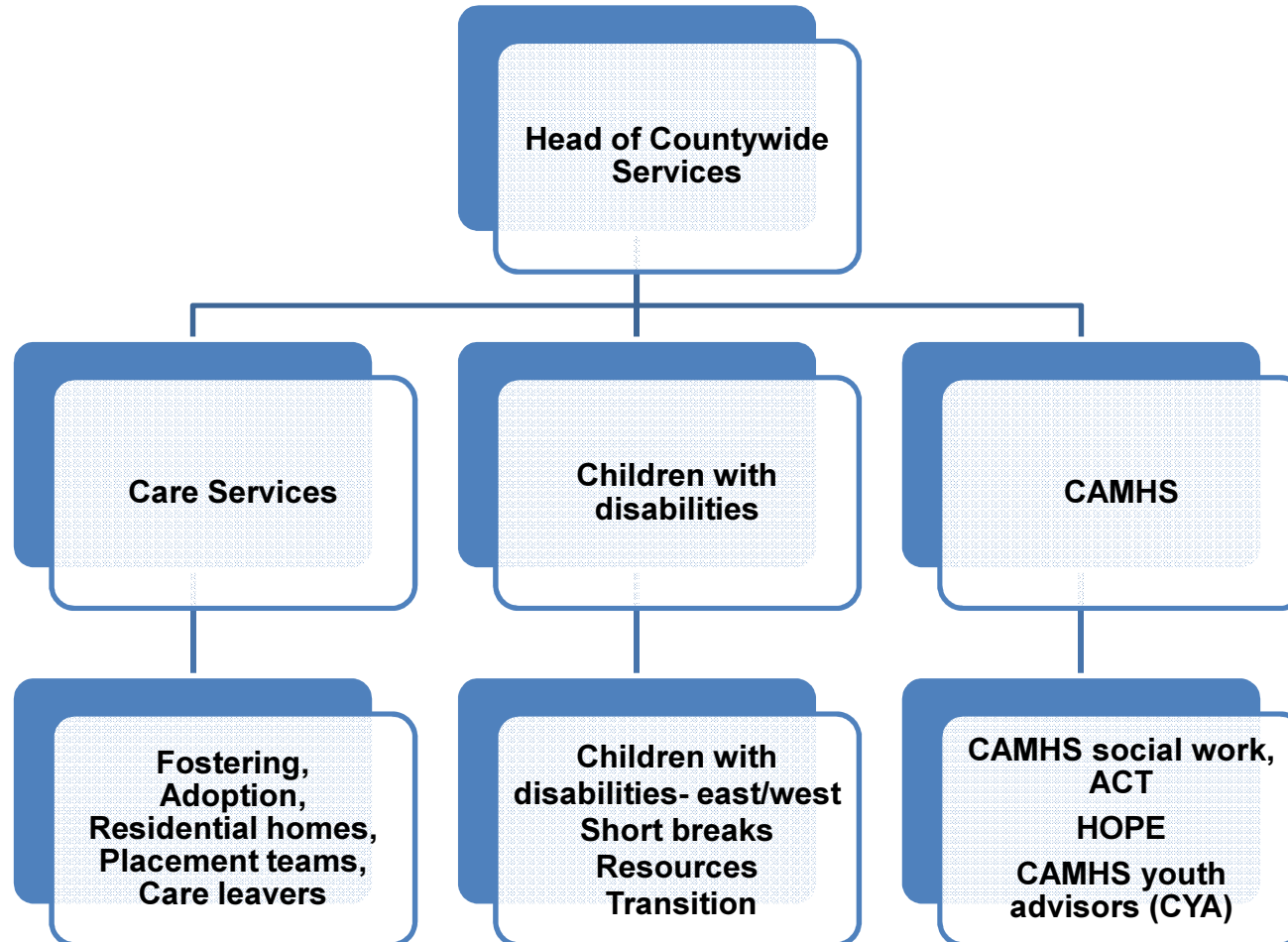
- Guildford and Waverley boroughs.
- Our office, St Francis Centre, is just 15 minutes south of the M25 (junction 10), just west of Guildford town centre and near the borders of Hampshire, West Sussex and Berkshire. St Francis is on the Park Barn estate and is part of an old school building.



# Countywide Services

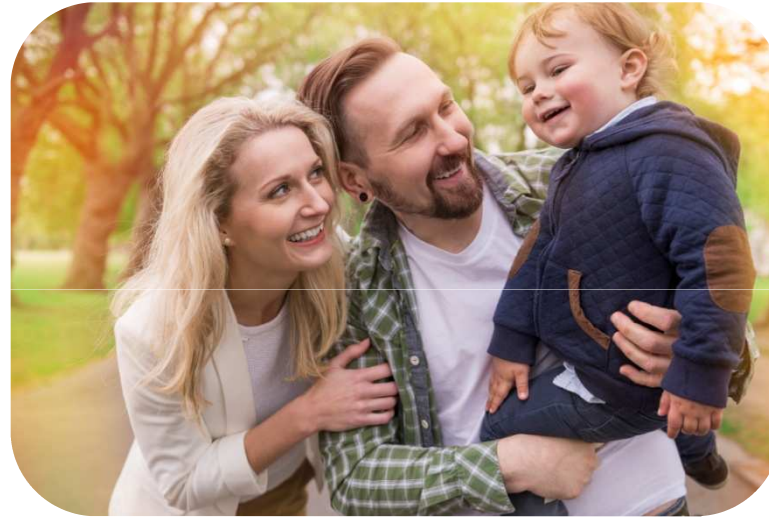


# Countywide Services Structure



# Care Services

- **Fostering Service**
  - 356 carers caring for 384 children
- **Adoption Service**
  - 50 adoption orders in 2015
- **7 children's homes**
  - 2 rated outstanding, 5 good
- **External placements**
  - 50 residential children's homes
  - 201 IFAs
  - 11 parent and child fostering placements
  - 6 family assessment centres.
- **Care Leavers' Service**
  - 462 young people.





# Children with disabilities

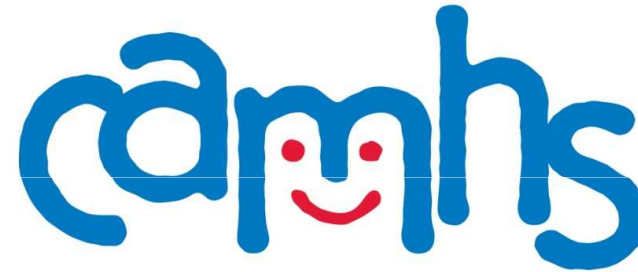
- Two teams (east and west) with 800 children.
- 2 short-break residential homes with provision for three long-term looked after children.
- Support services including domiciliary care and occupational therapists.
- Range of short-breaks commissioned through independent and voluntary sector.
- Overall budget £11.5 million.



SURREY

# Child Adolescent Mental Health Service (CAMHS) and therapeutic services

- Team of 12 social workers working alongside specialist CAMHS teams.
- **HOPE:** integrated tri-partite service for children with complex mental health needs including two short-stay schools both rated good by Ofsted.
- **ACT:** assessment and therapy service for children with harmful sexual behaviour.
- **CYA:** CAMHS youth advisors / apprentices.



Surrey Child and Adolescent  
Mental Health Services



SURREY

# Multi-Agency Safeguarding Hub (MASH)

- July 2013 - joint Central Referral Unit (CRU) co-located Children's Services social workers and managers in existing police CRU, Guildford Police Station.
- Surrey and Borders Partnership NHS Foundation Trust (adult mental health) already part of the CRU.
- June 2014, Adult Social Care joined the MASH.
- Surrey Children's Services staff consists of 1 team manager, 2 assistant team managers, 5 social workers and 3 business support staff.
- Current MASH purpose: to manage and make decisions regarding police notifications (39/24s) sent to Children's Services from Surrey Police.
- Project plan in place to develop the MASH into one countywide front door for safeguarding concerns about children and vulnerable adults.



# Extended Hours Service

- The Extended Hours Service is a multi agency therapeutic service for young people aged 10 to 15 and their families.
- Offers time limited intervention to try and prevent young people from becoming looked after children and to improve family relationships.
- Social workers, a family therapist, a primary mental health worker, resource workers and family support workers make up the Extended Hours Service.
- One team manager and two assistant team managers.
- Works intensively with families, both practically and therapeutically, for up to six months.
- Staff work shifts and weekends to meet the needs of children and families.
- Current caseload is 43.



# Safeguarding



# Safeguarding unit

- **Child Protection Conference Service:** providing independent chairs for all children subject to a child protection plan (19 June: 936).
- **Independent Reviewing Service:** providing independent officers for the reviews of children looked after by the local authority (19 June: 822).
- **Quality assurance team:** carry out audits of practice within area teams; providing challenge and recommendations for improvement.
- **Local authority designated officer:** manages allegations against staff working with children; providing advice and liaison with investigating agencies.
- **Surrey Safeguarding Children Board support team:** carries out work in support of the board's statutory functions.



- **Social work reform:**

- develops the learning and development offer for social workers commissioning training
- sponsoring staff seeking qualifications as a social worker
- developing retention strategies
- supporting the development of the social work academy.

- **Child Employment Service:**

- licensing employers in Surrey to take on children, ensuring compliance with legal requirements
- licensing use of children in theatre and film productions
- advising districts and boroughs in the granting of licensed premises.



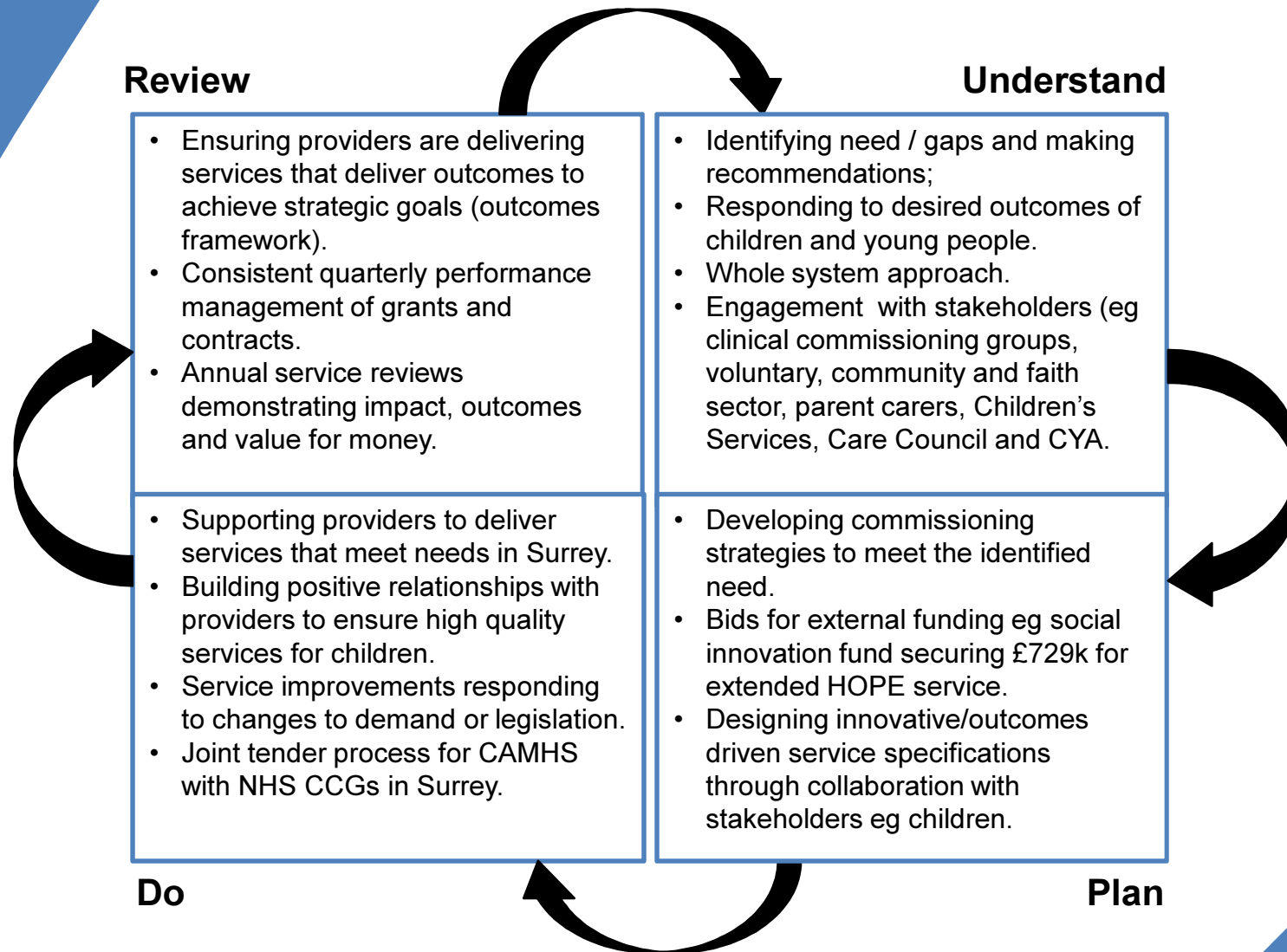
# Commissioning





# Commissioning team

## Commissioning cycle



# Performance and support

## Children's social care performance team

- Countywide support to managers and teams providing performance information and regular reports.
- Development of performance reporting to underpin practice.
- Partnership with health and the wider CSF directorate.
- Production of monthly performance reports.
- Management of statutory returns.



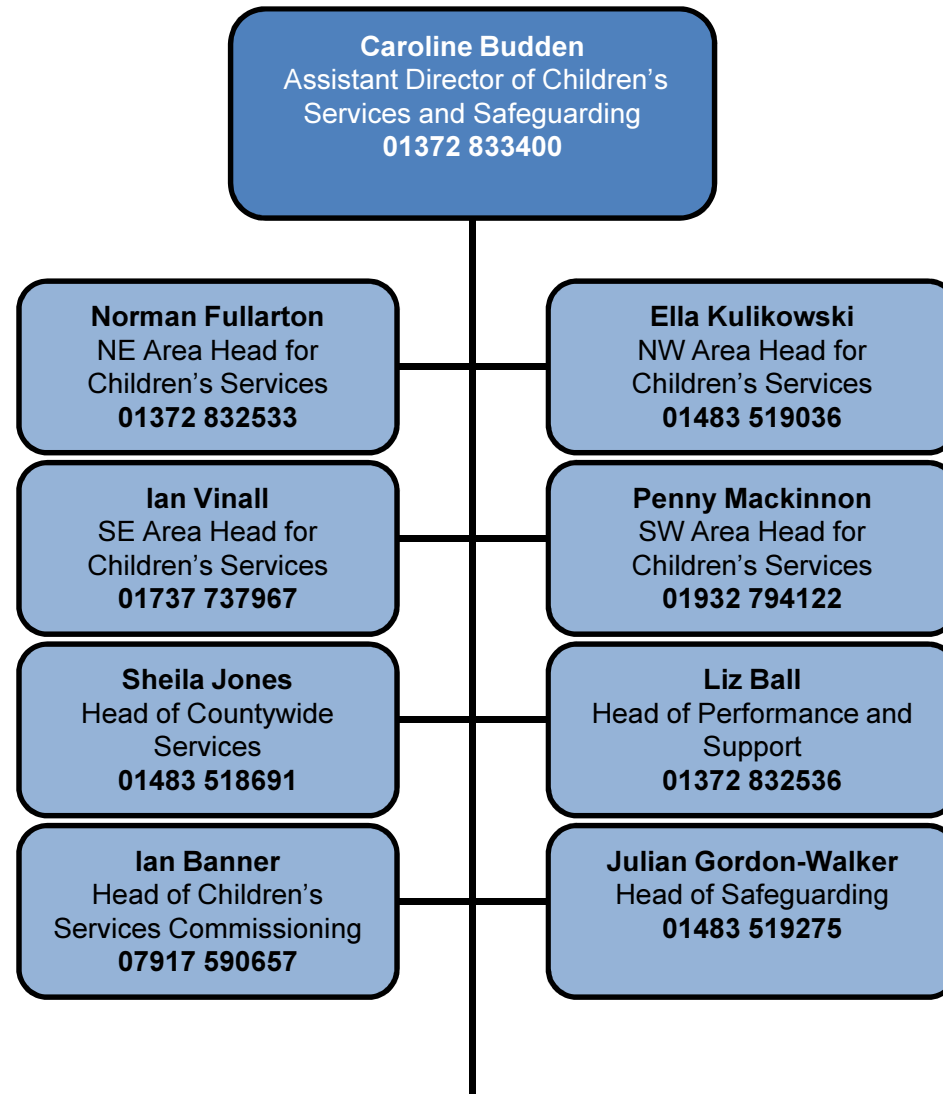
## **Business administration**

- Countywide administrative support to all teams - approximately 200 staff managed through supervisors and team leaders.
- Management of safeguarding unit administration.
- Management and coordination of supervised contact for those children who are in care – includes management of resources and 150 contact supervisors.
- Management of key IT projects which support service delivery.
- All finance transactional payments for the service.
- Information governance.

## **Information support team**

- Countywide operational support and development of Children's social care recording system.





# **Surrey Social Care Services Board**

## **Ofsted update 25 June 2015**



**SURREY**

# Ofsted update

- **October/ November 2014:** inspection of local authority and Surrey Safeguarding Children Board (SSCB) under pilot framework.
- **January 2015:**
  - publication due but withheld as local authority engaged in complaints process.
  - Improvement Board established - chaired by Deputy Leader with cross party membership.
  - Focus on key themes of improvement.
- **May 2015:** confirmation that SSCB report not to be published.
- **June 2015:** publication of local authority inspection.



The judgements on areas of the service that contribute to overall effectiveness are:		
<b>1. Children who need help and protection</b>		Inadequate
<b>2. Children looked after and achieving permanence</b>		Requires improvement
	2.1 Adoption performance	Good
	2.2 Experiences and progress of care leavers	Requires improvement
<b>3. Leadership, management and governance</b>		Inadequate



# What does the local authority need to improve?





# Key themes of improvement focus

- Early help/child in need (CIN) interface
  - step up and step down process
  - CIN plans
  - monitoring and tracking
  - management oversight
- child sexual exploitation and missing children
- practice quality of plans
- review independence of principal social worker role
- leadership and management.



# Improvement recommendations

- **Priority and immediate action (recommendations 1-11)**
  - leadership, management and governance
  - management oversight of quality of practice.
- **Area for improvement (recommendations 12-25)**
  - training
  - assessment and care planning for looked after children
  - care leavers
  - performance information
  - review of principal social worker role.



