

**MINUTES** of the meeting of the **SOCIAL CARE SERVICES BOARD** held at 10.00 am on 16 March 2017 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Friday, 2 June 2017.

(\* present)

**Elected Members:**

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

**Substitute Members:**

- \* Mr Jonathan Essex

**Members in attendance**

- \* Mrs Linda Kemeny, Cabinet Member for Schools, Skills and Educational Achievement
- \* Mrs Mary Lewis, Cabinet Associate for Children, Schools and Families
- \* Mrs Clare Curran, Cabinet Member for Children and Families Wellbeing
- \* Mr Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence
- \* Mr Tim Evans, Cabinet Associate for Adult Social Care, Wellbeing and Independence

**13/17 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Yvonna Lay, Fiona White and Chris Townsend. Jonathan Essex substituted for Fiona White.

**14/17 MINUTES OF THE PREVIOUS MEETING: 20 JANUARY 2017 [Item 2]**

The minutes of the previous meeting were approved as a true and accurate record of proceedings.

**15/17 DECLARATIONS OF INTEREST [Item 3]**

There were no declarations of interest registered.

**16/17 QUESTIONS AND PETITIONS [Item 4]**

There were no questions or petitions received.

**17/17 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SCRUTINY BOARD [Item 5]**

The Board noted the response made by Cabinet on the 31 January 2017 to recommendations made by the Board on the 9 December 2016.

**18/17 BETTER CARE FUND [Item 6]**

**Witnesses:**

Helen Atkinson, Strategic Director for Adult Social Care and Public Health  
Sian Kenny, Transformation and Development Manager, Finance  
Mel Few, Cabinet Member for Adult Social Care, Wellbeing and Independence  
Tim Evans, Cabinet Associate for Adult Social Care, Wellbeing and Independence

**Declarations of interests:**

None

**Key points of discussion:**

1. Officers outlined that there were a number of future Better Care Fund (BCF) allocations. The Board was informed that in addition to the BCF and Improved BCF allocations that a third funding stream had been announced by the Chancellor of the Exchequer on 8 March 2017. It was noted that the service was awaiting guidance from central government regarding the Chancellors announcements.
2. It was highlighted by officers that the service was forward planning using existing funding streams for 2017/18, due to the recent nature of changes.

3. Officers noted that the third workstream was estimated to contain approximately £7.5 million which was ring-fenced to fund adult social care (ASC).
4. It was explained by officers that existing BCF funding streams were financed partially by NHS England, under the stipulation that funding from this source is ring-fenced for ASC. The Improved BCF was a funding stream that came from the Department for Communities and Local Government (DCLG). It was noted that planning guidance and policy had not yet been published for the BCF 2017/18 stream. NHS Clinical Commissioning Groups (CCGs) and Surrey County Council were in discussion regarding funding the financial year ahead.
5. The Cabinet Member for Adult Social Care, Wellbeing and Independence noted that there was a significant funding gap present in the Improved BCF and that this effected all of the Surrey CCGs. It was also noted that the new funding workstream was also a lower amount than its statistical neighbours.
6. The Board questioned the reasoning for the lower level of funding than its statistical neighbours. The Cabinet Member for Adult Social Care, Wellbeing and Independence expressed the view that central government had determined that Surrey County Council could independently raise funding for ASC through Council Taxes, rather than requiring substantial additional funding.
7. Members questioned whether the service could provide a breakdown of the funding allocated through the BCF funding streams per head of those in receipt of ASC, in order to better clarify the funding issue in the service.
8. The Board questioned whether the service could look into reduction of any non-statutory provisions that did not provide additional social or economic value. Officers stressed that there had been work undertaken to determine the social value of spending and that services had already been decommissioned or recommissioned based on this analysis. However, it was highlighted that the service had worked to reduce the majority of services to their statutory requirements.
9. Officers noted that the service had reviewed voluntary sector grants with the aim of reducing spend. However, Members raised the concern that the social value of this spend was significant, noting that there was a potential for high return on this investment. It was also stressed by Members that significant numbers of community services relied on voluntary service and that reductions in this area could adversely affect service quality. Members also expressed concerns that some voluntary organisations could become unviable without support. However, Members did suggest that the service needed to look critically at the voluntary sector to ensure that resources are targeted at need more effectively.
10. Members raised concerns regarding Alzheimer's UK and the closure of centres. The Cabinet Member for Adult Social Care, Wellbeing and Independence noted in response to concerns raised by Members that the decision to do this was made by Alzheimer's UK in response to a

lack of demand for services and that Surrey County Council had no responsibility for this service.