# The local authority's strengths



SURREY

## Inspectors highlighted the following strengths:

- **Surrey Family Support Programme:** In response to the Government's troubled families' initiative, intensive support to families is provided through the programme.
  - worked with 858 families
  - successfully 'turned around' 412 families (31 March 2014).
- **Culture, ethnicity, disability and gender:**
  - We give good consideration to children and young people's culture, ethnicity, disability and gender when working with families.
  - Positive use is made of interpreting services to support families where English is not their first language.



- **Support for care leavers:** to access higher education is good and the local authority funds university fees and accommodation where necessary.
- **Staying put policy:** This policy is well developed and young people are effectively encouraged to stay with their foster carers where possible. This supports young people in making the transition to early adulthood and independence.



- **Children in care council:** an active group of young people who benefit from a range of activities and whose contribution to developing services that affect their lives is valued and positively responded to by leaders and councillors.
- **Adoption:**
  - Family finding is a strength of the adoption service, and priority is given to securing the most suitable permanence option to meet children's needs.
  - Workers are committed and determined to secure adoption, and use a range of family finding activities.
  - Brothers and sisters are placed together wherever possible.
- **Extended Hours Service:** undertakes effective edge of care work with children aged 10 to 15. Last year, the service worked with 224 children, of whom only 18 became looked after.



# Next steps

- Development of a skilled and experienced children's workforce.
- Recruitment and retention of social workers.
- Management development - with a specific focus on social care managers.
- Embedded enhanced quality assurance.
- Reducing caseloads.
- Clarification of future models of service delivery.
- IT solutions to support tracking, monitoring and other manual data and performance tasks.
- Refresh of the early help approach.
- Development of a countywide partnership Multi-Agency Safeguarding Hub (MASH) across the lifecycle, which supports the early help and safeguarding continuum.
- Joining up strategic plans.



# Ofsted improvement framework

- Report published 3 June
- Formal action plan - 70 working days
- Requirement to establish an Improvement Board
  - This may require a review of current arrangements and membership.





# **Making a Difference to Services for Adults in Surrey**

Page 35

## *Our Vision*

“Work collaboratively with partners ensuring people have choice and control, in order to maximise their wellbeing, retain their independence, continue to live in their local community and remain safe”



# How we're organised



Page 58  
Sonya Sellar  
Area Director  
Mid Surrey



Jo Poynter  
Area Director  
East Surrey



Shelley Head  
Area Director  
NW Surrey



Dave Sargeant  
Strategic Director  
Adult Social Care



Toni Carney  
Head of  
Resources  
& Caldicott  
Guardian



Vernon Nosal  
Interim Head of  
Quality Assurance  
& Strategic  
Safeguarding



Liz Uliasz  
Area Director  
Guildford &  
Waverley



Jean Boddy  
Area Director  
Surrey Heath  
& Farnham



Andy Butler  
Principal Social  
Worker



Philippa Alisiroglu  
Interim Assistant  
Director  
Service Delivery



Kathryn Pyper  
Senior Programme  
Manager



# Our strategy

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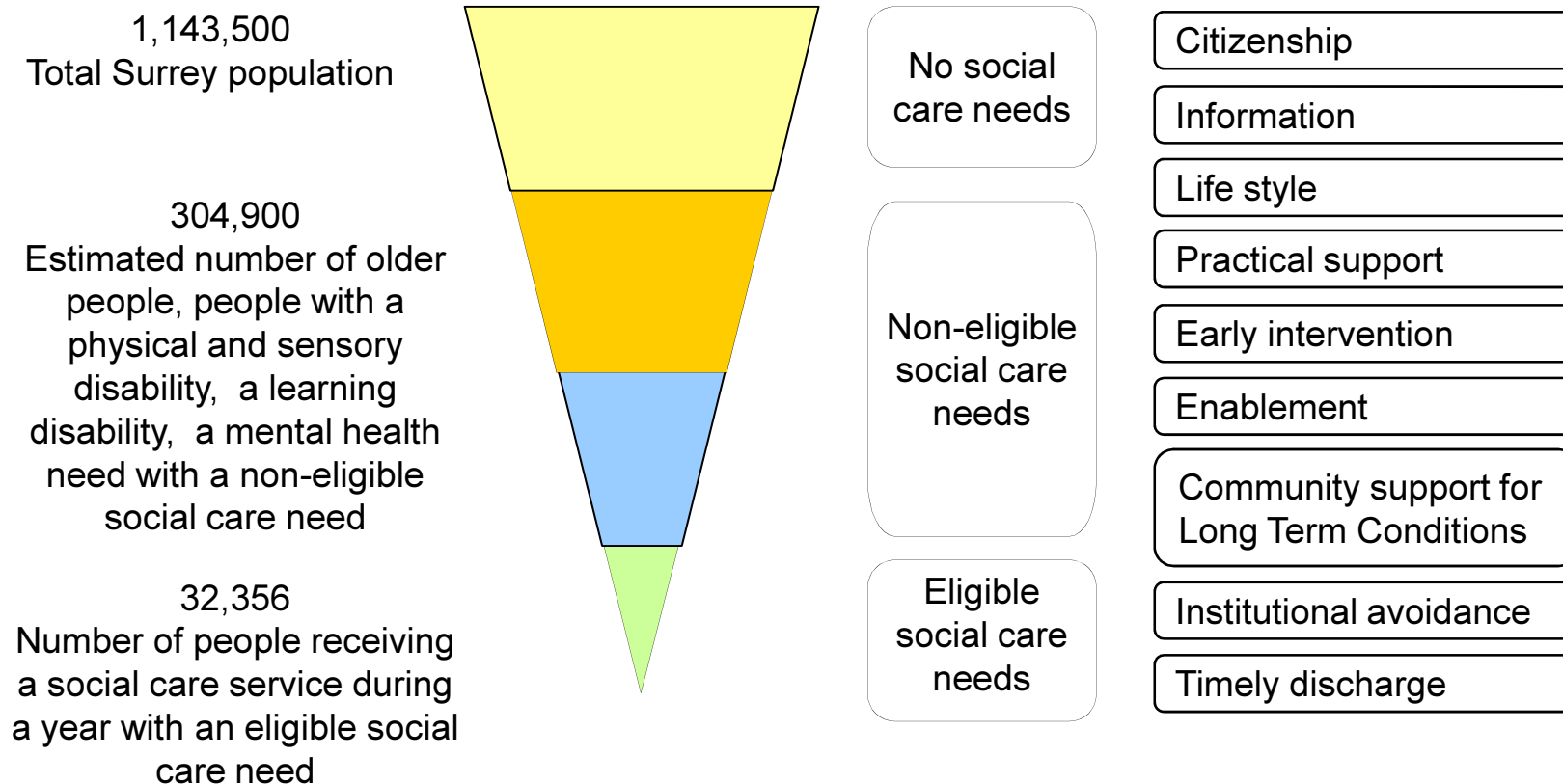
1. Protect people from harm and ensure care and support services are high quality and safe
2. Connect individuals with family, friends and community support networks so they can live independently and prevent or postpone the need for funded care and support services
3. Work with health and other partners to deliver local integrated community-based health and social services
4. Implement the Care Act and prepare for funding reform in April 2016
5. Delivery efficiency savings of £37.34m as part of the Council's Medium Term Financial Plan



# Context

... empowering residents of Surrey to shape their own lives and the services they receive ...

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(sources: 2013 ONS mid year estimates and 2013/14 RAP)



# Continual Improvement Programme

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# Our Operational Teams

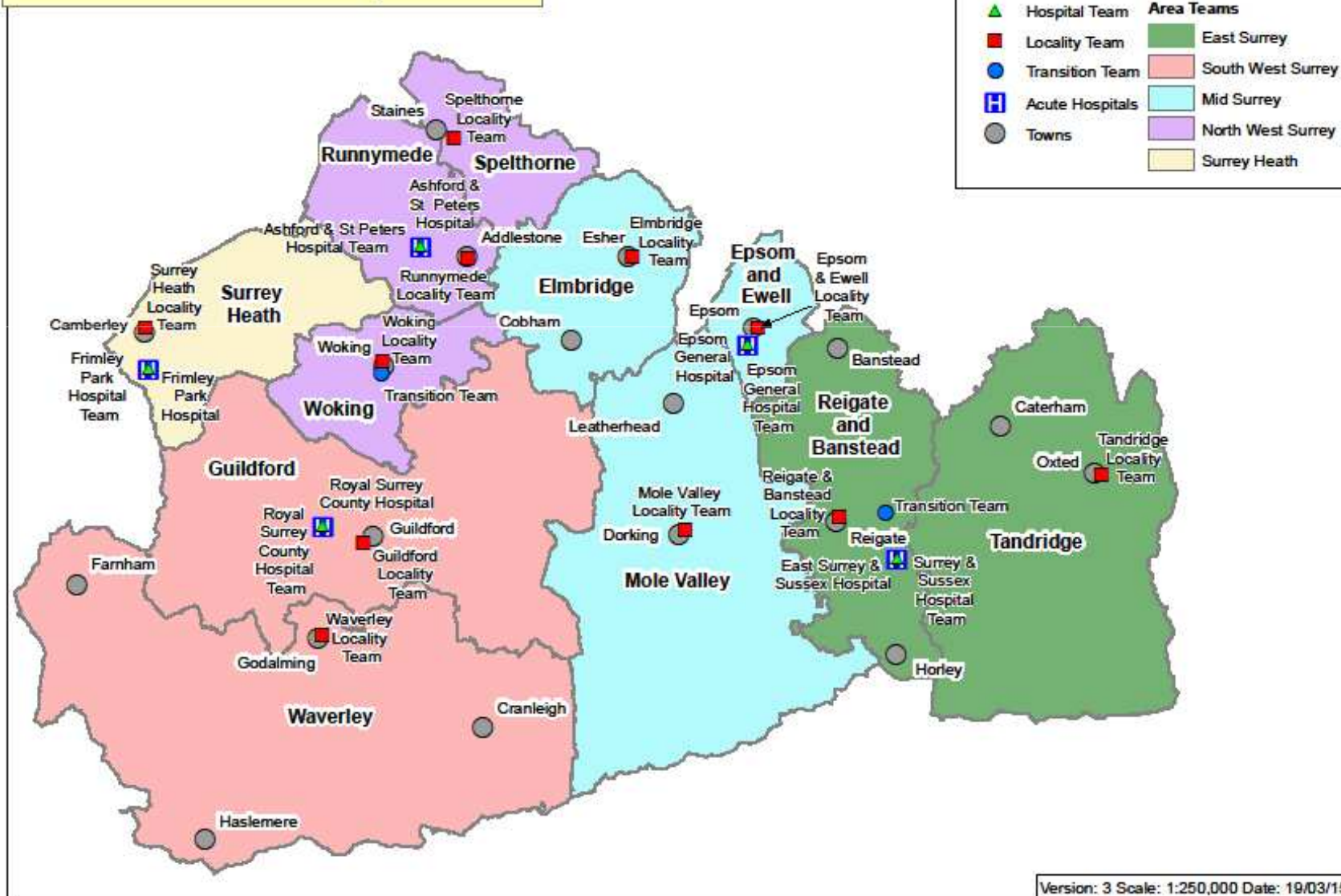
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- Advice and information, assessment and services for people from the age of 18 with physical and/or sensory disabilities; frail older people, including those with dementia or mental health concerns; and people with a learning disability
- 'In Touch' professional support service
- Duty response and safeguarding and assessment service for residents at risk of, or subject to, abuse
- Provide a reablement service, commission home care, day care, nursing and/ or residential care and supported living options
- Teams in the 5 acute hospitals providing 7 day a week service
- Specialist teams eg Emergency Duty Team, Deprivation of Liberty, Continuing Healthcare, Financial Assessments and Benefits [FAB] and Deputyship Team
- Transitions a specialist countywide service providing assessment, support planning, safeguarding and review of social care needs for individuals with a learning , physical or sensory disability, ranging from the ages of 14-25



# Adult Social Care - Operations

## Adult Social Care - Operations



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Version: 3 Scale: 1:250,000 Date: 19/03/15



# Commissioning

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- ASC commissioning re-aligned and co-located in six Clinical Commissioning Group (CCG) areas
- Local Joint Commissioning Groups in each of the six CCG areas – part of the Better Care Fund
- Establishing a Commissioning Support Unit (CSU) – financial support to contracts, projects, income and grants
- Developing relationships with local and strategic providers
- Managing the market to grow services to meet future demand





# Adult Social Care - Commissioning

## Adult Social Care - Commissioning

### Legend

● Towns

### Surrey CCGs

NHS East Surrey CCG

NHS Guildford & Waverley CCG

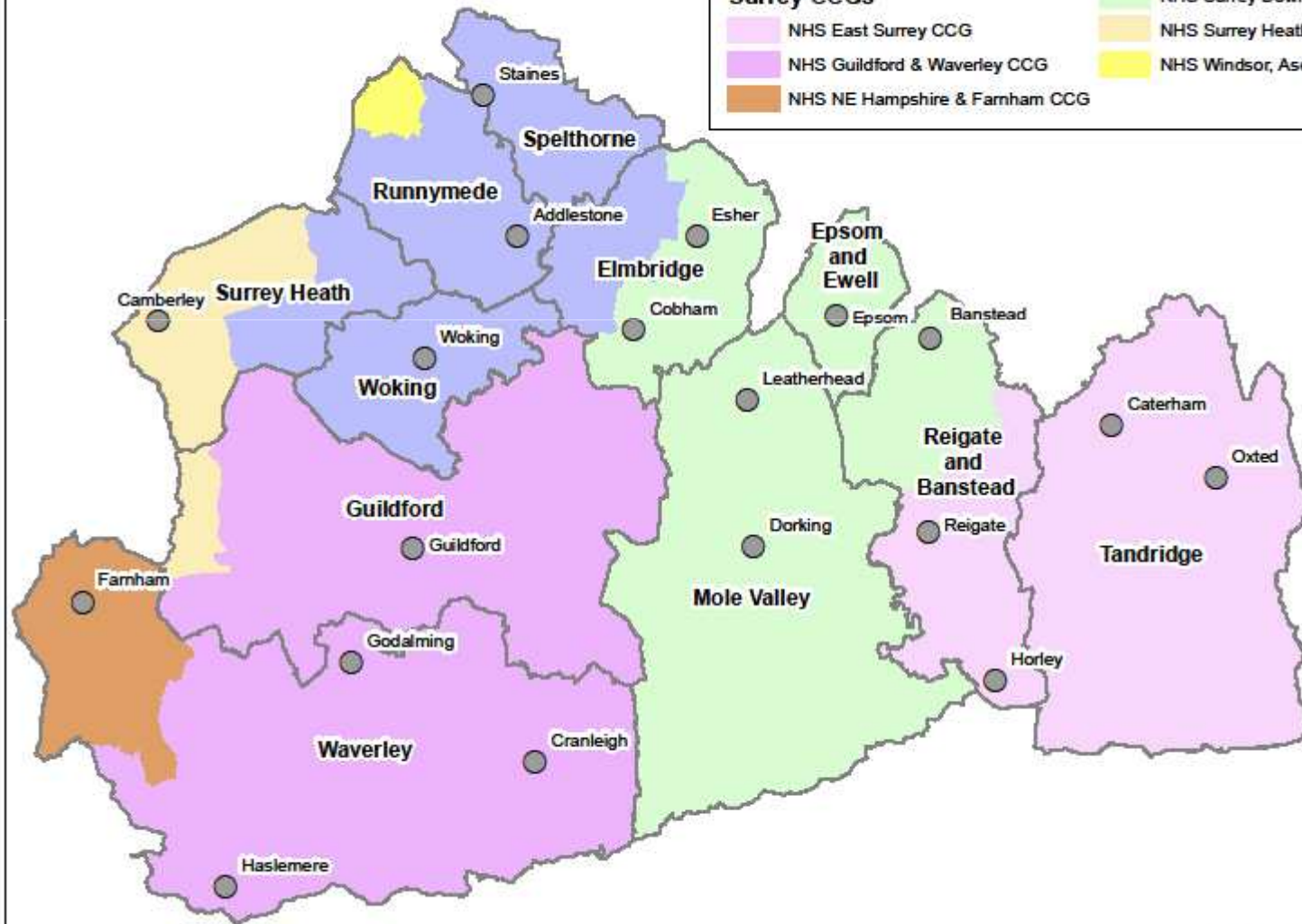
NHS NE Hampshire & Farnham CCG

NHS North West Surrey CCG

NHS Surrey Downs CCG

NHS Surrey Heath CCG

NHS Windsor, Ascot & Maidenhead CCG



Version: 3 Scale: 1:250,000 Date: 19/03/15



# Enterprise, Business & Assurance

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## **Toni Carney - Head of Resources & Caldicott Guardian**

Policy framework; leadership as Caldicott Guardian and for information governance; commissioning and business support services; IT solutions which are fit for the purpose; deputyship function, financial assessments and benefits (FAB)

## **Vernon Nosal - Head of Quality Assurance and Strategic Safeguarding**

Quality assurance framework to monitor the quality of provision; leadership for safeguarding to protect people from harm and ensure services are high quality and safe; customer relations to handle complaints and compliments in a timely and efficient manner

## **Kathryn Pyper - Senior Programme Manager**

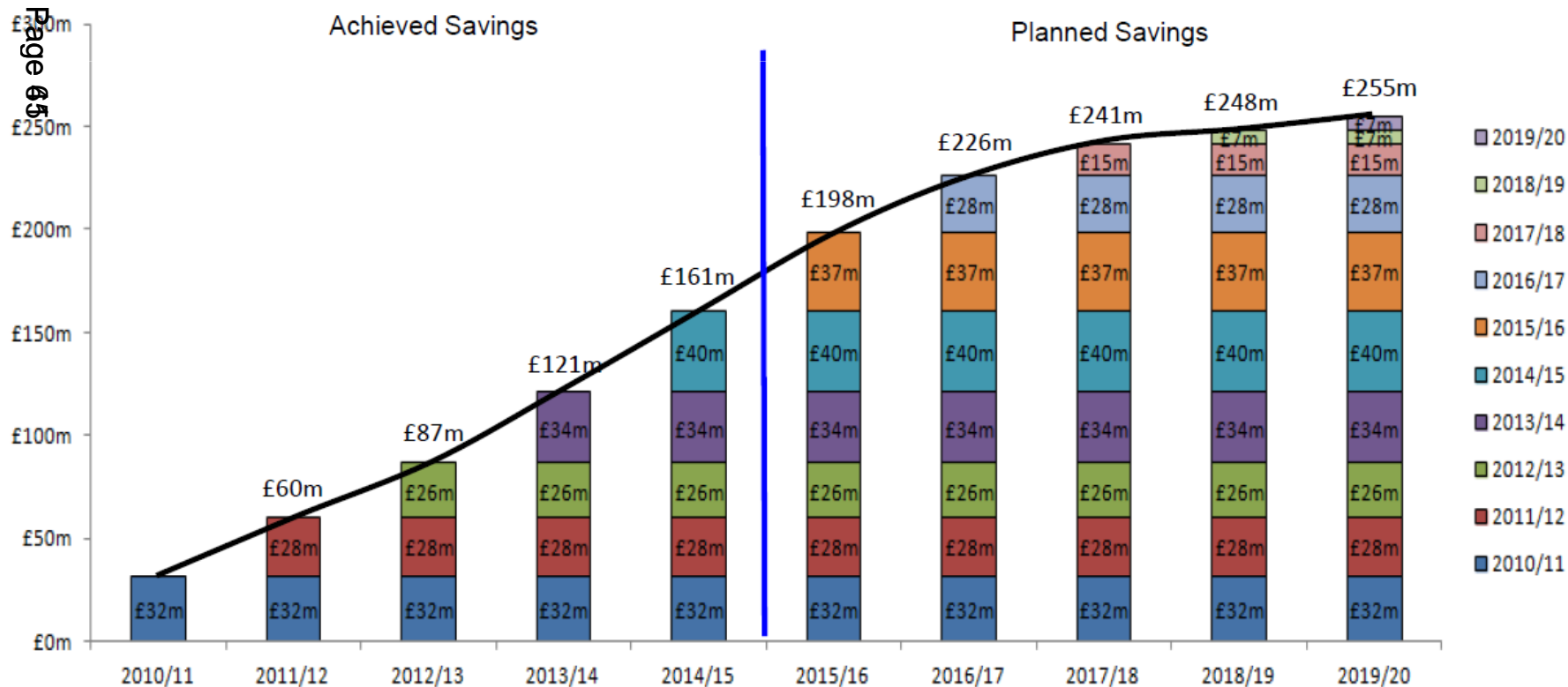
Business intelligence to meet statutory and local reporting requirements; support delivery of change projects across ASC; deliver effective information and advice to all Surrey residents and ensure stakeholder engagement.



# Budget and Savings

- The Adult Social Care gross revenue budget for 2015/16 is £428m
- Required Adult Social Care efficiency savings for 2015/16 are £37m
- Planned savings from 2016/17 may change following the Comprehensive Spending Review

ASC Savings Summary 2010-20



# If you would like to know more ...

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- We can arrange a visit to one of our Operational Teams
- We can provide a 'buddy' in the service you can contact for more information
- Tell us know what areas you are particularly interested in
- Visit : [www.surreyinformationpoint.org.uk](http://www.surreyinformationpoint.org.uk)

**Surrey**  **nformation Point**

Local information and support for you and your family



**MINUTES** of the meeting of the **SOCIAL CARE SERVICES BOARD** held at 10.00 am on 9 July 2015 at Ashcombe, County Hall, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Monday, 7 September 2015.

**Elected Members:**

- \* Mr Keith Witham (Chairman)
- \* Mrs Margaret Hicks (Vice-Chairman)
- \* Mr Ramon Gray
- \* Mr Ken Gulati
- Miss Marisa Heath
- \* Mr Saj Hussain
- \* Mr Daniel Jenkins
- \* Mrs Yvonna Lay
- \* Mr Ernest Mallett MBE
- Mr Adrian Page
- \* Mrs Dorothy Ross-Tomlin
- \* Mrs Pauline Searle
- \* Ms Barbara Thomson
- \* Mr Chris Townsend
- \* Mrs Fiona White

**Ex officio Members:**

Mrs Sally Ann B Marks, Chairman of the County Council  
Mr Nick Skellett CBE, Vice-Chairman of the County Council

**10/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Marisa Heath and Adrian Page.

**11/15 DECLARATIONS OF INTEREST [Item 2]**

None

**12/15 QUESTIONS AND PETITIONS [Item 3]**

None

**13/15 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 4]**

None

**14/15 ADULT SOCIAL CARE STRATEGIC DIRECTOR'S UPDATE [Item 5]**

**Declarations of Interest:**

None

**Witnesses:**

Dave Sargeant, Strategic Director for Adult Social Care

Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence

**Key points raised during the discussion:**

1. The Board was informed by the Strategic Director that Adult Social Care (ASC) was awaiting clarification from Central Government in relation to the cap on care costs set to be introduced in April 2016. Indications were given that the introduction of this cap may be deferred beyond the second phase of the Care Act. Members of the Board were told that a briefing would be distributed to them once this clarification had been provided by Central Government.
2. The Strategic Director advised Members that the signing of the Section 75 agreements for the Better Care Fund (BCF) between Surrey County Council (SCC) and Surrey's six Clinical Commissioning Groups (CCGs) had been delayed due to details on some of the legal elements of the contracts. Discussions were close to being finalised, however, meaning that the Section 75 agreements would be signed in the near future.
3. Attention was drawn to the Learning Disability Partnership which was doing some great work in supporting people with disabilities in Surrey.

Members were invited to visit the Learning Disability Partnership in Leatherhead to see for themselves some of the good work done here.

4. An update was provided on the introduction of new software for ASC following approval by the Cabinet. Members were apprised that the software, provided by LiquidLogic, was being piloted through a model office set up in County Hall. The aim of the pilot scheme was to uncover any issues or challenges before the system is rolled out. The Strategic Director highlighted that the hope was to have the programme embedded across ASC by the end of the financial year.
5. Information was provided on initiatives by ASC designed to encourage social capital across the county. In particular, the Board were informed of a workstream that was conducted by ASC which explored how companies can promote their corporate social responsibility through schemes such as time-banking.
6. The Board expressed concern that the concept of the Family, Friends and Community Support initiative (FFC) wasn't being advertised effectively to Surrey residents preventing more widespread involvement across the county. It was stipulated that more needed to be done to get this message out to communities. The Strategic Director agreed that the message getting out to residents did need some refinement as there appears to be some confusion around what type of support an individual involved with FFC might be expected to provide. The Strategic Director stressed that people would not be expected to provide intimate personal care.
7. The role that Members could play in helping to embed FFC by forging greater connections between SCC officers and Surrey's communities was highlighted by the Board as an under utilised resource. The Strategic Director agreed with this view and suggested that both heads of service and officers should meet with Members to find out more about assets in individual localities to support the FFC scheme.
8. The Cabinet Member for Adult Social Care, Wellbeing and Independence emphasised the importance of getting Area Directors involved in Surrey's communities to encourage the proliferation of the FFC initiative as well as helping to facilitate closer integration between ASC and healthcare providers and commissioners.
9. Further detail was requested on areas of overlap between the services provided by the ASC and those delivered by Children Schools and Families (CSF). The Board was advised that the 0-25 Transitions was the most significant area of overlap between the two services. The Board were informed that Ofsted would be conducting an inspection of the 0-25 pathway in 2017. The Strategic Director had been working closely with the Deputy Chief Executive in order to redesign this

pathway and ensure that there was a seamless transition between services provided by CSF to those received from ASC.

**Recommendations:**

The Board;

1. Encourages Members to offer divisional visits to Adult Social Care Area Directors and contribute their knowledge to Surrey Information Point.
2. Recommends that the 0-25 pathway being co-designed by Adult Social Care and Children, Schools and Families is scrutinised by this Board.

**Actions/ further information to be provided:**

None

**Board next steps:**

None

**15/15 DEPRIVATION OF LIBERTY SAFEGUARDS (DOLS) [Item 6]**

**Declarations of Interest:**

None

**Witnesses:**

Jim Poyser, Practice Development Manager, MCA and DOLS

Dave Sargeant, Strategic Director for Adult Social Care

**Key points raised during the discussions:**

1. The Practice Development Manager apprised the Board of the changes which came into force regarding Deprivation of Liberty Safeguards (DOLS) due to a Supreme Court judgement which had effectively lowered the threshold for what constitutes deprivation of liberty. The Board was informed that the Directorate was supportive of the changes but that the ruling has made, in that the safeguards are now expanded to safeguard more vulnerable adults but that this has created a national problem in keeping up with the subsequent increase in DOLS work required. The Law Commission has just published their proposals for amending the DOLS regime for consultation with a view to making the scheme more flexible and proportionate whilst still safeguarding people's human rights. They have been charged with



reporting back to government after their consultation, with a new draft bill.

2. Further information was requested on the number of assessments being completed by the DOLS Team and how this workload was being managed. The Practice Development Manager advised the Board that the Supreme Court judgement had led to a significant increase in the number of assessment request, the number rising from just over 100 in 2013-2014, to 3,045 in 2014-2015. It was highlighted that a Best Interest Assessor (BIA) is a highly qualified role, with social workers being required to have at least two years post-qualified experience before they can undergo training to become a BIA which had presented resourcing challenges. Members were informed, however, that the number of BIAs had been increased through a variety of measures including recruiting BIAs, training eligible locality staff and beginning a dialogue with Surrey and Borders Partnership NHS Foundation Trust (SABP) about training more of their staff as BIAs.
3. A Member asked whether consideration had been given to restructuring the way in which work is allocated to ensure that social workers which are qualified as BIAs are freed up to focus on assessments. The Practice Development Manager indicated that changes had been made to ensure that BIAs can prioritise the completion of assessments but that this had to be balanced alongside an already heavy workload. The Strategic Director advised Members that this work chimes with changes introduced across ASC aimed at prioritising workloads so that experienced social workers are freed up to take on the most complicated cases.
4. Attention was drawn to the £400,000 received from Central Government and asked whether this was enough to cover the additional costs which had arisen from the dramatic increase in the number DOLS assessments that SCC was being asked to conduct. The Practice Development Manager advised Members that, in terms of per capita allocation, Surrey had received a fair amount of money from the £25 million made available by the Government in the wake of the Supreme Court judgement. It was, however, stressed, that £400,000 would not come close to covering the costs that SCC would incur from the DOLS threshold reduction with estimates indicating that 10,000 assessments a year ( an approximate estimate of the potential cases requiring assessments) would cost SCC in the region of £4.2 million per annum. In order to mitigate rising demand, the DOLS Team would prioritise requests to ensure that assessments were provided in the most complex cases first.
5. The Board agreed that the current DOLS framework is unsustainable and asked whether the additional demand has left SCC vulnerable. The Practice Development Manager advised that SCC are expected to

complete 100% of the DOLS requests that it receives in the prescribed timescales set out in the DOLS legislation but that the supreme court ruling had created unprecedented challenges in meeting this obligation and it is simply not realistic to expect that we can do this. Other Local authorities are experiencing the same difficulties Members were informed, however, that ASC would continue to prioritise DOLS assessments on a case by case basis to ensure that those people who require an urgent response to their situation are allocated as a priority to ensure those that most need the safeguards in place are afforded this protection as quickly as possible.

**Recommendations:**

1. The Board expresses its serious concerns at the vastly increased number of assessments regarding deprivation of liberty and the problem of recruiting enough qualified staff to carry them out.
2. The Board therefore recommends that the Cabinet raise these concerns regarding the new responsibilities placed on the council with central government, and the insufficient funding made available to meet their duties.
3. It is recommended that the Board is kept up to date on progress made on recruiting and training Best Interest Assessors (BIA) and the funding issues.

**Actions/ further information to be provided:**

None

**Board next steps:**

None

**16/15 LEARNING DISABILITY PUBLIC VALUE REVIEW [Item 7]**

**Declarations of Interest:**

None

**Witnesses:**

Jo Poynter, Area Director (East)

Debbie Taylor, Co-Chair, Learning Disability Partnership Board

Mary Hendrick, Partnership Manager for Disabilities

Jen Fookes, Parent Carer

Gaynor Gibbins, Parent Carer

### **Key points raised during the discussions:**

1. The Area Director provided the Board with an introduction to the work of the Learning Disability Public Value Review (PVR) and how it had improved services for people with learning disabilities and their families. It was developed on the principle of personalisation which informed the FFC work. The PVR has also driven improvement in the delivery of out of county support provision as well as in transition services.
2. Both parent carers gave Members their perspective on the PVR and how it had improved the services available to them and their children. The Positive Behaviour Support Network was singled out as being particularly important in helping those with learning disabilities and additional needs to foster new skills through the partnerships with providers.
3. The Co-Chair of the Learning Disability Partnership Board (PB) apprised Members of some of PB's recent projects including the work that it had been doing to raise awareness of and tackle hate crime against people with learning disabilities. The Partnership Manager stressed the importance for people with learning disabilities to feel safe in their community and highlighted the work PB had done with Surrey Police in order to highlight this issue.
4. The Board expressed their support for the PVR and the important work that it had facilitated in helping people with learning disabilities to live more independent lives and to integrate into their communities. The Area Director was asked to provide details of how the Council would continue to improve service provision now that the PVR had reached its conclusion. It was highlighted that ASC would work with health partners to develop a follow up strategy. The implementation of this strategy would be underpinned by targets that would then be monitored by the PB to ensure that ASC and its partner agencies continued to meet targets and embed the person-centred approach to the delivery of services for people.
5. Members inquired about the extent to which Neighbourhood Support Officers had been involved in the work that the PVR had done with Surrey Police as these officers often know their communities extremely well. The Partnership Manager confirmed that Neighbourhood Support Officers had been involved as a result of the PVR. It was highlighted that involvement from chief officers had also actively been encouraged as a means of embedding this community centred approach amongst officers ensuring that they would get to know residents with learning disabilities and developing an understanding of their needs.

**Recommendations:**

1. The Board thanks the witnesses for their contributions today and notes the achievements of the PVR.
2. Recommends that it receives a report in 12 months to provide an update on the work started by the LD PVR with particular focus on the integration of commissioning with East Surrey CCG including the Joint Health and Social Care Commissioning Strategy, responsibility for individuals who reside outside of Surrey and the other areas of ongoing LD PVR work.

**Actions/ further information to be provided:**

None

**Board next steps:**

None

**17/15 ADULT SOCIAL CARE DEBT [Item 8]**

**Declarations of Interest:**

Dorothy Ross-Tomlin declared that she is the Trustee of a residential care home in Surrey.

**Witnesses:**

Wil House, Finance Manager  
Toni Carney, Head of Resources  
Jacky Edwards, Principal Lawyer

**Key points raised during the discussions:**

- The Head of Resources informed the Board that ASC's social care debt position had remained relatively static since it was last considered by the Adult Social Care Select Committee, with ASC being owed around £14 million for the delivery of care services to residents.
- Concern was expressed that the issue of money outstanding for the delivery of social care services had been ongoing for several years and that there appears to have been little headway made in really addressing this problem especially given that the reason for many of the debts was that many people simply aren't aware that they owe money to SCC. The Cabinet Member for Adult Social Care, Wellbeing and Independence highlighted that the amount of money outstanding

was actually around £4.5 million - unsecured debt over a month old. It was stressed that ASC had significantly reduced its level of social care debt over the years and a great deal of work would be done to reduce this further.

- The Board agreed that measures introduced by ASC had been successful in reducing the level of social care debt but stated that more would need to be done to decrease this further. It was suggested that ASC introduce a policy of initiating early conversations about finances with the individual receiving the care package and their families to encourage awareness of how much the services they receive from SCC would cost.
- Members drew attention to the format in which the social care debt figures were presented to the Board and requested that reports clearly stipulate the amount of money owed to SCC in relation to secured and unsecured debt as well as details of the amount payable to ASC over a defined period of time.
- The Principal Lawyer informed Members that ASC worked closely with the Behavioural Insights Team to revise the language of the letters issued to fee-paying service users in order to encourage payment by Direct Debit. Furthermore, ASC had also instituted a policy of phoning individuals with outstanding debts to ask for the reasons for non-payment to get an idea of why people weren't paying and how this can be addressed.
- The Board inquired about how SCC's level of social care debt compared to other local authorities and whether information about best practice for encouraging people to pay for the services they receive was shared between authorities. The Head of Resources advised that SCC compared quite favourably as it had a lower level of debt write off than at many other authorities. Members were told that Councils didn't generally share much information about levels of social care debt but that a meeting had been scheduled with East Sussex County Council to discuss this and comparing best practice and strategies for social care debt reduction.

### **Recommendations:**

The Board recommends that:

1. Work continues to increase the level of take-up of direct debit payments from 65%
2. Officers explore the possibility of benchmarking the council's level of debt with other local authorities.

3. The data held on the level of adult social care debt as outlined in Appendix A of the report is extended to show how long unsecured debt has been outstanding e.g. 3 months, 6 months, 12 months.
4. Supports the shift from a transactional to a more personal approach to the collection of debt.

**Actions/ further information to be provided:**

None

**Board next steps:**

None

**18/15 SURREY SAFEGUARDING CHILDREN BOARD: CHILD SEXUAL EXPLOITATION UPDATE [Item 9]**

**Declarations of Interest:**

None

**Witnesses:**

Caroline Budden, Deputy Director of Children, Schools and Families

Linda Kemeny, Cabinet Member for Schools, Skills and Educational Achievement

Mary Angell, Cabinet Associate for Children and Families Wellbeing

**Key points raised during the discussions:**

1. Members drew attention to the large number of boards dedicated to tackling Child Sexual Exploitation (CSE) in the County. It was suggested that collaboration between SCC and its partner agencies could be improved in this arena by amalgamating the various boards and committees allowing a more centralised response to CSE. The Deputy Director of Children, Schools and Families advised that there were four multi-agency groups covering the four different areas of the county. It was felt that one group would not allow the individual areas to be overseen in sufficient detail. The information from these meetings was then fed into a strategic overview board which looked at the countywide response to CSE. The Deputy Director acknowledged that the partnership working model was developing, but expressed the view that great strides had been to forge good working relationships with partner agencies across the county.

2. The Deputy Director was asked to elaborate on the steps being taken to identify the number of children and young people at risk of CSE in Surrey. The Board was advised that increased awareness of CSE had created certain challenges around making an accurate prediction of the number of children that could be subject to CSE in the county. A list of the children which are considered to be at risk of CSE in Surrey had been compiled and was being reviewed and updated monthly to assess those children which were considered to be at the greatest risk. All partners, including the police, had the same list to facilitate collaborative working and to ensure that the appropriate safeguarding structures were in place for children at risk.
3. Information was requested on the measures being taken to disrupt activity and challenge those who were engaging in CSE in Surrey. The Deputy Director indicated that details of police operations and activities to disrupt CSE were confidential, but confirmed that action was being taken to identify and stop individuals who engaged in CSE. The Board was informed that processes had been implemented to look at actions taken by the police and other agencies to make sure that they are effective at safeguarding children. There was a discussion about the need to have a single-point of contact for matters to CSE related to each agency.
4. The Board asked whether the discovery of an incident of CSE in Surrey would result in the establishment of a Serious Case Review. The Deputy Director indicated that Serious Case Reviews were conducted in instances when certain agencies or organisations were considered not to have discharged their duty by failing to take appropriate action to protect a child. Where partners were not deemed to be specifically at fault then it is generally considered that a best practice review would be more suitable.
5. The Cabinet Associate for Children and Families Wellbeing advised the Board that Ofsted had highlighted that children who go missing while in care were not routinely interviewed by an independent person once they returned. It was highlighted that it could be challenging to elicit honest answers from a child who did not want to be interviewed and that there was a need to create an environment where children trust social workers and independent interviewers and feel happy to confide in them.
6. The Board sought assurance that steps were being taken to follow up with children who have gone missing from care to ensure that they were not at risk or victims of CSE. It was advised that work was done to build trust and ensure that children in care could feel confident about talking to social workers.