**Recommendations:**

The Board recognises the value of the BCF in ensuring the protection of social care services, in ensuring closer integration with health services such as supporting improved discharge in acute hospitals.

It notes that the improved BCF formula places the County at a financial disadvantage. It recommends:

1. That the Cabinet continue to make representations to central government on an improved BCF formula based on need, rather than the council's ability to raise council tax.

**19/17 CORPORATE PARENTING: LEAD MEMBER'S REPORT [Item 7]**

**Witnesses:**

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

Mary Lewis, Cabinet Associate for Children, Schools and Families

Clare Curran, Cabinet Member for Children and Families Wellbeing

Sheila Jones, Head of Countywide Services

Joanna Lang, Children's Rights Manager (Participation)

Sophia Hamilton, Apprentice (Children's Rights)

Verrity Omonuwa, Apprentice (Children's Rights)

Devon Cox, Apprentice (Children's Rights)

Jamie-Leigh Clark, Children's Rights Assistant (Participation)

**Declarations of interests:**

None

**Key points of discussion:**

1. Officers explained to Members that the report was produced by the Corporate Parenting Board, which was chaired by the Cabinet Member for Schools, Skills and Educational Achievement. It was highlighted that the Lead Member for Children's Services held a statutory responsibility under the Children's Act 2004 to ensure the provision of services that provide duty of care through Children's Services.
2. Officers explained that the service had, in 2016, the largest number of looked after children in Surrey care on record, with a total of 903 children in the care of Surrey County Council. It was also explained that the service had noted a significant number of Unaccompanied Asylum Seeking Children and those who are moving to be care leavers and entering the transition period between childhood and adulthood

3. It was highlighted by officers that there had been improvements registered in key priority areas, particularly relating to Child Sexual Exploitation (CSE) awareness and response to children who go missing.
4. It was noted that the service was seeking to encourage care leavers to adopt the “Staying Put” approach of remaining with foster carers post-18. It was noted that there were significant advantages to the wellbeing of the child using this approach, but that it limited carer availability for younger teenagers. It was noted that the recruitment of sufficient foster carers was also a concern within the service.
5. Officers explained that there were a number of looked after children placed out of county. It was stressed that, in some cases, this was the optimal course of action, however, the service was working to reduce this number where feasible and appropriate. It was noted that Surrey was significantly above the national average of 14% of out-of-county placements and that it had not met its own target of reducing these placements below 20%. Officers acknowledged that more work was required to improve this and that a new strategy to improve this was in development.
6. It was noted by officers that the service was working to improve educational attainment for looked after children, an area which had been noted as traditionally weaker in Surrey.
7. Officers highlighted improving practice, noting the Safer Surrey practice guide as a key example and noted that this was working to positively develop overall outcomes.
8. Officers stressed that the views of those in care and care leavers were taken into account within the service. Children’s Right’s (Participation) apprentices highlighted the Big Survey sent out to looked after children and care leavers to gain insight into experiences of being in care. Officers noted that the return rate for the survey was approximately one in three of children in care and that the survey was widely advertised to care leavers and looked after children to ensure highest uptake. Officers did acknowledge that there was a response gap, although the numbers returned were statistically significant, and that the service was working with social workers to improve upon numbers of returns. The apprentices noted that the results of the survey were shared with the Corporate Parenting Board for analysis.
9. Members queried whether there was a system in place within the service for long term tracking of outcomes for care leavers and whether outcomes monitoring could be looked into. Officers noted that the Care Leavers service works to gather a significant amount of data regarding outcomes for care leavers, but that there was potential scope for more work to monitor care leaver outcomes in the longer term.