7. The Cabinet Member for Schools, Skills and Educational Achievements stressed the important role played by primary schools in providing early education for children in how to identify the early signs of CSE and protect themselves online. The Board was informed that maintained and independent schools would receive support for identifying and tackling CSE and allow a greater sense of clarity and ownership in how they tackle the problem.
8. Further information was requested on how the reporting and accountability structures within Children's Services had improved since the Ofsted inspection. The Deputy Director indicated that steps had been taken to make individuals and organisations much better at sharing knowledge and information with each other. Accountability structures had also been clarified and defined so that individuals and agencies know who is responsible for particular areas of work.

**Recommendations:**

The Board notes the report and thanks the Surrey Safeguarding Children Board (SSCB) for its report. It recommends that:

1. That officers work proactively with other safeguarding partners to ensure a single-point of contact for CSE is implemented across each organisation;
2. That the Scrutiny Board and the Police and Crime Panel organise a joint session to further explore issues related to Child Sexual Exploitation;

It welcomes the opportunity to meet with the Independent Chair of the SSCB when it receives the SSCB's annual report in October 2015.

**Actions/ further information to be provided:**

That officers provide a further report demonstrating an analysis of trends and patterns related to CSE in 12 months' time.

**Board next steps:**

None

**19/15 CHILDREN'S SAFEGUARDING QUALITY ASSURANCE (QA) PROCESS [Item 10]**

**Declarations of Interest:**

None

**Witnesses:**

Caroline Budden, Deputy Director of Children, Schools and Families



David John, Audit Performance Manager, Internal Audit  
Linda Kemeny, Cabinet Member for Schools, Skills and Educational  
Achievement  
Mary Angell, Cabinet Associate for Children and Families Wellbeing

**Key points raised during the discussions:**

1. The Audit Performance Manager introduced the report, advising the Board that the most aspects of Children's Services Quality Assurance (QA) process operated effectively but there were some challenges related to the allocation and ownership of actions. It was felt by the auditor that this could have quite significant implications arising from actions either being neglected or duplicated.
2. The Board was further informed that the internal audit had uncovered issues with file retention and the preservation of evidence which had led to recommendations in respect of these as well. It was advised that a follow up piece of work would be conducted by the Internal Audit Team to ensure that the appropriate steps have been taken to address the problems identified in the report.
3. The Deputy Director provided the Board with some context around the findings of the Internal Audit Report. It was highlighted that some of the issues identified were related to wider challenges facing Children's Services, such as the recruitment and retention of staff which the Service was working to address. The QA process would be considered as part of the improvement plan which was being presented to the Department of Education (DfE).
4. The Board expressed concern that the QA process should be robust in order to identify areas for improvement and act accordingly. The Deputy Director drew attention to the action plan published with the report which outlined the steps being taken by Children's Services to improve its QA processes and which had been informed by the Ofsted inspection and the Internal Audit report.
5. The Cabinet Member for Schools, Skills and Educational Achievement expressed concern that there was a general confusion amongst Members about who should receive Internal Audit reports and requested that they be sent directly to relevant Cabinet Members. Officers advised that Internal Audit reports were emailed to the relevant Cabinet Member and that of a list audit reports issued was circulated to all Members including a link to the repository of audit reports on the internal Council website. The reporting mechanisms to Scrutiny Boards was highlighted as an area of good practice.
6. The Board expressed concern about the findings of the internal audit report, and discussed whether there were wider risks about how the

Council sought to identify and address issues through audit and quality assurance processes.

Ken Gulati entered the meeting at 12.25 pm.

**Recommendations:**

1. The Board endorses the Management Action Plan and welcomes the work officers are undertaking to make the improvements required.
2. It strongly supports the QA reporting arrangements to the Scrutiny Board as set out in the Internal Audit Management Action Plan.
3. The Board recommends that the Chief Executive reviews with the Strategic Directors the audit and quality assurance reporting mechanisms across the Council, to ensure that issues are highlighted and addressed at the appropriate level.

**Actions/ further information to be provided:**

None

**Board next steps:**

None

**20/15 FORWARD WORK PROGRAMME AND RECOMMENDATIONS TRACKER [Item 11]**

**FORWARD WORK PROGRAMME AND RECOMMENDATIONS TRACKER [Item 11]**

**Declarations of Interest:**

None

**Witnesses:**

None

**Key points raised during the discussions:**

- Set up task group for transition.

**Recommendations:**

None

**Actions/ further information to be provided:**

None

**Board next steps:**

None

**21/15 DATE OF NEXT MEETING [Item 12]**

The Board noted that its next meeting will be at 10.00 am on Monday 7 September 2015.

Meeting ended at: 1.25 pm

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**Chairman**

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## **Social Care Services Board 7 September 2015**

### **Working Together to Safeguard Children 2015: response to new statutory responsibilities**

**Purpose of the report:** Scrutiny of Services

This report sets out how the Council and its safeguarding partners have responded to new statutory responsibilities introduced by government guidance, 'Working Together to Safeguard Children 2015'. These responsibilities relate to children at risk of:

- Sexual Exploitation
- Female Genital Mutilation
- Radicalisation

#### **Introduction:**

1. In March 2015 the government refreshed guidance related to inter-agency working to safeguard children. This guidance, 'Working Together to Safeguard Children 2015' introduced a number of changes, this included specification on how safeguarding agencies support children and young people considered at risk of:
  - Child Sexual Exploitation (CSE)
  - Female Genital Mutilation (FGM)
  - Radicalisation
2. This report outlines these changes, and how the Council works with partners to meet these specific responsibilities.

#### **Key principles of safeguarding arrangements**

3. The guidance sets out that: "Effective safeguarding arrangements in every local area should be underpinned by two key principles:
  - safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their full part; and

- a child-centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.”<sup>1</sup>
4. The guidance states: “The [Local Safeguarding Children Board] should agree with the local authority and its partners the levels for the different types of assessment and services to be commissioned and delivered. This should include services for children who have been or may be sexually exploited, children who have undergone or may undergo female genital mutilation and children who have been or may be radicalised. Local authority children’s social care has the responsibility for clarifying the process for referrals.”<sup>2</sup>
  5. The guidance also highlights new requirements around protecting those at risk of being drawn into terrorism: “Under provisions in the Counter-Terrorism and Security Act 2015, local authorities will be required to establish Channel panels from 12 April 2015. The panels will assess the extent to which identified individuals are vulnerable to being drawn into terrorism and arrange for support to be provided to those individuals. Panels must include the local authority and the chief officer of the local police. There are also a number of panel partners, including those within the criminal justice system, education, child care, health care and police who are required to cooperate with the panel in the discharge of its functions. Local authorities and their partners should consider how best to ensure that these assessments align with assessments under the Children Act 1989”<sup>3</sup>
  6. It is important to note that the guidance serves to clarify responsibilities in relation to a number of recent high-profile national issues concerning safeguarding. CSE, FGM and radicalisation are separate issues, but can in some cases be linked and the reasons why intervention is necessary can be the same. However, they can also be linked to other safeguarding matters.

## Child Sexual Exploitation (CSE)

7. CSE is defined by Ofsted in their Thematic Inspection report as:

“Sexual exploitation of children and young people **under 18** involves exploitative situations, contexts and relationships where the young person (or third person/s) receive ‘something’ (eg, food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.

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<sup>1</sup> ‘Working Together to Safeguard Children 2015’, page 8-9  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/419595/Working\\_Together\\_to\\_Safeguard\\_Children.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf) (accessed 29 July 2015)

<sup>2</sup> Ibid. Page 15

<sup>3</sup> Ibid. Page 19

Child sexual exploitation can occur through the use of technology without the child's immediate recognition; for example being persuaded to post images on the internet/mobile phones without immediate payment or gain."<sup>4</sup>

8. A number of high profile cases in Rotherham, Oxford and Rochdale have raised the prevalence of this significantly and there is understandable scrutiny on Children's Services Departments and partners' responsiveness to tackling the problem in their area.
9. When Ofsted inspected the local authority in October/November 2014, they raised a number of concerns in respect of the Children's Services and Police in relation to CSE. Specifically, they identified:
  - Lack of strategic oversight by the multi-agency network in response to CSE;
  - The multi-agency arrangements for monitoring and oversight of CSE cases: specifically the Missing and Exploited Children's Conference (MAECC) process was seen as poor and uncoordinated;
  - The lack of skills and expertise amongst staff in identifying and assessing risk of CSE;
  - The management of data and the sharing of information across agencies was uncoordinated and confused.
10. In response to these criticisms, the local authority in conjunction with partners carried out the following actions:
  - Reviewed the MAECC process and since April 2015 have a new Area structure in place with an overarching county oversight group;
  - Refreshed the Surrey Safeguarding Children's Board's (SSCB) CSE Strategy group and work plan;
  - Reviewed and revised the CSE Risk Assessment Tool in advance of the government and Ofsted's recommendation that all local authorities do this;
  - Developed a single list of children identified as at risk of CSE that is shared between partners whilst conforming to Data Protection guidance;
  - Created a multi-agency data set to allow cross-referencing of information by partners, and drafted a CSE Information Sharing protocol;
  - Developed a CSE training programme both internally and in conjunction with partners as part of the SSCB's Training programme. In addition a series of targeted workshops have been delivered to front line staff in Children's Services and Youth Support Services
11. This work has led to measurable outcomes for children. There is increased awareness of CSE by staff and a total of 293 children have been identified as currently, or having previously been, at risk of CSE. The Area MAECC meetings have reviewed and quality assured the

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<sup>4</sup> 'The sexual exploitation of children: it couldn't happen here could it?', Ofsted, November 2014, <https://www.gov.uk/government/publications/sexual-exploitation-of-children-ofsted-thematic-report> (accessed 18 August 2015)

protection plans of over 150 children. At present there are 96 children identified as at risk and subject to review by the MAECC. In addition, 9 children have become looked after and 8 children being made subject to CP Plans as a direct result of these meetings.

12. There continues to be further work in this area, as the CSE agenda continues to evolve as more information becomes available at a national and regional level. Specifically, we need to review how we are working with boys who may be at risk of CSE. National data would suggest that approximately a third of all children at risk of CSE are boys. This, however, is likely to vary from area to area, with factors such as high levels of gang culture meaning the numbers of boys at risk would be higher in some local authorities than in others. It is therefore possible that the numbers in Surrey would be lower than elsewhere in the country. Nevertheless, it is probable that it is higher than we are currently reporting and that we may as multi-agency partnership not identifying those boys as risk as we are girls at risk.
13. The interface between the MAECC and other local groups needs to be defined, such as the Borough Joint Action Groups (JAG) and Community Impact Action Groups (CIAG). These groups meet regularly at borough and District level and may provide a useful mechanism for identifying hotspots in the county and inform the Police, SSCB and Children's Services of the developing profile of CSE.
14. Whilst there have been significant steps in developing our data sharing, there continues to be room for improvement, with the need to incorporate wider Health data.
15. The new MAECC structure is currently being well received by partners and attendance is by senior managers, which represents an important and welcome development. However, it has only been in place for four months and it should be reviewed to see if there is a need for further refinement.

### **Female Genital Mutilation (FGM)**

16. In March 2015, the Department of Health published guidance for professionals on managing the risk from FGM. FGM became a criminal offence under the Female Genital Mutilation Act of 2003. Under the Serious Crime Act 2015, the law governing FGM has been strengthened.
17. All NHS organisations are required to have local Safeguarding Protocols and Procedures for helping children and young people at risk of FGM. Under the new guidance, NHS organisations have been asked to review their procedures in handling cases where FGM, or the risk of FGM is alleged. These will need to conform to the overarching principles of Working Together 2015, but there needs to be specific procedures in place that consider the characteristics of FGM, including the information sharing protocols with partners throughout a girl's childhood.



18. The SSCB has in response to this established a Task and Finish Group to develop a partnership wide response to this guidance. The group has four main strands of work:

- Scoping the extent of the problem of FGM in the county and mapping areas of risk;
- Researching good practice throughout the country to inform local practice;
- Reviewing and updating SSCB Policies and Procedures for FGM;
- Developing a Training package for practitioners across all agencies.

19. This group is due to reconvene on 4 September 2015 to review progress against each of these strands and an update provided to the Social Care Services Board.

### **Risk of Radicalisation:**

20. The Counter-Terrorism and Security Act was passed into law in February 2015. One of its key provisions is to require Local Authorities to take steps and act to prevent people being drawn into extremism. This duty rests firmly now with County and Borough Councils.

21. The National Counter Terrorism Strategy is termed CONTEST and has four principal strands:

- Pursue: is concerned with the apprehension and arrest of any persons suspected of being engaged in the planning, preparation or commission of a terrorist act.
- Prevent: is concerned with working with partners to reduce support for terrorism of all kinds, challenging and isolating extremists, including those operating through the internet.
- Protect: aims to strengthen our protection against a terrorist attack and reduce our vulnerability to such attacks.
- Prepare: take action to mitigate the impact of a terrorist attack where that attack cannot be stopped.

22. The Prevent Strategy in Surrey is coordinated by the Community Safety Unit with involvement from key partner agencies including each of the Boroughs and Districts, Police, Health and Social Care. In addition key links have been developed with Schools, Universities and Prisons, where radicalisation and extremism can be an issue if not identified.

23. At a local level, the Prevent Partnership has been tackling radicalisation through:

- Work with Police including the Counter Terrorism Teams to review and develop local profiles and begin to assess the risk of individuals being drawn into terrorism.

- Established links with Prevent coordinators, schools, universities, colleges, local prisons, probation services, health, immigration enforcement and others as part of the risk assessment process.
  - Mainstream the prevent duty so it becomes part of the day-to-day work of the authority, in particular children' safeguarding.
  - Provide overarching leadership in the development of Plans to combat radicalisation.
  - Provide a training programme to key staff on Radicalisation and the Prevent Strategy.
24. In response to this agenda, Surrey have worked closely with partners to ensure that each borough and district has a Prevent Action Plan in place, established Divisional Prevent Partnership Groups which feed into county Partnership Group. A training programme has been devised and delivered across the network, with priority having been given to those key agencies where young people may be most vulnerable to radicalisation and where the signs of this may be picked up. Strong links have therefore been developed with Universities and with schools in target areas.
25. The Training programme has also been incorporated into the SSCB's Training calendar as part of a wider training programme covering CSE and E-Safety, as well as Radicalisation.
26. Under Working Together 2015 and Counter-Terrorism and Security Act 2015, Local Authorities are required to establish Channel Panels. These panels will assess the extent to which an identified individual, or individuals are vulnerable to being drawn into terrorism and ensure that sufficient support is available to that individual.
27. There have been few referrals of individuals since these have been in place since April 2015.

### **Recommendations:**

The Board is asked to note the ways in the Council and partners have worked to ensure support for children and young people at risk of CSE, FGM or radicalisation. It is invited to make recommendations and seek further assurance by requesting an update report for a future meeting.

1. To support and promote the commissioning of an independent review of the new MAECC arrangements from October 2015, with a view to measuring its effectiveness and making recommendations for any changes required to improve its working.
2. That officers develop a problem profile in relation to FGM for the county and update the Social Care Board, in order to inform future service delivery
3. That the progress of the County's Prevent Strategy Action Plan be regularly brought to the Social Care Services Board for their information

<b>Next steps:</b>
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SSCB to commission an Independent Consultant to review the MAECC arrangements for the county in combating CSE in September for review in October 2015

FGM Task Group to complete its problem profile for Surrey and review of existing FGM procedures

The Prevent Action Plan be updated with progress against targets.

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01372 833309

**Sources/background papers:**

'Counter-Terrorism and Security Act 2015'

<http://www.legislation.gov.uk/ukpga/2015/6/contents/enacted> (accessed 29 July 2015)

'The sexual exploitation of children: it couldn't happen here could it?', Ofsted, November 2014, <https://www.gov.uk/government/publications/sexual-exploitation-of-children-ofsted-thematic-report> (accessed 18 August 2015)

'Working Together to Safeguard Children 2015'

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/419595/Working\\_Together\\_to\\_Safeguard\\_Children.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf) (accessed 29 July 2015)

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## Social Care Services Board

7 September 2015

### Better Care Fund Position Statement

**Purpose of the report:** Scrutiny of Services and Budgets/Performance Management

This paper sets out a Better Care Fund Position Statements for each of the six Local Joint Commissioning Groups across Surrey.

#### Introduction:

#### What is the Better Care Fund?

1. The Better Care Fund (BCF) is a national programme which creates a local single pooled budget to support and enable closer working between the NHS and local government. It is designed to:
  - a. Improve outcomes for people.
  - b. Drive closer integration between health and social care.
  - c. Increase investment in preventative services in primary care, community health and social care.
  - d. Support the strategic shift from acute to community and to protect social care services.
2. The BCF should not be considered 'new' money - it is a pooling of existing funding streams including the Whole Systems Partnership funding that Surrey County Council (SCC) received in previous years from the Department of Health, funding from Clinical Commissioning Groups (CCGs) baselines and capital resources previously paid to SCC and Surrey's district and borough councils.

## **What are we doing in Surrey?**

3. Surrey's BCF has been developed to ensure the services that we commission meet the County Council and CCGs' shared strategic aims and programme objectives:
  - a. Enabling people to stay well - Maximising independence and wellbeing through prevention and early intervention for people at risk of being unable to manage their physical health, mental health and social care needs
  - b. Enabling people to stay at home - Integrated care delivered seven days a week through enhanced primary and community services which are safe and effective and increase public confidence to remain out of hospital or residential/nursing care
  - c. Enabling people to return home sooner from hospital - Excellent hospital care and post-hospital support for people with acute, specialist or complex needs supported by a proactive discharge system which enables a prompt return home
4. A 'local' approach has been taken to Surrey's BCF development - using six Local Joint Commissioning Groups (LJCGs) that have been established between SCC and the CCGs, schemes and plans have been developed that are appropriate for each local area based on local need. Through the plans, we are committed to achieving consistent, improved health and social care outcomes but recognise that to achieve that, the solutions may look different in each area.

## **Who is making the decisions about the Better Care Fund?**

5. SCC and Surrey's six CCGs have agreed a governance framework to support the implementation of the BCF – this describes the arrangements that have been established to ensure proper and effective management of the plans and funds.
6. Whilst the Surrey Health and Wellbeing Board is responsible for signing off the plan, the council and each of the CCG's Governing Bodies retain their statutory responsibilities for the use of resources and delivery of services.
7. In each area, LJCGs have been given the responsibility for developing and agreeing local plans and determining how funds for their area will be spent. A Surrey-wide Better Care Board has been established to work on behalf of the Health and Wellbeing Board to have oversight of the plan across Surrey.

## What is the funding?

8. Surrey's BCF is £71.422m in total – of this £65.475m is revenue funding and £5.947m is capital funding. The table below shows the agreed distribution of funding (between CCG areas and broad areas of spend).

£000	Surrey Total	East Surrey 14.35%	Guildford & Waverley 17.15%	North West Surrey 30.25%	Surrey Downs 25.04%	Surrey Heath 8.4%	North East Hampshire & Farnham 3.97%	Windsor, Ascot & Maidenhead 0.82%
Protection of adult social care	25,000	3,588	4,288	7,563	6,261	2,100	993	207
Care Act (revenue)	2,563	368	440	775	642	215	102	21
Carers	2,463	353	422	745	617	207	99	20
<b>Subtotal (Adult Social Care &amp; Carers)</b>	<b>30,026</b>	<b>4,309</b>	<b>5,150</b>	<b>9,083</b>	<b>7,520</b>	<b>2,522</b>	<b>1,194</b>	<b>248</b>
Health commissioned out of hospital services	17,461	2,507	2,996	5,277	4,374	1,468	695	144
Health commissioned 'in hospital' services	1,462	209	250	447	365	122	57	12
<b>Subtotal (health commissioned services)</b>	<b>18,923</b>	<b>2,716</b>	<b>3,246</b>	<b>5,724</b>	<b>4,739</b>	<b>1,590</b>	<b>752</b>	<b>156</b>
Continuing investment in health and social care	16,526	2,372	2,834	5,001	4,139	1,389	655	136
<b>Total revenue</b>	<b>65,475</b>	<b>9,397</b>	<b>11,230</b>	<b>19,808</b>	<b>16,398</b>	<b>5,501</b>	<b>2,601</b>	<b>540</b>
Disabled facilities grants	3,723	534	639	1,126	932	313	148	31
Care Act capital	946	136	162	286	237	79	38	8
ASC capital	1,278	183	219	387	320	107	51	11
<b>Total capital</b>	<b>5,947</b>	<b>853</b>	<b>1,020</b>	<b>1,799</b>	<b>1,489</b>	<b>499</b>	<b>237</b>	<b>50</b>
<b>Total BCF</b>	<b>71,422</b>	<b>10,250</b>	<b>12,250</b>	<b>21,607</b>	<b>17,887</b>	<b>6,000</b>	<b>2,838</b>	<b>590</b>

9. Total SCC and CCG funding can be found at Appendix 1.

10. The BCF is underpinned by seven pooled budgets and the agreed governance framework sets out contributions, how this money is used and how decisions on this spending are made. 'Section 75' legal agreements outline the arrangements for the pooling of these resources and the delegation of certain NHS and local authority health-related functions under the National Health Services Act 2006. SCC is managing the accounting arrangements for the pooled budgets on behalf of all of the CCG. LJCGs for each CCG area are responsible for managing the pooled budgets for their areas and making decisions about how funding should be allocated.

11. All contributions to the pooled funds to the end of quarter 1 have been received and the allocated budget is forecast to be spent in full by the year end.

### East Surrey LJCG

12. The East Surrey LJCG membership includes, officers from East Surrey CCG, Surrey County Council, Reigate & Banstead Borough Council and Tandridge District Council. The meetings are co-chaired by the Area Director from Adult

Social Care and the Director of Commissioning and Engagement from the CCG. The meeting is divided into two. The first half of the meeting includes invited guests, and progress updates are provided. The second part involves the core group.

13. The purpose of the group is to support the delivery of the County Council and CCGs' shared strategic priorities and the aims of the Better Care Fund. The key areas we are focusing on include:-
  - Reducing Admissions and Promoting Swift and Integrated Discharge (RAPSID)
  - Integrated working
  - Signposting and Prevention
14. The group has the joint oversight of the BCF plan across East Surrey. This includes reviewing finance and performance for the services, contracts and grants within the BCF. It provides a platform to identify gaps and opportunities across East Surrey and jointly develop robust plans for the future.

### **Integration in East Surrey**

15. Integrated Commissioning  
One Commissioning Team – commissioning for the whole East Surrey system. Development of key enabler work streams for successful integration premises /workforce/ IT/performance management & governance/payment mechanisms.
16. Integrated Assessment  
Trusted assessor model across the whole system with an agreed workforce profile, embedded in health and social care hubs, which will be fully integrated.
17. Integrated Urgent Care Team  
At the 'front door' of acute care - 24/7. Using the skills of the multi-agency, multi-disciplinary team for timely and complete assessment; ambulatory pathways with access to diagnostics and specialist opinion avoiding Emergency Department attendances and emergency admissions. Development of one plan for one person.
18. Integrated Discharge Team  
Wrap around community services will action the Discharge to Assess process, with timely follow up from community health and social services. A bed-based care model with the independent sector, focusing on elderly frail patients with rehabilitation potential and those who may need continuing health care.
19. Shared System Enablers  
Access to shared primary & community care medical notes and care plans across the system. Interoperability between hospital IT & GP/community, social care IT systems. Partnership and risk sharing agreement overseen by system wide project board. Local tariff and payment model for the CCG.



## **Guildford and Waverley LJCG**

20. The Guildford and Waverley LJCG is made up of representatives from SCC and NHS Guildford and Waverley CCG as outlined in the governance framework. In addition, Associate Members from other organisations are invited as necessary. There is good representation from the CCG, SCC and Guildford and Waverley Borough Councils.
21. In order to meet the County Council and CCGs' shared strategic aims and programme objectives, the five areas of investment are:
- Rapid Response Services
  - Virtual Ward Services
  - Telecare and telehealth
  - Social Care Reablement and Carers (includes protection of social care, carers and Care Act Funding)
  - Mental Health
22. The LJCG maintains joint oversight of the BCF plans across NHS Guildford and Waverley and SCC and in doing so makes the most of opportunities for synergies across health and social care.

### **Integration in Guildford and Waverley**

23. Integrated Care and Assessment Service (ICAS) - the ICAS service is based at the Royal Surrey County Hospital and is made up of all the discharge functions that have now been brought together as a distinct team under a single management structure. The social care team is an integral part of this team; on a day to day basis the team manager reports to the Head of Integrated Care to ensure that patients are discharged safely at the appropriate time thus reducing length of stay.
24. My Care, My Choice - Guildford and Waverley CCG has developed 5 locality hubs with primary care colleagues. This puts the resident, carer and their family at the centre and supports them to be involved in decisions around planning for their care. The social care teams are part of the multidisciplinary teams within the community. An operating model has been developed.

There are 5 locality hubs as follows:

- Haslemere (4 practices)
- East Waverley (5 practices)
- North Guildford (3 practices)
- East Guildford (4 practices)
- Central Guildford (5 practices)

The next steps are to develop proactive care teams that will respond to the needs of the individual and their carer thus supporting them to remain within the

community. The East Waverley locality will be the first locality to go live with the proactive care team model.

25. Rapid Response/Reablement - We are currently developing a Discharge to Assess model with our community health provider with a view to merging the Rapid Response and Reablement teams into a single service. This will also support the locality proactive care model.

### **North East Hampshire and Farnham LJCG**

26. North East Hampshire and Farnham were invited to bid to become a national pilot site for 'Vanguard' - The NHS new models of care programme. Bids were invited for four models: multispecialty community providers, primary and acute care systems (PACS), viable smaller hospitals and enhanced health in care homes. Twenty-nine pilots were selected and of that, North East Hampshire and Farnham were selected to be one of nine PACS models.

27. The Vanguard programme in North East Hampshire and Farnham is made up of clinicians and services managers from NHS North East Hampshire and Farnham Clinical Commissioning Group, Frimley Health NHS Foundation Trust, Southern Health NHS Foundation Trust, Surrey and Borders Partnership NHS Foundation Trust, South East Coast Ambulance Service NHS Foundation Trust, Virgin Care, North Hampshire Urgent Care and Hampshire and Surrey County Councils. NHS North East Hampshire and Farnham CCG are the lead organisation for the programme.

28. The programme includes six key elements:

29. New model of care

- Designed by care professionals and local people, will look and feel different
- There are different elements that will improve the model of care including integrated health and social care teams, support for self-care and helping to prevent ill health, enhanced community services and specialist inpatient (hospital) care.

30. Preventing ill health, enabling self-care and supporting wellbeing

- Provide opportunities for people within the local community to access activities and support to help them manage their own conditions.
- Helping people with mental health conditions with life skills such as budgeting and return to work support.
- Provide greater support to carers
- Train pharmacy staff to give expert self-care and wellbeing advice and recognise this through the Healthy Living scheme
- Eliminating health inequalities in North East Hampshire and Farnham to ensure fair access to all health and social care services and support.

31. Integrated health and social care teams with hubs in every locality
- Five integrated health and social care teams will be operating in Farnham, Fleet, Farnborough, Aldershot and Yateley by the end of July.
  - These teams comprise community nurses, occupational therapists, physiotherapists, social workers, a psychiatric nurse, a lead psychiatrist, a pharmacist, a geriatrician, GPs, the voluntary sector, and specialists in palliative care and domiciliary care, supported by a dedicated Integrated Care Team Coordinator.
  - These health and social care professionals will work as a single team, meeting regularly to discuss patients and prepare a single coordinated plan to deliver joined up care for local people, especially the most vulnerable or complex patients.
32. New model of care in acute
- Designed with secondary and primary care clinicians, patients and commissioners, a new model of care will speed up discharge and will provide rehabilitation services out in the community.
33. New Commissioning Model
- Creation of new planning (commissioning) model for health and social care services
  - CCGs and the County Councils, along with NHS England will pool their health and social care resources (people, budget and services) for the local population.
  - These partners will draw up contracts with providers to fund improved long-term outcomes for patients and to enable the successful delivery of the new model of care.
34. New Provider Model
- A new joined-up model for providers of health and social care services
  - Providing more specialist care in the community to avoid patients being admitted to hospital where possible, and to help them be discharged home earlier.
  - Discussions between providers are underway of what model would be best suited to deliver the new model of care.

<b>North West Surrey LJCG</b>
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35. The North West Surrey LJCG's membership includes, officers from North West Surrey CCG, Surrey County Council, Adult Social care and Public Health. On a quarterly basis we are joined by officers from Elmbridge, Runnymede, Spelthorne and Woking Borough Councils. The meetings are co-chaired by the Area Director from Adult Social Care and the Director of Quality and Innovation from the CCG.

36. The Commissioning Group supports the delivery of our strategic priorities and the aims of the BCF. The key areas we are focusing on include:

- Developing Locality Hubs – integrated multidisciplinary teams of health and social care staff lead by primary care
- Developing an Integrated Rapid Response Service – proactive discharge planning and admission avoidance
- Prevention – working with Public Health and Districts and Boroughs, and voluntary sector building on Family Friends and Community support

37. The LJCG also has the joint oversight of the BCF plan across NW Surrey. This includes reviewing value for money performance outcomes for all contracts and grants funded from the BCF e.g. carers services, all protection of social care services, telecare, telehealth, and stroke services.

38. The group provides a platform for the whole system to identify opportunities for efficiencies and the improvement joint working initiatives that will improve health and well-being outcomes for local people.

### **Integration in North West Surrey**

#### Developing Locality Hubs

39. Integrated multidisciplinary teams of health and social care staff lead by Primary Care.

40. The Locality Hubs are being developed around the three GP Locality Network Boards:

- Stanwell, Ashford, Staines, Shepperton, Egham, Spelthorne - 13 practices
- Thames Medical West, Elmbridge and Runnymede - 14 Practices
- Woking 15 Practices, with the first hub being located at Woking Community Hospital.

41. The Hubs will provide proactive care, initially for a smaller cohort of people over 75 years, with complex needs. The aim is to provide preventative support, to delay the need for more intensive health and social care support and prevent hospital admission. If admission occurs, the hub will ensure timely discharge.

42. The aspiration is to have one care record shared and owned across the health and social care system within NW Surrey.

#### Integrated discharge team

43. Joining up the health and social care discharge functions at St Peter's Hospital within one management structure.

44. The Community Medical Teams have been launched; these are allocated to each of the GP Locality Networks in Surrey Downs and will be key in providing medical leadership for the Community Hubs, as well as support for the Rapid Response service.

#### Developing a Rapid Response/Reablement Service

45. We are exploring options to integrate with the community health provider (Rapid Response) and Reablement to compliment the proactive interventions planned with the locality hub model.

#### Prevention

46. Working with public health, districts and boroughs, and voluntary sector - there are six strategic change programmes within NW CCG area, the Targeted Communities Programme is working towards reducing health inequalities and prevention the targeted communities group is made up of made up of CCG, social care, public health, districts and boroughs, and voluntary sector.

### **Surrey Downs LJCG**

47. The Surrey Downs Group LJCG's membership includes, officers from Surrey Downs CCG, Surrey County Council, Adult Social Care and Public Health. On a quarterly basis we are joined by officers from Elmbridge, Epsom & Ewell, Reigate & Banstead Borough Councils and Mole Valley District Council. The meetings are co-chaired by the Area Director from Adult Social Care and the Chief Operating Officer from the CCG.

48. The Commissioning Group supports the delivery of our strategic priorities and the aims of the Better Care Fund. They key areas we are focusing on include:-

- Developing Community Hubs – integrated multidisciplinary teams of health and social care staff
- Developing a Rapid Response Service – Discharge to Assess
- Community Medical Teams – Medical support for the integrated community services.
- Prevention – working with Public Health and Districts and Boroughs, and voluntary sector

49. The LJCG has the joint oversight of the BCF plan across Surrey Downs. It reviews finance and performance of the services, contracts and grants within the BCF. These include grants for carers, protection of social care, telecare and telehealth. The group provides help to identify opportunities for improving joint working locally, and so improves outcomes for local people.

## **Integration in Surrey Downs**

Developing Community Hubs – integrated multidisciplinary teams of health and social care staff.

50. The Community Hubs are being developed around the three GP Locality Networks in Surrey Downs (East Elmbridge; Epsom and Dorking). The service will provide proactive care, initially for people over 75 years and this will then be rolled out for those over 65 years and the wider population. The Hubs will be made up of staff from CSH Surrey (community health) and Adult Social Care who will be co-located. We will be launching the first phase in September 2015 and we will have shared performance indicators.

Community Medical Teams – Medical support for local residents and for integrated community services.

51. The Community Medical Teams have been launched; these are allocated to each of the GP Locality Networks in Surrey Downs and will be providing medical leadership for the Community Hubs, as well as support for the Rapid Response service.

Developing a Rapid Response Service – Discharge to Assess.

52. We have, with our Acute Hospital and Community Health partners, initiated the discharge to assess model from Epsom Hospital. The Hospital Social Care Team is integral to this model. We have identified services delivering rapid response in the local area, but they are not joined up and so by bringing these together we will have a more coordinated rapid response service from winter 2015, with shared performance indicators.

## **Prevention**

53. Work is being progressed with public health and districts & boroughs, and voluntary sector. We have a working group, made up of CCG, social care, public health, districts and boroughs, and voluntary sector staff. This group's focus is on the local preventative agenda, and has identified initiatives to help with winter wellbeing, as well as reviewing preventative services in the area so that they are aligned to public health profiles and local need.

## **Surrey Heath LJCG**

54. Surrey Heath has a strong LJCG with representation from CCG commissioners, adult social care commissioners, public health and, district and borough councils. This meeting focuses on strategic priorities outlined in the BCF as well as the wider priorities for health and social care integration.

55. This year Surrey Heath was shortlisted for Vanguard status. Feedback from the national team highlighted that the plan submitted demonstrated that strong relationships has been built across partner organisations. There was also

recognition that Surrey Heath were further ahead with the implementation of plans than many other applicants and that the plans showed clarity and ambition. Whilst full Vanguard status was not awarded we were nominated to be part of the 'fast follower' system, with support being offered from the King's Fund.

### **Integrated Care Teams**

56. The ambition - Integrated Care is a new way of supporting local people, their families and carers by bringing together the professionals involved in providing care for those with health or personal care needs who live at home.

57. In Surrey Heath there are three Integrated Care Teams:

- Team South - based at Ash Vale Health Centre
- Team Central - based at Park Road Surgery
- Team East - based at Lightwater Surgery

58. The ambition of the integrated care teams means that people will only have to tell their story once because there will be a single plan of care shared with all the organisations supporting them. People will have a named co-ordinator of care and they will have a joint assessment of care needs to avoid unnecessary duplication. The team works together to keep people at home and reduce the need for them to go into hospital.

59. To date, we have delivered and implemented the CCG wide integrated care model across the 90,000 person population, encompassing 9 separate organisations and 9 GP Practices.

60. Further progress includes:

- 2014/15 Surrey Heath CCG identified £3.0M recurrent funding to invest in community-based services
- 3 x Integrated Care Teams (ICTs) commencing delivery of 8 to 8 local community-based care
- Access to local Rapid Response Services and the Community Rehabilitation Team available 7 days a week
- A Single Point of Access for community health and social care referrals is available
- The Integrated Care Teams (ICT), Rapid Response Service, Community Rehabilitation Team and Single Point of Access (SPA) are co-located and hosted in four local GP Practices
- Once recruitment is complete 114 (102.57 WTE) clinical and professional staff will be based locally in the ICTs and SPA offering community based services across the population of Surrey Heath.

## **Our vision for the end of 2015/16**

61. A radical shift (equivalent of 6 fewer admissions to Frimley Hospital per day) in the number of emergency admissions will have taken place compared to 2014/15. This will be achieved through:

- Establishment of integrated community teams of health and social care staff working alongside general practice
- A strengthening of personal care plans (potentially including personal health budgets)
- Improved responsiveness at “crisis” points
- Improved co-ordination of care and support will be reported by patients and their carers.

62. In addition, patients with long term conditions will be identified early and appropriately supported in the community by their GP working in partnership with consultant specialists. Thresholds for admission will increase following discussions and agreement between GPs and consultants as greater confidence in community services is developed

63. The LJCG is due to hold a conference with the local Voluntary Community and Faith Sector. This conference, called "Making It Real", is part of a partnership approach to understanding local demand, need and priorities, and how we can develop really strong local resilience. It will also support the involvement of the whole community to be partners and contribute to promoting the health and wellbeing of all residents of Surrey Heath.