10. It was noted that, as part of the outcomes tracking process, the service had ascertained that 20% of care leavers who remained in Staying Put arrangements were not in education, employment or training (NEET). It was noted that the service was looking feedback from care leavers to improve outcomes in this area.
11. It was highlighted that looked after children placement stability was a key aim for the service, but that there were some mitigating circumstances that ensured that this was not possible for all cases.
12. The Cabinet Member for Children and Families Wellbeing highlighted that the information and performance aspect of this project was crucial to better understanding outcomes for children in care. It was noted that information and performance was one of the five key workstreams within the Children, Schools and Families Directorate. It was noted that the service was implementing a Risk of Vulnerability Indicator to target need as part of these workstreams.
13. Officers explained to Members the concerns about bullying that had been raised as part of the Big Survey. It was noted that there was a clear trend that looked after children were more likely to experience bullying than other child demographics. However, it was explained that the survey had also shown that 90% of looked after children felt that they knew how to deal with bullies effectively. It was also stressed that the service was working to ascertain the root cause for this concern and look into ways of reducing it.
14. Members emphasised the importance of good mental wellbeing of looked after children and whether there was a measurement this metric. Officers noted that there was some evidence of substance misuse amongst looked after children, but that there was ongoing work to ensure support is in place from substance misuse services to address this. The apprentices also noted that Children's services had worked to provide provision for hobbies and other leisure facilities to help improve emotional wellbeing for looked after children, explaining that a Bursary Fund from members contributions was available to help children pursue such activities. Members suggested that officers could look to community resources to provide additional leisure facilities and help improve mental health outcomes for looked after children.
15. The Board noted its thanks to the Children's Rights apprentices for presenting to the Board and welcomed their unique input to the service.

### **Recommendations:**

The Board recommends:

1. That targeted work is undertaken to look at gathering the views of unaccompanied asylum seeking children as part of the 2017 survey of Looked After children;

2. That a report on long-term outcomes for care leavers is considered by the relevant scrutiny board in the new council;
3. That a report on the use of risk of vulnerability indicator to target need and improve outcomes for children is brought to the relevant scrutiny board in the new council.

## **20/17 FOSTERING AND ADOPTION SERVICES [Item 8]**

### **Witnesses:**

Sheila Jones, Head of Countywide Services  
Linda Kemeny, Cabinet Member for Schools, Skills and Educational Achievement  
Mary Lewis, Cabinet Associate for Children, Schools and Families  
Clare Curran, Cabinet Member for Children and Families Wellbeing

### **Declarations of interests:**

None

### **Key points of discussion:**

1. Officers outlined that there had been 51 adoption orders made during 2015/16.
2. Officers explained that there were more Special Guardianship Orders (SGOs) than Adoption orders made in Surrey.
3. It was noted by officers that central government had set ambitious targets relating to the timeliness of care proceedings and placements for adoption. While it was noted that Surrey was performing better than the national average with regard to this, there was more work that needed to be done to meet these targets..
4. It was noted that there was a pool of foster carers available within Surrey, but that this pool had not increased over the last financial year. It was noted that there had been some use of agency carers to provide placements for children and to ensure that placements can be made when needed.
5. It was highlighted that there were a significant number of care leavers in foster care arrangements who “stay put” as set out in central government guidelines, which was a positive feature for the service. However, it was noted that this increased pressures on the pool of foster carers, as a result of foster carers not being available for a longer period of time.
6. The Cabinet Associate for Children, Schools and Families highlighted that there was a need for more foster carers within Surrey and encouraged the Board to work with the Fostering Recruitment Teams across Surrey to boost foster carer uptake.

7. It was highlighted by officers that the Council was awarded the Fostering Friendly Employer of the Year 2016 award. The Board stressed that this was a significant achievement and that this news should be circulated to all Members as an example of good practice.

**Recommendations:**

The Board notes the report and thanks officers for their input.

**21/17 SURREY CHILDRENS SERVICES MONTHLY PERFORMANCE COMPENDIUM [Item 9]**

**Witnesses:**

Liz Ball, Head of Performance and Support  
Linda Kemeny, Cabinet Member for Schools, Skills and Educational Achievement  
Mary Lewis, Cabinet Associate for Children, Schools and Families  
Clare Curran, Cabinet Member for Children and Families Wellbeing

**Declarations of interests:**

None

**Key points of discussion:**

1. Officers outlined that they were presenting the January 2017 version of the performance compendium. It was noted that this edition of the compendium noted a spike in contacts received in comparison to more recent reports. It also suggested that re-referral rates had increased. It was suggested by officers that an audit to investigate the causes of these would be completed in March 2017.
2. It was noted that, based on figures received after January, Child Protection Conference timelines had seen significant improvement, suggesting a positive improvement trajectory.
3. It was noted that there was close management scrutiny relating to Child Protection visits and that the service expected to see improvement in this area as a result of this.
4. Officers noted that there was a workforce profile in place to assess caseloads for social workers. It was explained that these were being examined and reviewed by assessment teams to ensure effective case management.
5. The Cabinet Member for Children and Families Wellbeing stressed that the service provided a monthly dataset which was reviewed by Cabinet Members and officers regularly. It was highlighted that this detailed level of data had not been available to Members and officers previously and that it showed significant improvement in the service's data gathering skills.



6. The Board questioned why 82% of assessments were deemed to be requiring improvement. Officers noted that the service was targeting areas of practice that were identified as an issue regularly within audits. It was also noted that there was a workshop hosted to help resolve arising issues. It was noted by the Cabinet Member for Children and Families Wellbeing that the service was self-aware of its shortcomings and were working to continuously improve.
7. Officers highlighted that the workforce strategy and current cohort of students in the social worker academy were almost ready to enter active service, which was highlighted as a positive step towards resolving current workforce vacancies. It was also noted that there had been a freeze on the recruitment of locum social workers.
8. The Cabinet Member for Schools, Skills and Educational Achievement highlighted that Early Help had a high service spend, but that it provided value for money in the preventative solutions that it offered, particularly highlighting the Multi-Agency Safeguarding Hub (MASH), which would offer long term savings.
9. Members queried the allocation of resources and if there were any difficulties in some quadrants of Surrey, particularly highlighting the South East quadrant. The Cabinet Member for Children and Families Wellbeing noted that the MASH allowed for a central collation of resource that had previously not been present, which was working to resolve these issues, but that this was a relatively new resource which required the service to undergo a culture change to see maximum benefit.
10. Officers noted that the number of Child and Family assessments completed within the 45 day timescale had decreased in January, but that this still represented a significant improvement from January 2016. It was also stressed that there would likely be improvements upon normal operation of the MASH.

**Recommendations:**

The Board thanks officers for their report, it commends the depth of information provided in the monthly performance compendium. The Board recommends:

1. That the relevant scrutiny board in the new council is provided with examples of where use of this data has improved practice and outcomes.

**22/17 CHILDRENS, SCHOOLS AND FAMILIES COMMISSIONING PLAN 2017 - 2022 [Item 10]**

**Witnesses:**

Garath Symonds, Assistant Director for Commissioning and Prevention  
Linda Kemeny, Cabinet Member for Schools, Skills and Educational Achievement

Mary Lewis, Cabinet Associate for Children, Schools and Families  
Clare Curran, Cabinet Member for Children and Families Wellbeing

**Declarations of interests:**

None

**Key points of discussion:**

1. Officers offered Members an outline of the Children, Schools and Families (CSF) Commissioning Plan. It was highlighted that income for the service had been reduced and that overall unit costs were increasing for resources. The service, in response to these challenges was developing a Commissioning Plan to respond to these pressures and more efficiently target resources to fit need. It was stressed by officers that this plan was in draft form as of March 2017.
2. Members questioned the sustainability of the CSF Commissioning Plan and whether the planned savings were enough to maintain the service. Officers stressed that the financial situation was a complex one, but officers and the Cabinet Member for Schools, Skills and Educational Achievement assured Members that savings were being made within the service and that significant savings prospects had been identified, but that the service was working to identify further opportunities.
3. It was noted after questioning by the Board that the service was working to present savings data more coherently in future to ensure transparency.
4. Officers highlighted that market management was a key aspect of the CSF Commissioning Plan and that the service was looking closely at working in partnership with providers to reduce costs. Members highlighted concerns regarding possible loss of quality of service, however officers stressed that the service was looking into working closely with providers to provide a quality service at a reasonable cost. It was explained that some providers had expressed the wish to work more closely in this way to help deliver key services.
5. It was highlighted by officers that a workstream was underway with regard to demand management, particularly highlighting the Early Help “cusp of care” programme as an example of work undertaken in this area.
6. Members queried the potential danger of poorer outcomes for children as a result of the redistribution of resources. It was stressed by Members that the service needed to consider the outcomes for children as a primary concern. Officers highlighted that this was a key aspect of the CSF Commissioning Plan. It was also noted that the service had a key role in a child’s wellbeing, in conjunction with parents and communities.