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### **Sources/background papers:**

Appendix 1 –Table to show BCF, and total CCG & SCC funding, by CCG area

[Surrey Better Care Fund Plan](#)





### CCG BCF Allocations

	<u>Better Care Fund</u>		<u>2015/16 Total Funding</u>				<u>2014/15</u>
	Revenue Allocation	% of BCF	Whole CCG Funding	Estimated Surrey Allocation*	% of Surrey Allocation	% of Budget covering Surrey	Baseline
	£000		£000	£000			£000
East Surrey	9,397	14%	188,761	188,761	14%	100%	182,623
Guildford and Waverley	11,230	17%	233,940	226,303	17%	97%	226,440
North West Surrey	19,808	30%	404,373	404,373	30%	100%	392,066
Surrey Heath	5,501	8%	111,538	111,538	8%	100%	106,150
Surrey Downs	16,398	25%	336,496	336,496	25%	100%	326,479
Windsor, Ascot & Maidenhead	549	1%	153,748	11,008	1%	7%	146,475
Northeast Hampshire and Farnham	2,601	4%	234,402	52,132	4%	22%	227,146
	<b>65,484</b>	<b>100%</b>	<b>1,663,258</b>	<b>1,330,611</b>	<b>100%</b>		<b>1,607,379</b>

\* Estimated based on proportion of residents in each CCG area that relate to Surrey



## Social Care Services Board

7 September 2015

### Family, Friends and Communities Programme Update

#### **Purpose of the report:** Scrutiny of Services

To update the Board on the progress and achievements of the Family, Friends and Community Programme.

#### **Introduction:**

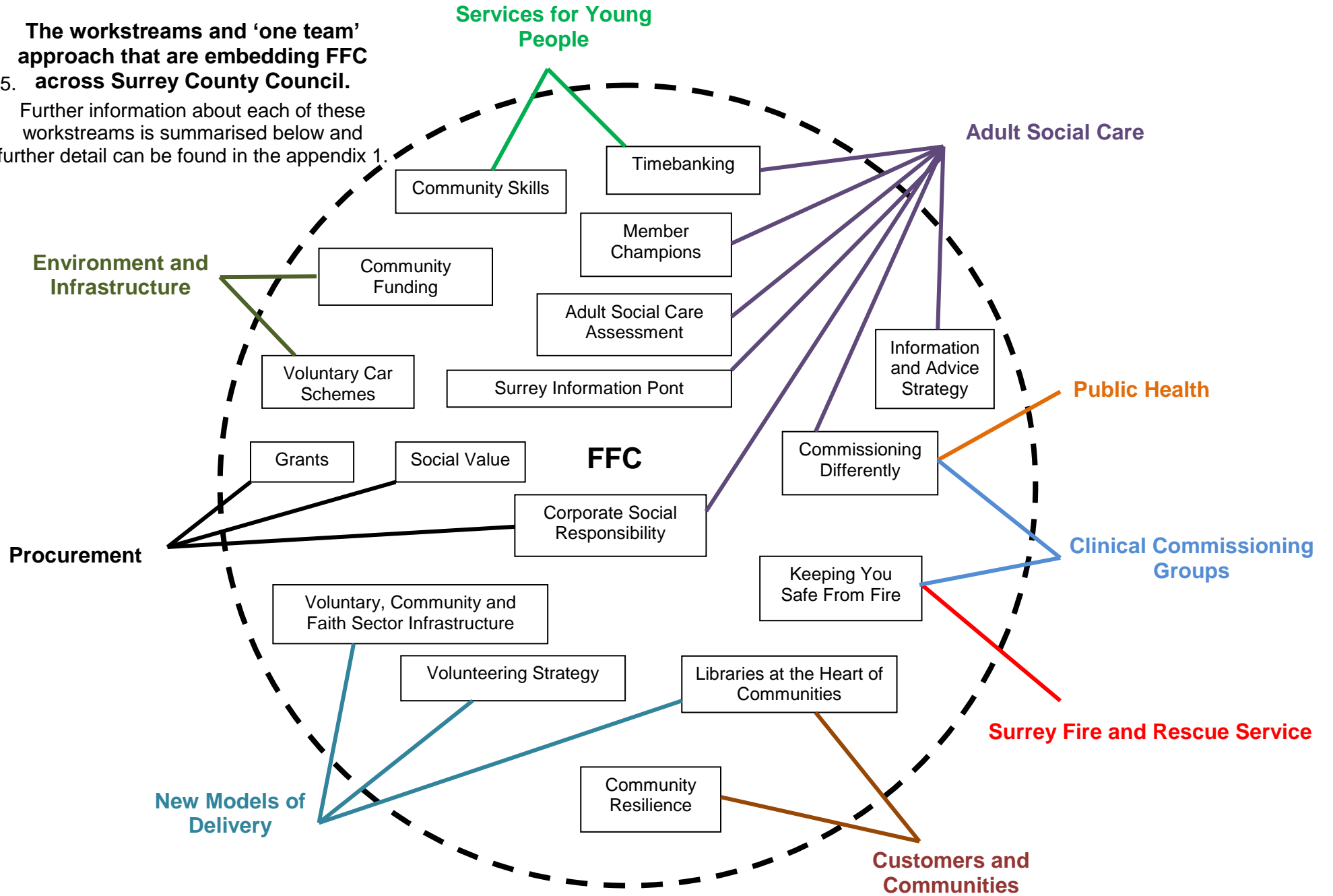
1. The Surrey County Council corporate strategy highlights that Surrey's population is both increasing and ageing - by 2020, it is estimated that older people will make up 20% of the population, increasing demand on health and social care services. Alongside this, changing birth rates and people moving into Surrey mean that 13,000 more school places are expected to be needed by 2020. In short, demand is increasing across the board, while financial resources are not keeping up.
2. Residents expect services to be easy to use, responsive and value for money. Corporately we aim to meet these challenges by continuing to work as one team with our residents and partners and investing in early support to ensure residents can lead more independent lives.
3. The Family, Friends and Communities (FFC) Programme has been embedding a one team approach across the Council and delivering improved value for money, in order to help manage demand on health and social care services and provide personalised care and support that promotes independence and provides better outcomes at less cost. The FFC Programme Board is made up of representatives from across the Council. Specifically, the FFC Programme is helping to achieve the following strategic corporate goals:
  - A. Wellbeing: Everyone in Surrey has a great start to life and can live and age well**
    - Help older and disabled people to live independently at home
    - Support a healthy living approach
  - B. Economic prosperity: Surrey's economy remains strong and sustainable**
    - Support young people to participate in education, training or employment
    - Ensure more than 50% of council spending is with Surrey businesses

**C. Resident experience: Residents in Surrey experience public services that are easy to use, responsive and value for money**

- Collaborate with partners to transform services for residents
  - Work with partners to tackle issues that make residents less safe
  - Use digital technology to improve services for residents
  - Deliver £62m savings
4. This report outlines how the FFC Programme is working across the whole of the Council and its partners to embed a one team approach that delivers on these objectives, with some specific examples of how the programme is achieving this.

**The workstreams and 'one team' approach that are embedding FFC across Surrey County Council.**

5. Further information about each of these workstreams is summarised below and further detail can be found in the appendix 1.



## **A. Wellbeing: Everyone in Surrey has a great start to life and can live and age well**

### 6. Corporate Strategic Goals:

- Help older and disabled people to live independently at home
- Support a healthy living approach

### 7. Examples of how the Family, Friends and Communities Programme is delivering on these include:

#### **A.1. Information and Advice Strategy – Adult Social Care**

Adult Social Care (ASC) is delivering on an information and advice strategy with partners that aims to make information and advice about care and support a universal service, that is easy to find and available within local communities and at critical times.

#### **A.2. Timebanking – Services for Young People, Adult Social Care**

In collaboration, Services for Young People and ASC are supporting the development of a network of timebanks across Surrey that will embed the ethos of FFC within communities. Timebanks allow local residents and groups to share their time and skills with one another to increase community connections, improve people's support networks and remove barriers for people to take part in education, training or employment.

#### **A.3. Voluntary Car Schemes – Environment and Infrastructure**

Each year Surrey's voluntary car schemes help thousands of elderly and vulnerable people across the county. The demand for transport is growing but the number of volunteers has reduced over recent years. The Council's Travel & Transport Group is working with Surrey Community Action to recruit more volunteer drivers through the "Drive into Action" campaign.

## **B. Economic prosperity: Surrey's economy remains strong and sustainable**

### 8. Corporate Strategic Goals:

- Support young people to participate in education, training or employment
- Ensure more than 50% of council spending is with Surrey businesses

### 9. Examples of how the FFC Programme is delivering on these include:

#### **B.1. Community Skills – Services for Young People, Adult Social Care**

Services for Young People, in collaboration with ASC, has started a Community Skills programme that offers training alongside employment to support some of our more vulnerable people to access training that can help them get ready for the work place, support them to set up social enterprises or help them to become self-employed.

#### **B.2. Corporate Social Responsibility – Adult Social Care, Procurement**

Adult Social Care has begun a project to increase the sharing of resources from the business sector. Two working groups made up of representatives from across Surrey are co-designing a support model for charities to help them identify how they could make use of corporate social responsibility and a brokerage model to connect businesses and charities that could share resources.

#### **B.3. Social Value Pilot – Procurement**

Social Value is essentially about getting more value for money from public sector spending under contracts. Procurement's ambition is to go beyond compliance with the Social Value Act to exemplify best practice. They aim to align Social Value to Corporate Social Responsibility and develop a framework to enable us to apply a consistent approach to securing, measuring and monitoring Social Value benefits and the many forms they can take.

#### **B.4. Commissioning Differently – Adult Social Care, Clinical Commissioning Groups, Public Health**

The Better Care Fund recommends a long term shift of resources away from the acute sector into preventative, community based services to ensure reductions in emergency hospital admissions and other pressures on the health and social care system. And this shift is echoed in ASC's personalised approach and the Care Act's focus on "wellbeing."

In order to support a local health and social care system focused more on prevention, where community-based services successfully respond to local people's needs for care and support before they require hospital based treatment, we are developing a set of joint commissioning principles, joint commissioning profiles and local voluntary, community and faith sector (VCFS) engagement groups. The local joint commissioning groups are effectively taking this work forward.

#### **B.5. Volunteering Strategy – New Models of Delivery**

The New Models of Delivery team (NMOD) are working on a project to drive up volunteering in Surrey, coordinating and building on the great work many of our services are already doing with volunteers.

#### **B.6. Grants - Procurement**

The new grants process has been agreed and training on this is now being rolled out across the County. The new process supports a fair and effective use of all Surrey grants to build up the sustainability and capacity of the voluntary sector. A new grants portal is being developed with an estimated launched date of April 2016, subject to on-going planning.

<b>C. Resident Experience: Residents in Surrey experience public services that are easy to use, responsive and value for money</b>
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#### 10. Corporate Strategic Goals:

- Collaborate with partners to transform services for residents
- Work with partners to tackle issues that make residents less safe
- Use digital technology to improve services for residents
- Deliver £62m savings

#### 11. Examples of how the FFC Programme is delivering on these include:

##### **C.1. Family, Friends and Communities Member Champions – Adult Social Care**

A Member from each district and borough area has come forward as the FFC Champion for that area. The Champions are a mix of County and Borough Councillors, who meet every six weeks to look at how they could support the delivery of the FFC objectives within their local area.

### **C.2. Surrey Information Point – Adult Social Care**

Surrey Information Point (SIP) is a comprehensive online directory of services including informal support as well as regulated care provider details. It was re-launched in May 2015 with improved functionality including Google maps, automatic translation and better search capabilities. In March SIP had a peak number of visitors - 17,000 in one month - who were supported to find the care and support they need themselves. SIP now contains approximately 1000 different services available to local residents and on-going promotion continues to encourage more organisations to add themselves to the website.

### **C.3. Community Resilience – Customers and Communities**

Customers and Communities have appointed a Community Resilience Officer, in order to support communities in becoming more resilient. Partnership mapping work has identified over 150 interested groups of all sizes and types across Surrey and there is ongoing work to develop community-led action plans and explore training and funding options.

### **C.4. Community Funding in Redhill West and Merstham – Environment and Infrastructure**

The travel SMART Community Funding programme gave local community groups and organisations the opportunity to apply for money to develop projects that will help deliver the Travel SMART objectives.

### **C.5. Keeping You Safe from Fire – Surrey Fire and Rescue Service (SFRS)**

The 'Keeping You Safe from Fire' project aims to raise awareness of fire safety amongst vulnerable people and their families and neighbours.

### **C.6. Libraries at the Heart of the Community – Customers and Communities**

Collaborating with colleagues across the council the library service is proactively working with other services to look at how the libraries will provide community infrastructure that underpins the delivery of a whole range of community initiatives in line with the FFC agenda.

### **C.7. Adult Social Care Assessment – Adult Social Care**

In line with ASC's new approaches the social care assessment form was revised to take an asset-based approach. It encourages aspirational conversations that focus on the individual's values and current support networks. In 2014-15 1,141 reassessments had been completed, with a full year savings effect of £4,338,988 (an average of £3,803 per case). We will also be promoting digital 'social networks' for those people we support who would benefit and evaluating the idea of including a digital assessment into the ASC assessment process.

### **C.8. Voluntary, Community and Faith Sector (VCFS) Infrastructure – New Models of Delivery**

The New Models of Delivery team have worked some new objectives in to the Councils' for Voluntary Service grant agreements that will support the progress of the Family, Friends and Communities Programme.

Further details on all these workstreams can be found in Appendix 1.



**Conclusions:**

12. The FFC Programme has been reviewed. The action plan has been widened across the whole council to deliver a broad range of changes. The programme is expected to achieve its objectives for the 2015/16 period and the balanced score card of performance measures is being revised to provide evidence of these achievements.

**Recommendations:**

13. It is recommended that the Board:

- Note the progress of the FFC programme and continue to contribute local knowledge to the programme
- Consider ways to further support the programme. A FFC Member Champion supports each district and borough area and can help local members get involved in the programme in their area.

**Next steps:**

14. Directorates will continue in line with local work plans and progress and opportunities to work as one team will be pursued through the Family, Friends and Communities programme board.

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**Report contact:**

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## Appendix 1:

Further information about each of the workstreams listed above is detailed here.

### A. Wellbeing: Everyone in Surrey has a great start to life and can live and age well

Corporate Strategic Goals:

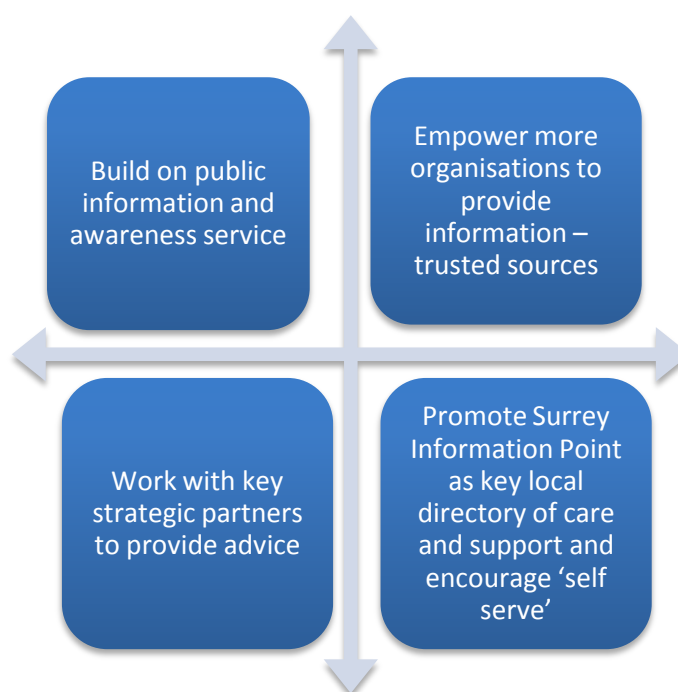
- Help older and disabled people to live independently at home
- Support a healthy living approach

Examples of how the Family, Friends and Communities Programme is delivering on these include:

#### A.1. Information and Advice Strategy – Adult Social Care

In line with Care Act duties, Adult Social Care (ASC) is delivering on an information and advice strategy with critical partners that aims to make information and advice about care and support a universal service, that is easy to find and available within local communities and at critical times. People need good information and support to enable them to get the personalised care they need, to make genuine choices and exercise control over their lives and remain independent and well.

There are four core components for the information and advice strategy. These are summarised in the model below:



To deliver this strategy, a range of activity has been undertaken, including:

- Surrey Information Summits

Two summits were hosted in February and March 2015 to provide a day's training for information and advice providers. These were delivered jointly by Adult Social Care, public health and health colleagues. They presented the "big picture" of health and social care and offered learning and training in the Care Act, public health prevention, five ways to wellbeing, motivational interviewing techniques and information and advice tools such as SIGN. More than 400 people attended the two events, and 100% of attendees found the

event “good” or “excellent”. Some of the most significant things delegates reported learning from the events include:

*“The opportunities for multi-agency and integrated working to deliver services. We can do a lot more if we work together.”*

*“How willing people are to work in partnership and share information and the need to do this for the benefit of our communities”*

*“The importance of good communication and understanding what is in the community”*

- Information and Advice Provider Training

A modular training programme aimed to up-skill and inform information and advice providers is being developed on Surrey Skills Academy. This programme will bring together learning around legislation, safeguarding procedures and the wider determinants of health, as well as training in motivational interviewing and “how to” guides for a number of our signposting tools such as SIGN, Surrey Information Point and One Stop Surrey.

- A Care Act compliance checklist

This has been developed for critical partners such as district and borough councils and health partners. A number of briefings have been delivered with more scheduled. An audit of websites of the local councils and clinical commissioning groups has been undertaken with recommendations made for the organisations to improve their information to residents, standardise language with better and more consistent signposting to support. One example of the recommendations being implemented can be found on Mole Valley Borough Council's website.

## **A.2. Timebanking – Services for Young People, Adult Social Care**

In collaboration, Services for Young People and ASC are supporting the development of a network of timebanks across Surrey. Timebanks allow local residents and groups to share their time and skills with one another to increase community connections, improve people’s support networks and remove barriers for people to take part in education, training or employment. These factors significantly impact individuals’ wellbeing and so prevent and reduce the development of further support needs and promote independence. Timebanks promote a strengths-based approach – the idea that everyone has something to offer.

Surrey County Council has commissioned the national charity Timebanking UK to provide consultancy support and resources to help get the timebanks going, and initial set up grants of up to £700 are available for communities to draw on for initial promotional materials and equipment.

Working groups have been established in nine borough and district areas and in Woking, Reigate and Banstead and Epsom and Ewell the timebanks are preparing for launch. Further promotion is required in Runnymede and Mole Valley in order to identify interested individuals for working groups.

Conversations are ongoing with other SCC Directorates to identify areas of activity where timebanking could add value, or where services could support local timebanks.