7. It was noted that the service was developing a “Family Hub” model, recommended by the Children’s Commissioner for England, of integration of services for children and families. It was highlighted that this scheme would work to reduce costs, through a net reduction in assets, but provide better outcomes for children through an improved and integrated service.
8. The Cabinet Member for Children and Families Wellbeing noted that the service could use the opportunity presented by the CSF Commissioning Plan to look into developing stronger ties with the Voluntary, Community and Faith Sector and provide a more integrated an effective service.

**Recommendations:**

The Board welcomes the report and additional information provided in reference to the Commissioning Plan. It recommends:

1. That officers draw up an appropriate plan for engagement on each aspect of the commissioning plan, and related changes to services, for the relevant scrutiny board in the new council.

**23/17 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 11]**

**Key points of discussion:**

1. The Board noted and approved the current Recommendations Tracker and responses made to recommendations. The Chairman particularly noted the response from the service regarding the MASH and suggested that the relevant scrutiny Board continue to monitor progress. The Chairman and Members of the Board expressed appreciation to Members who were leaving the Board, for their work.

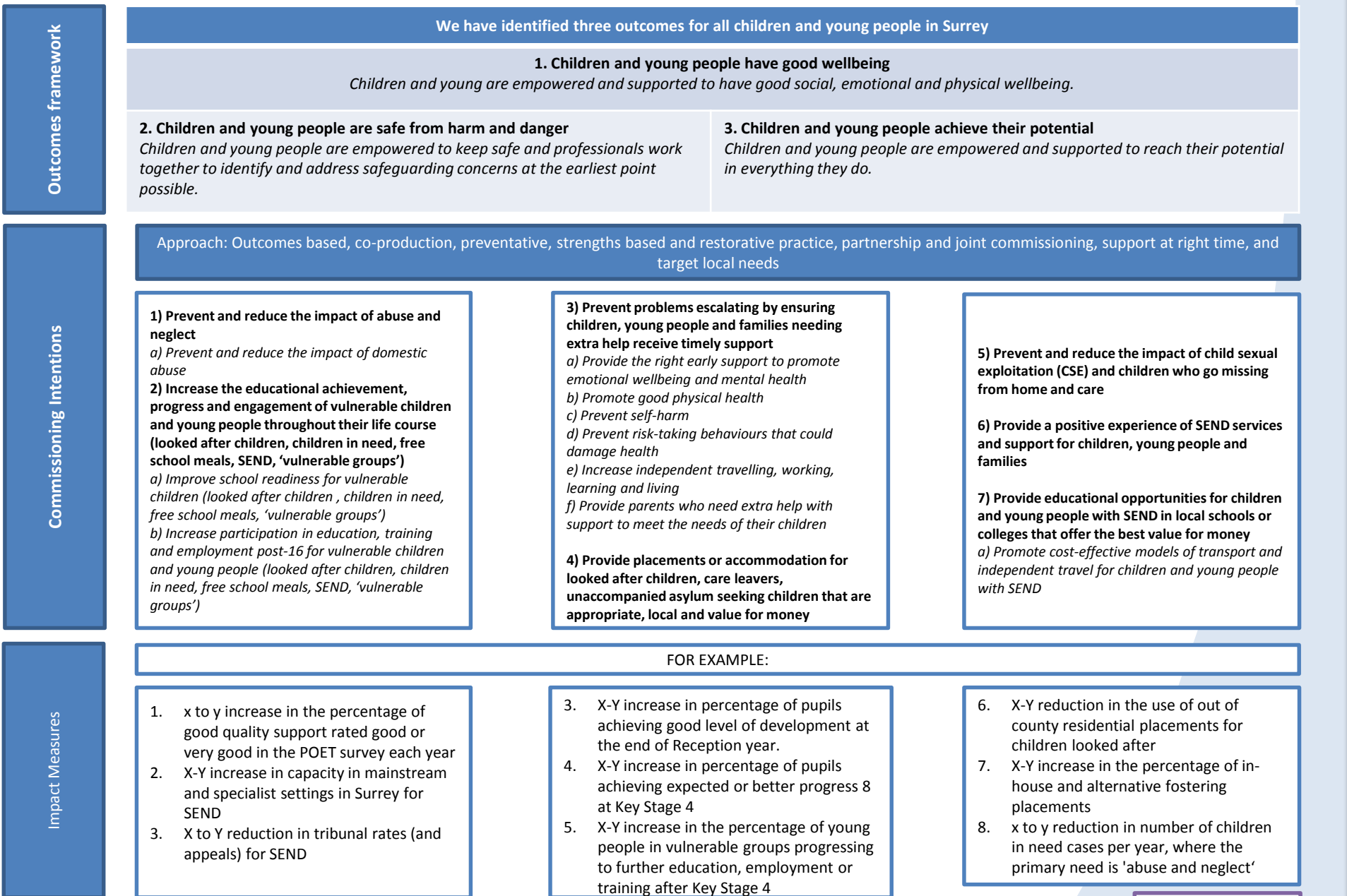
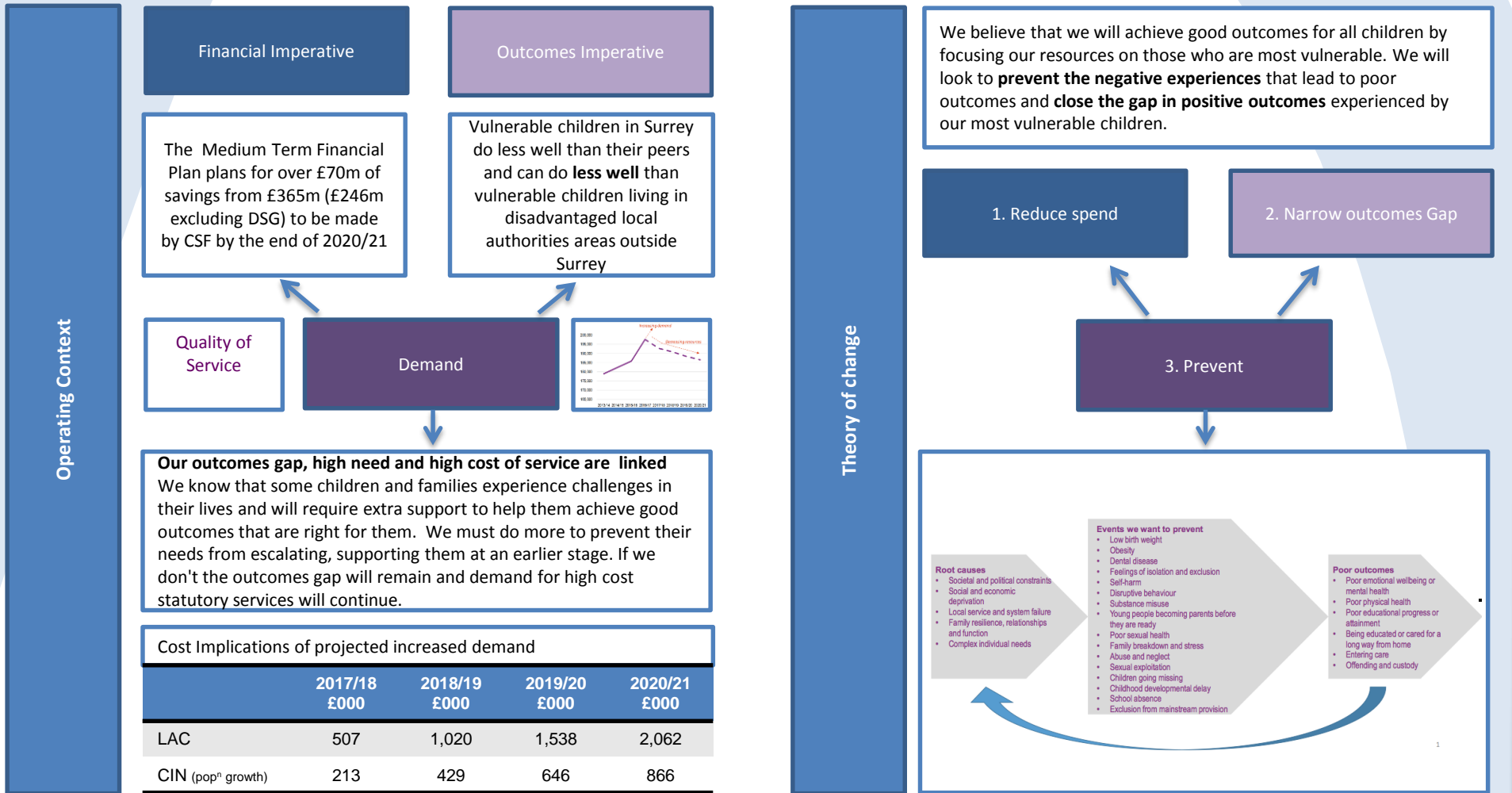