For more information visit <http://new.surreycc.gov.uk/get-involved/be-a-volunteer/get-involved-with-your-community/timebanking-in-surrey>

### **A.3. Voluntary Car Schemes – Environment and Infrastructure**

Each year Surrey's voluntary car schemes help thousands of elderly and vulnerable people across the county to access hospital appointments, collect prescriptions and to enjoy social events. Currently there are over a 100 car schemes operating across Surrey, using volunteers to provide lifts for those residents who may not have access to transport. These car schemes deliver an estimated £1.3m of social value in the form of the community contribution via the volunteers and provide a critical transport service for many residents, supporting them to live independently.

The demand for transport is growing – as Surrey's population ages – but the number of volunteers has reduced over recent years. There were some 4,000 volunteer drivers in Surrey around 10 years ago but this has fallen to below 3,000 now. In response to this, the council's Travel & Transport Group is working with Surrey Community Action to recruit more volunteer drivers through the "Drive into Action<sup>1</sup>," campaign.

The campaign aims to raise awareness of the voluntary car schemes that exist across the county, whilst promoting the benefits that volunteering for a local scheme can bring to both those getting and those providing help with transport. Raising awareness takes time and we need to sustain efforts to do this. SCC is supporting Surrey Community Action in a series of events over the summer and autumn to help recruit more volunteers. The campaign started at the beginning of the summer with promotion of the campaign being visible at events such the County Show, Farnham Carnival and local supermarkets. A total of 70 volunteers have been referred to 25 different schemes across Surrey so far and it is hoped that these numbers will increase over the coming months and years.

## **B. Economic prosperity: Surrey's economy remains strong and sustainable**

Corporate Strategic Goals:

- Support young people to participate in education, training or employment
- Ensure more than 50% of council spending is with Surrey businesses

### **B.1. Community Skills – Services for Young People, Adult Social Care**

Services for Young People, in collaboration with ASC, has started a Community Skills programme that aims to support some of our more vulnerable people to access training that can help them get ready for the work place, support them to set up social enterprises or help them to become self-employed. This includes young people involved in risky behaviours, those not in education or employment, adults with learning or physical disabilities, those recovering from mental health, young carers and could include those who have experienced addictions or homelessness. The programme offers training alongside employment experience and is looking to develop a range of opportunities both with existing providers and through new social enterprises. By supporting these individuals to gain purposeful employment, their

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<sup>1</sup> <http://www.surreyca.org.uk/2015/04/drive-into-action/>

wellbeing and opportunities will be improved, and we expect to see a reduction in their longer term support needs.

An example of the kind of opportunity this programme could offer is the Queen Elizabeth Foundation (QEF) Home and Garden pilot. QEF supports disabled people as their core business, and to support their reablement has begun running a landscape gardening social enterprise. This landscaping business wins local gardening contracts and draws on a pool of individuals who are, or have been trained in horticulture in order to fulfil the contract. The individuals who have or are completing their horticulture training, are also supported to become self-employed, so they can undertake individual work, alongside the QEF contracts. This project is open to a range of people including people with physical or learning disabilities and older people who may want to volunteer to support the individuals.

## **B.2. Corporate Social Responsibility – Adult Social Care, Procurement**

In order to add resources and support to the voluntary, community and faith sector (VCFS) in Surrey, Adult Social Care has begun a project to increase the sharing of resources from the business sector.

There are some good examples of how businesses and charities are already working together across Surrey, and the corporate social responsibility project aims to build on these and develop further opportunities across the County.

Through a series of engagement events, two working groups made up of representatives from across Surrey are co-designing a support model for charities to help them identify how they could make use of corporate social responsibility and a brokerage model to connect businesses and charities that could share resources.

The specification and planning is due to be completed by September 2015, when development of the co-designed models will begin.

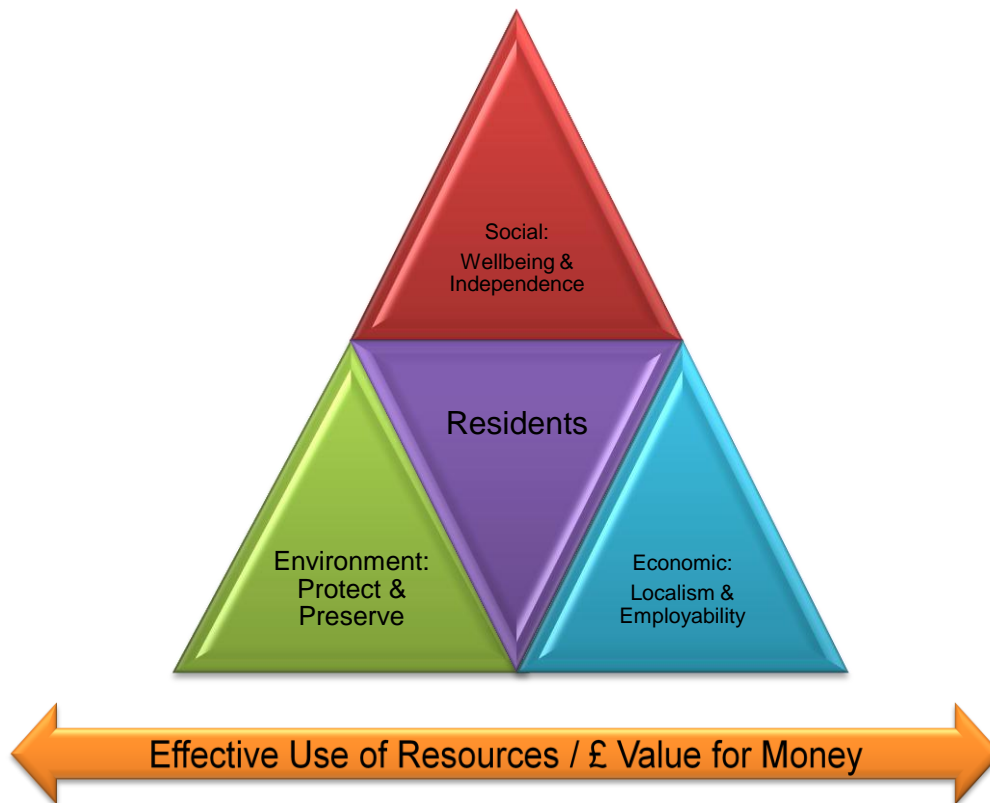
This work will support the sustainability and development of an increasingly robust voluntary, community and faith sector able to continue and expand their support of Surrey residents.

## **B.3. Social Value Pilot – Procurement**

The Public Services (Social Value) Act 2012 became operational in January 2013 outlining that public authorities are required to consider the following at the pre-procurement stage:

- “how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
- how, in conducting the process of procurement, it might act with a view to securing that improvement.”

Social Value is essentially about getting more value for money from public sector spending under contracts. The Social Value Act provides opportunities for public bodies to work closely with stakeholders and develop innovative ways to deliver Social Value within local areas. The diagram below outlines the three key themes within the Social Value Procurement Strategy which is aligned to corporate priorities putting our residents at centre of everything we do.



Procurements ambition is to align Social Value to Corporate / Business Social Responsibility and develop a framework to enable us to apply a consistent approach to securing, measuring and monitoring Social Value benefits and the many forms they can take e.g. Employment and Skills Plans, Community Benefits Plans and Environmental targets. Procurement will consider Social Value when planning tenders for all new contracts over £100k, whether it is goods, works or services. For existing contracts, Procurement aspire to leverage the relationship with strategic and critical suppliers to discuss and include Social Value benefits appropriate for the remaining term of the contract.

#### **B.4. Commissioning Differently – Adult Social Care, Clinical Commissioning Groups, Public Health**

The Better Care Fund recommends that a long term shift of resources away from the acute sector into preventative, community based services is required to ensure reductions in emergency hospital admissions and other pressures on the health and social care system.

The personalised approach and the Care Act’s focus on “wellbeing” require us to provide individuals with a broader range of services, including many provided in the community, by voluntary, community or faith sector (VCFS) groups. As we increasingly look to the VCFS to provide services, how we shape their provision and support them needs to be considered.

Though we have significant provider engagement activity and knowledge around the traditional care model, at present we have no clear mechanism by which to undertake this with the VCFS.

In order to support a local health and social care system focused more on prevention, where community-based services successfully respond to local people’s needs for care and support before they require hospital based treatment, we are:

### 1. Developing a set of joint commissioning principles

Agreed behaviours, approaches and standards of commissioning that will support joint working. These are being worked up as local adult social care and CCG teams integrate more closely. CCG and ASC leads are developing these locally.

### 2. Developing joint commissioning profiles

A dynamic profile of each CCG area which will underpin the local approach to commissioning. It will include an outline of the joint priorities for the area, listing the services (commissioned and otherwise) available to address them, and subsequently, what further activity is needed to deliver on the priority. These are being developed for all CCG areas.

### 3. Establishing local VCFS engagement groups

Forums by which to share with the VCFS the local priorities and needs, as identified in the commissioning profile, and shape the VCFS market to respond to them. These are being developed in each locality area and are linked into the Better Care Fund Local Joint Commissioning Groups and local Health and Wellbeing Boards.

## **B.5. Volunteering Strategy – New Models of Delivery**

The New Models of Delivery team (NMOD) are working on a project to drive up volunteering in Surrey, coordinating and building on the great work many of our services are already doing with volunteers. Volunteers make an enormous contribution to Surrey and a new volunteering strategy has been developed which sets out the council's commitment to volunteering and our priorities for ensuring we are making best use of volunteers to meet local needs.

An independent research company, working with the corporate communications team, recently carried out a piece of research with residents and staff to understand motivations and barriers to volunteering. Of those surveyed, 92% of staff and 86% of residents agreed that volunteering is an important way of giving something back to society and 90% of staff and residents said they were strongly in favour of activities which strengthen their local communities. However the research also highlighted how for both staff and residents, lack of time can be a significant barrier to volunteering or taking on additional volunteering activities.

Initially the focus of the project is on embedding a culture of volunteering in Surrey County Council, by supporting our own staff (through the employee volunteering scheme) and those nearing retirement to volunteer their time, skills and expertise to support the voluntary, community and faith sector (VCFS). One example is the corporate communications team, who used their expert skills to support the VCFS by running some free communications and marketing workshops. They asked the VCFS what they were interested in learning, and in response delivered workshops on engaging with the media, using social media and delivering behavioural change and awareness campaigns. There were 34 people at the first workshop, and feedback has been very positive. We are in the process of exploring whether other teams such as Finance and HR&OD could offer similar events to share some of their professional skills.

Alongside this, the project will support services which are working with volunteers. We have established a Voluntary, Community and Faith Network to share learning between our services working with volunteers and to identify and find ways to

overcome any common barriers to volunteering. We are also developing a volunteering toolkit to support teams looking to build their use of volunteers.

Examples of where services are already using volunteers include:

- The Waste Development Team run a volunteering programme for residents who are passionate about the environment to help spread waste reduction and recycling messages. Volunteers are involved in activities such as running information stands at local community events, writing articles for local publications and giving talks to community groups and in schools to encourage people within their communities to reduce, reuse and recycle.
- The Countryside Access Team work closely with many different volunteer groups and individuals to maintain and improve Surrey's network of public paths. Apart from the obvious benefits of the path network being looked after to a better standard and more accessible as a result, it contributes significantly to the well being of all volunteers participating in this work. Groups from organisations such as the Surrey Ramblers carry out practical tasks, with participants getting out in the fresh air and carrying out physical work, with the health benefits that it brings. Many volunteers are elderly and the tasks provide a valuable social opportunity for participants. Groups gain a greater understanding in countryside access issues and the relationship between themselves as residents and the Council is improved. Volunteers from social care groups, many with learning difficulties gain valuable work experience and learn practical skills that improve their opportunities in the job market and at the same time supporting their own personal development. Over 200 individuals have signed up to our Volunteer Path Warden scheme and carry out small practical tasks in their local areas, giving them an increased understanding of their local area and satisfaction from helping others in their community.

A key driver for the project is ensuring we are supporting people to volunteer in areas of local need. Throughout the project we will be engaging with FFC Champions' and local partnership forums to develop an understanding of local needs so we can ensure we are encouraging people to volunteer in areas of need.

#### **B.6. Grants - Procurement**

The new grants process has been agreed and training on this is now being rolled out across the County. The new process supports fair, transparent and effective use of all Surrey grants to build up the sustainability and capacity of the voluntary sector. The process promotes principles of social value, community well-being and strong competitive local economy. We want to commission outcomes that can change people's lives for the better through the building of trust rooted in strong communities, regardless of the route taken to achieving this.

A new grants portal is also being developed with an estimated launched date of April 2016, subject to on-going planning.

In addition to this process work, cultural change around the use of grants is underway. The principles and objectives of FFC programme have been included in the guidance for both the Community Infrastructure Fund and the Member's Allocations.



The military Covenant also offers funding to communities where service personnel live and this is being more widely advertised to a more diverse range of organisations and communities to encourage new community initiatives.

**C. Resident Experience: Residents in Surrey experience public services that are easy to use, responsive and value for money**

- Collaborate with partners to transform services for residents
- Work with partners to tackle issues that make residents less safe
- Use digital technology to improve services for residents
- Deliver £62m savings

**C.1. Family, Friends and Communities Member Champions – Adult Social Care**

A Member from each district and borough area has come forward as the Family, Friends and Communities Champion for that area. The Champions are a mix of County and Borough Councillors, who meet every six weeks to look at how they could support the delivery of the FFC objectives within their local area. The Champions, all local committee members, are a conduit to keep local County and Borough/District Councillors up to date and included in the programme.

The Champions have been exploring their existing local influence and how they could use this influence to support or promote some of the objectives and workstreams detailed in this report. Examples of the kind of support the Champions are offering include:

- Supporting social care staff by being available to suggest or develop support for specific residents so that together we can build bespoke, community based support plans. Appropriate information governance is being set up to facilitate this closer working between social care teams and Members. (All Champions)
- Meeting with five local borough councillors to discuss how they could further build up their communities in Runnymede. (John Furey)
- Sharing the FFC approach and opportunities with the Parish Councils. (Michael Sydney)
- Connecting with local businesses to use their corporate social responsibility to support youth work in Leatherhead. (Tim Hall)
- Sharing some of the FFC opportunities with the Rotary Club. (Richard Walsh)
- Securing three apprenticeships at a local golf club and agreeing a discount on their fees for young carers. (Margaret Hicks)

**C.2. Surrey Information Point – Adult Social Care**

Surrey Information Point (SIP) is a comprehensive online directory of services including informal support as well as regulated care provider details. It was re-launched in May 2015 with improved functionality including Google maps, automatic translation and better search capabilities. There are now approximately 1000 services recorded on SIP and ongoing promotion is encouraging more organisations to record their details on the website. In March SIP had a peak number of visitors - 17000 in one month - who were supported to find the care and support they need themselves. Members could particularly support the work by encouraging small, local organisations within their divisions to enter their details on SIP.

This digital solution is being further enhanced to provide online brokerage services – this means people will be able to book care and support from domiciliary care agencies and residential care directly through SIP, which will show real time availability and costs information.

This brokerage service will be available for social care staff to use from August 2015, who will test the service. The aim will be to roll it out to the public at a later stage.

To support residents who are not able or confident to use a digital solution, information and advice providers have been trained to use SIP as part of their service, so residents can go to the Hub, library, service provider or a range of other venues and receive face to face information. A SIP kiosk has been installed in the new Staines Hub to help make the technology accessible to residents.

### **C.3. Community Resilience – Customers and Communities**

Customers and Communities have appointed a Community Resilience Officer, in order to support communities in becoming more resilient.

Put simply a resilient community is aware, prepared, and supportive so they are strong in the face of adversity. As disasters are rare, the focus is about developing the community as a resource as well as to be resourceful. The project aims to build ongoing neighbourliness and wellbeing and informed, trusted community contacts and groups. These volunteer groups can then be trained to prepare and practice resilience plans for their communities. Local people are best placed to know local risks and circumstances – including resources to draw on and who may need extra support in the community. This will reduce reliance on the emergency services and responders, and improve local outcomes.

The Community Resilience Officer is working closely with internal and external partners such as Emergency Planning, Adult Social Care, Education, Youth Service, Highways, Community Partnership Team, Boroughs and Districts, SFRS, Environment Agency, utility providers (UK Power, SSE, Thames Water) and voluntary and community groups..

Directly from this partnership work, up to 3500 additional households across Surrey will now be potentially signed up to the benefits of the power distribution network Priority Register, which provides extra welfare measures to qualifying residents in case of a long term power outage (or any power cut for the most vulnerable). This is being rolled out as part of the SFRS fire safety check.

Partnership mapping work has identified over 150 interested groups of all sizes and types across Surrey and there is ongoing work to develop community-led action plans and explore training and funding options.

Having these informed community resilience volunteers in communities, especially those most at risk, such as from flooding, also provides a network of 'eyes and ears on the ground' to keep the agencies informed of local issues, which can also serve as an early warning or prevention system. In case of emergency it is also less frightening for vulnerable people, including older residents to be kept informed by trusted local people rather than solely by the emergency services. Feeling empowered rather than helpless is known to help support the mental health of individuals who experience a personal or community crisis such as a flood, fire or being cut off by extreme weather such as snow or gales.

#### C.4. Community Funding in Redhill West and Merstham – Environment and Infrastructure

The travel SMART Community Funding programme aimed to give local people more travel choices and help them cut carbon, calories and cost.

Local community groups and organisations working in the area were given the opportunity to apply for money to develop projects that will help deliver the Travel SMART objectives. By working together we were able to promote sustainable travel and/or improve access to jobs and employment skills

Special community events undertook participatory budgeting to directly involve local people and give them the opportunity to discuss spending priorities, make spending proposals and vote on potential projects.

This approach strengthens democracy and localism, builds stronger communities and empowers people, improves services and gets things happening. Local people know their area best and this puts them right at the heart of decision making.

Funding was available under the small grant scheme (for up to £3,000) or the large grant scheme (up to £10,000). Small grant applications were decided by a community panel made up of representatives from the local area including residents and Councillors. For large grant applications, local residents were able to decide which projects received funding at public voting days.

In total 295 local residents voted in the community events. The public awarded funding to 20 groups at the Redhill West events over 3 years (£169,373) and awarded funding to 18 groups in Merstham (£151,829).

	Redhill West	Merstham	Combined
Number of applications received in total	60	56	116
Number of applications funded in total	40 (67% funded)	42 (75% funded)	82 (71% funded)
Total funds available across the programme	£260,000	£260,000	£520,000
Number of skills projects funded*	25	27	52
Number of transport projects funded*	15	19	34

One example of a project funded is 'Bikes Revived, Earn a Bike,' who's goal is to encourage people to develop healthier lifestyles, personal empowerment and self reliance in the community. Bikes Revived has 'revived' hundreds of bikes and sent

them back into the community and has trained over a hundred people on bike maintenance through its various programs and courses.

The “Earn a bike” project was initiated by Bikes Revived at the beginning of their partnership with Travel SMART. Travel SMART provided essential funding from which benches, stands and bike racks were purchased.

The project offers unemployed and other marginalised groups/individuals in Merstham the opportunity to volunteer and learn basic bike maintenance skills and the opportunity to gain a certificate when completing a workbook on level 1 maintenance. It also provides the opportunity to earn a free bike when volunteers contribute by volunteering for a minimum of 8 hours fixing and repairing bikes.

The project provides affordable refurbished second hand bikes; fix your own bike sessions and cycle training - promoting cycling to the local community. So far, it has provided voluntary experience to around 100 people, of whom 70 earned a bike improving social inclusion and access to jobs.

### **C.5. Keeping You Safe from Fire – Surrey Fire and Rescue Service (SFRS)**

Older people are over-represented in fire fatalities in Surrey. So as we seek to keeping people independent and at home for longer, it is important we also keep them safe from fire.

SFRS have started the ‘Keeping You Safe from Fire’ project aimed at raising awareness of fire safety amongst vulnerable people and their families and neighbours. They are using the NHS database to identify people who may be at higher risk, so they can target them preventatively.

The fire service also uses more than 150 volunteers, undertaking all kinds of roles, including the preventative work of approaching those at risk and discussing fire safety with them.

### **C.6. Libraries at the Heart of the Community – Customers and Communities**

Libraries are a resource that could be more widely used by county council services, borough and districts other public services and community partners. Having more services located in or delivered locally in and by libraries could improve the experience of local Surrey residents and help reduce costs across the county.

Collaborating with colleagues across the council through the Prosperous Places Network the library service is working towards multifunctional buildings. The library service is proactively working with other services to look at options for co-location, co-delivery and commissioned work in as many places as possible by April 2016. In this way libraries will provide some community infrastructure that will underpin the delivery of a whole range of new community initiatives in line with the Family, Friends and Communities agenda.

The library service also uses 8000 volunteering hours. One example is using volunteers to record the titles and descriptions of books so that the visual impaired can use audio technology to find the books they want independently and make the library more accessible to them. The heritage service uses a further 11000 volunteering hours.

Surrey History Centre is collaborating with Mind to support reminiscence activities for people with mental ill-health. Supporting positive outcomes for users, the work was

recognised by the LGA. ([http://www.local.gov.uk/libraries-archives-and-heritage/-/journal\\_content/56/10180/6678926/ARTICLE](http://www.local.gov.uk/libraries-archives-and-heritage/-/journal_content/56/10180/6678926/ARTICLE))

### **C.7. Adult Social Care Assessment – Adult Social Care**

In line with ASC's new approaches the social care assessment form was revised to take an asset-based approach. It encourages aspirational conversations that focus on the individual's values and current support networks.

The assessment form<sup>2</sup> now specifically asks the individual who is currently helping them, what matters most to them and what they would you like to achieve. This new form is supporting our social care staff to have a different conversation with people who require support, so that we build on their existing support networks, increase their independence, encourage their connection and contribution to their community and achieve better outcomes.

A robust programme of reassessment is also underway to provide better outcomes at less cost.

To 31<sup>st</sup> July 2015, 1,141 reassessments had been completed, with a full year savings effect of £4,338,988 (an average of £3,803 per case). Further reassessments are planned between 2015 and 2018, delivering a projected further saving of £15m. Further savings are expected to be achieved from providing better outcomes at lower cost on new packages of care, and by reclaiming direct payment under spends. The projected total is £29m of savings, as outlined in the table below.

#### **Remaining FFC savings in MTFP**

Savings stream	2015/16 £m	2016/17 £m	2017/18 £m	Total £m
Reassessments & new packages	10	10	5	25
DP reclaims	4	0	0	4
<b>Total projected savings</b>	<b>14</b>	<b>10</b>	<b>5</b>	<b>29</b>

### **C.8. Voluntary, Community and Faith Sector (VCFS) Infrastructure – New Models of Delivery**

The New Models of Delivery Team are responsible for the grant agreement with the Councils' for Voluntary Service (CVS). The CVSs are infrastructure organisations that support the wider VCFS. There are 8 locally based CVSs (some covering more than one area) and one county wide CVS. Their core responsibility is to build the capacity of the VCFS, enabling them to be robust and thrive so they are able to work with the Council to deliver services to the residents of Surrey. The team have worked some new objectives in to the CVS grant agreements that will support the progress of the Family, Friends and Communities Programme. For example, the grant agreement now specifically asks the CVSs to support the FFC local partnership networks and to help develop local community resilience. The CVSs have started facilitating key activities integral to the FFC agenda, such as relevant networking meetings, developing befriending schemes, social prescribing, supporting with Timebank development etc. Activity against these objectives will be monitored through the CVS scorecard and review meetings.

The countywide CVS, Surrey Community Action, has been an integral member of the FFC Programme Board bringing the voice of the sector to the table, acting as a key

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<sup>2</sup> Available at  
<http://snet.surreycc.gov.uk/snet/snetpublications.nsf/docidLookupFileResourcesByUNID/docid548902DF40584C3E80257E070042DFCA?openDocument>

conduit and supporting with delivery of relevant events. For example, in July Surrey Community Action worked with the ASC team to jointly lead an event which to develop a strategy to drive up corporate social responsibility in Surrey.

The success of the FFC programme rests heavily on developing the social capital in Surrey and particularly the use of volunteers. Over 2014-15, the local CVSs placed a total of 2,095 volunteers through their Volunteer Centres. This was augmented by another 1,545 volunteers who participated in either volunteering or corporate events. A significant number of volunteers with disabilities were placed, driving wider benefits and outcomes for the volunteers.

The annual survey of the wider VCFS also took place in September 2014. Key findings demonstrated the scale and value of VCFS activities. More than 700 voluntary groups and organisations responded to the survey, revealing that last year alone they achieved over 1.5 million volunteering hours and generated over £8 million in additional income to invest in services for Surrey residents. The response to the survey represents 12% of the VCFS in Surrey so we can say with confidence there is a strong VCFS in Surrey, who is already engaged in the FFCS agenda and we will continue to work with the CVSs to drive this further, focusing on key activities relating to the FFC programme.



## **Social Care Services Board – 7 September 2015**

### **Recommendation Tracker & Forward Work Programme**

1. The Board is asked to review its Recommendation Tracker and provide comment as necessary.
2. The Forward Work Programme for 2015 is attached, and the Board is asked to review this.

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**SOCIAL CARE SERVICES SCRUTINY BOARD**  
**ACTIONS AND RECOMMENDATIONS TRACKER – UPDATED September 2015**

The recommendations tracker allows Board Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each Board. 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 made to Cabinet**

Date of meeting and reference	Item	Recommendations	To	Response	Progress Check On
9 July 2015	DEPRIVATION OF LIBERTY SAFEGUARDS (DOLS) [Item 6]	<p>The Board expresses its serious concerns at the vastly increased number of assessments regarding deprivation of liberty and the problem of recruiting enough qualified staff to carry them out.</p> <p>The Board therefore recommends that the Cabinet raise these concerns regarding the new responsibilities placed on the council with central government, and the insufficient funding made available to meet their duties.</p>	Cabinet	Meeting of the Cabinet to be held on September 22	<i>October 2015</i>

**Select Committee and Officer Actions**

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
27 November 2014	SURREY SAFEGUARDING CHILDREN BOARD ANNUAL REPORT	That a representative from the SSCB, Cabinet Member for Children and Families, Cabinet Member for Schools and Learning and Diocesan Representatives on the Committee work together in their respective roles to support engagement with faith communities on safeguarding issues.	SSCB, Cabinet Member for Children and Families, Cabinet Member for Schools and Learning and Diocesan Representative	A letter outlining this recommendation has been sent to the Chair of the Safeguarding Children's Board, the Cabinet Members and Diocesan Representatives.	September 2015
27 November 2014 Page 124	61/14 CHILDREN SERVICES ANNUAL COMPLAINTS REPORT	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.	Rights and Participation Manager/ Democratic Services	The annual report on Children's Services Rights and Participation has been scheduled for October 2015. Officers will pick up this recommendation as part of the preparation for the item.	October 2015
27 November 2014	62/14 INTERNAL AUDIT REPORT: REVIEW OF THE ADMINISTRATION OF LOOKED AFTER CHILDREN'S FINANCES	The Committee notes progress against the Management Action Plan, and commends officers for their prompt response to areas of concern identified in the audit. It requests that Internal Audit circulate the follow-up of the Management Action Plan once completed to provide a final assurance on this area.	Internal Audit	The follow-up has been scheduled for May 2015, to take account for new legislation in this area. This has been done in agreement with Internal Audit and the Directorate. The follow-up will be circulated to the Committee to ensure final assurances are made in this area.	July 2015

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
15 January 2015 062  Page 125	INTERNAL AUDIT REPORT - REVIEW OF SOCIAL CARE DEBT 2013/14 [Item 9]	<p>The Committee recommends that the different teams involved in the collection of social care debt should work to integrate their processes to ensure a high level of collection.</p> <p>The Committee recommends that the plan to institute an incentive scheme to encourage payment of social care costs should be revisited to gather more evidence before the option is discounted.</p> <p>The Committee suggests that more than two weeks should be allowed for social care users to inform ASC that they are unable to pay the amount they owe.</p> <p>The Committee recommends that direct debit should be promoted as preferred method of payment while acknowledging that this is not a convenient method of payment for all those who pay social care costs to the Council.</p>	Senior Principal Accountant  Order to Cash Process Owner		<i>July 2015</i>
26 March 2015	Item 7: YOUTH JUSTICE STRATEGIC PLAN	That the Youth Justice Board undertake evaluations with the probation services to understand what impact early youth justice interventions have on reducing long-term adult offending, and share these findings with the Committee at a later stage.	Head of Youth Support	This recommendation has been added to the agenda for discussion at the June 2015 Youth Justice Partnership	<i>July 2015</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
				Board and a response will be provided to the committee following the meeting.	
26 March 2015  Page 126	Item 7: YOUTH JUSTICE STRATEGIC PLAN	That officers provide a report on the Reducing Re-offending Plan 2014-17 with details of how YSS and partners are working to address homelessness, NEET status and mental and emotional health issues as known factors in relation to re-offending. The Committee requests that this report, along with the progress of the 1 year action plan and relevant performance data is provided 12 months time.	Head of Youth Support	This recommendation has been noted by officers and an item will be added to the Forward Work Programme for 2015/16	<i>January 2016</i>
10 April 2015 063	SOCIAL CARE FOR SURREY PRISONERS: IMPLEMENTATION OF THE ACT'S PROVISION FOR PRISONERS, APPROVED PREMISES AND BAIL ACCOMMODATION [Item 7]	The Committee requests a report on the performance of the service including details of involvement by the voluntary sector at its meeting on 18 December 2015	Health and Social Care Programme Manager	<i>Scheduled</i>	<i>December 2015</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
10 April 2015 064	RECRUITMENT & RETENTION AND WORKFORCE STRATEGY [Item 8]	That the Select Committee continues to monitor the situation in relation to recruitment and retention in the service and receives a further report in January 2016.  Recommends that the Directorate and HR liaise with the voluntary sector including the Surrey Coalition of Disabled People in the recruitment and retention of 'returning staff'.	Area Director – Mid Surrey  Strategic HR & OD Relationship Manager		January 2016
<del>10</del> April 2015 12 065	THE FUTURE OF SURREY COUNTY COUNCIL RESIDENTIAL CARE HOMES FOR OLDER PEOPLE [Item 9]	The Committee recommends that consideration be given to all staff to ensure that they are given ample opportunities to continue working for ASC or within the council.	Strategic HR & OD Relationship Manager		September 2016
14 May 2015 066	CABINET MEMBER'S UPDATE AND ADULT SOCIAL CARE SYSTEM SCRUTINY [Item 6b]	The Committee recommends that the Directorate, with support from the Cabinet Member for Adult Social Care, explore the integration of the new IT system with the NHS, District & Borough Councils and other relevant agencies.	Head of Resources		
14 May 2015 067	SINGLE HOMELESSNESS IN SURREY [Item 7]	The Committee: 1. Endorses the current approach to housing related support for single homeless people in Surrey.  2. Supports the SHAWS and eSOS initiatives and recommends that the	Area Director		September 2015



Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
14 May 2015  068  Page 9	AN UPDATE ON THREE AREAS OF SAFEGUARDING IN SURREY: SAFEGUARDING ACTIVITY 2014/15, NEW SAFEGUARDING DUTIES UNDER THE CARE ACT 2014, RESPONSE TO THE CLOSURE OF MEROK PARK [Item 9]	The Committee recommends that it continues to receive safeguarding updates with the future report to include updates from each of the project groups and the progress made on inter-agency data sharing.	Head of Safeguarding and Quality Assurance		<i>October 2015</i>
25 June 2015  Page 9	OFSTED BRIEFING AND UPDATE [Item 7]	That the strategy on recruitment and retention of social workers is shared with the Board at a future meeting.	Deputy Director of Children, Schools and Families	Democratic Services will co-ordinate with officers to ensure that this is brought to the Board at the appropriate time.	<i>September 2015</i>
25 June 2015	OFSTED BRIEFING AND UPDATE [Item 7]	That a joint session is organised with the Education and Skills Board to explore the multi-agency approach to safeguarding in schools and other education provisions.	Democratic Services	The Education and Skills Board is due to look at its proposed Forward Work Programme on 17 September 2015 – a session will be scheduled after this.	<i>October 2015</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
9 July 2015	ADULT SOCIAL CARE STRATEGIC DIRECTOR'S UPDATE [Item 5]	The Board Encourages Members to offer divisional visits to Adult Social Care Area Directors and contribute their knowledge to Surrey Information Point.	Board Members		
9 July 2015	ADULT SOCIAL CARE STRATEGIC DIRECTOR'S UPDATE [Item 5]	That the 0-25 pathway being co-designed by Adult Social Care and Children, Schools and Families is scrutinised by this Board.	Strategic Director Scrutiny Officer		
9 July 2015	DEPRIVATION OF LIBERTY SAFEGUARDS (DOLS) [Item 6]	That the Board is kept up to date on progress made on recruiting and training Best Interest Assessors (BIA) and the funding issues.	Practice Development Manager		
9 July 2015	LEARNING DISABILITY PUBLIC VALUE REVIEW [Item 7]	That it receives a report in 12 months to provide an update on the work started by the LD PVR with particular focus on the integration of commissioning with East Surrey CCG including the Joint Health and Social Care Commissioning Strategy, responsibility for individuals who reside outside of Surrey and the other areas of ongoing LD PVR work.	Area Director - East	Scrutiny Officer will add a future item on LD services to the Board's Forward Plan for 2016.	
9 July 2015	SURREY SAFEGUARDING CHILDREN BOARD: CHILD SEXUAL EXPLOITATION [Item 9]	That officers work proactively with other safeguarding partners to ensure a single-point of contact for CSE is implemented across each organisation;		This recommendation has been referred to officers and an update will come to a future meeting	<i>October 2015</i>



Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
9 July 2015	SURREY SAFEGUARDING CHILDREN BOARD: CHILD SEXUAL EXPLOITATION [Item 9]	That the Scrutiny Board and the Police and Crime Panel organise a joint session to further explore issues related to Child Sexual Exploitation	Democratic Services	This session has been provisionally organised for 1 December 2015	Complete
9 July 2015	SURREY SAFEGUARDING CHILDREN BOARD: CHILD SEXUAL EXPLOITATION [Item 9]	That officers provide a further report demonstrating an analysis of trends and patterns related to CSE in 12 months' time.	Democratic Services	This will be added to the Forward Work Programme once 2016 dates are finalised	January 2016
July 2015	INTERNAL AUDIT: CHILDREN'S SERVICES QUALITY ASSURANCE PROCESS [Item 10]	that the Chief Executive reviews with the Strategic Directors the audit and quality assurance reporting mechanisms across the Council, to ensure that issues are highlighted and addressed at the appropriate level.	Chief Executive	A referral has been made to the Chief Executive. The Quality Assurance framework for Children's Services is a key element of the improvement plan following the Ofsted inspection. This will also be an item for discussion for the Statutory Responsibilities Network.	<i>September 2015</i>

Date of meeting and reference	Item	Recommendations/ Actions	To	Response	Progress Check On
9 July 2015	ADULT SOCIAL CARE DEBT [Item 8]	That work continues to increase the level of take-up of direct debit payments from 65%	Head of Resources		<i>July 2016</i>
9 July 2015	ADULT SOCIAL CARE DEBT [Item 8]	That officers explore the possibility of benchmarking the council's level of debt with other local authorities.	Head of Resources		<i>July 2016</i>
9 July 2015	ADULT SOCIAL CARE DEBT [Item 8]	That the data held on the level of adult social care debt as outlined in Appendix A of the report is extended to show how long unsecured debt has been outstanding e.g. 3 months, 6 months, 12 months.	Head of Resources		<i>July 2016</i>

# Social Care Services Board – Forward Work Programme 2015/16

7 September 2015  
PUBLIC

- Better Care Fund Position Statement all six LJCGs
- FFC: Timebanking, Children and Youth Support
- Working Together 2015 - Services for children at risk of radicalisation, FGM or CSE

30 October 2015  
PUBLIC

- Care Act Implementation & next steps
- Mental Health: Issues and Crisis Concordats
- Ofsted Improvement Plan and Update
- Surrey Safeguarding Adults' Board - Annual Report
- Surrey Safeguarding Children's Board - Annual Report
- Children's Services Rights and Participation: Annual Report

18 December 2015  
BUSINESS

- Review of Prisoner Social Care Service
- Accommodation with Care & Support Strategy and Progress Check on Older People's Homes Closure Project
- Supporting Families Programme
- Children's Services - Quality Assurance Report

25 January 2016  
PUBLIC

- Fostering and Adoption Services - Statements of Purpose and Annual Reports
  - Corporate Parenting: Lead Members Report
  - Quality Assurance Task & Finish Project outcomes
- Page 133

## Future Scrutiny Topics

Potential topics that can be scheduled for scrutiny when appropriate as well as long term and ongoing items are listed below.

### Children's Services and Youth Support Services

- Youth Justice Strategic Plan
- Medium Term Financial Plan 2016-2020
- Early Help
- Special Education Needs and Disabilities
- Safeguarding in schools (joint session with Education and Skills Board)

### Adult Social Care

- Continuing Health Care
- Discharge Planning
- Performance & Finance
- Telecare and AIS Internal Audits
- Young Carers Trailblazer project (joint with CSF)
- Enterprise Network