Meeting ended at: 1.05 pm

---

**Chairman**

This page is intentionally left blank



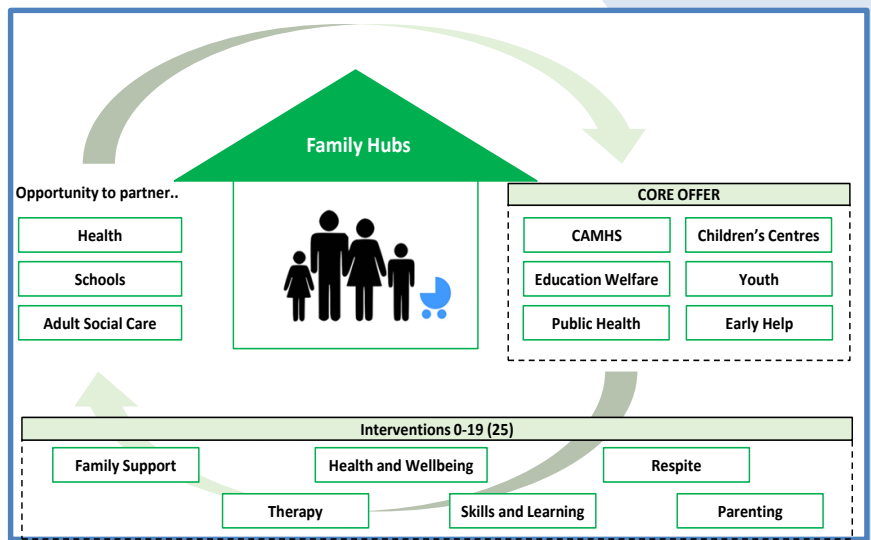
Early Help Model

Our analysis of need, demand and what works tells us that some families are likely to have better outcomes if we intervene earlier. The number of these 'families in need' in Surrey in 2017/18 is estimated at **3,827**; of these, **2,225** would need specific expert help for additional needs ('universal plus'), and **1,602** would benefit from more intensive targeted support.

The aim of the new service is to integrate and more closely align the support and interventions that will help to build family resilience and includes SEN support. The diagram shows the current services considered to be in scope for transformation for the core offer.



To demonstrate causality and attribution to the work with families and demand reduction we will define a risk of vulnerability indicator (ROVI) using automated risk factors framework.



Projected savings	17/18	18/19	19/20	20/21
Demand Management Target <sup>1</sup> (£000)	480	920	920	920
LAC <sup>2</sup> (£000)	254	513	518	524
CIN <sup>3</sup> (£000)	226	407	402	396

<sup>1</sup> Summation of CSF MTFP demand savings <sup>2,3</sup> Projected cost avoidance from prevention

Projected savings <sup>4</sup>	17/18	18/19	19/20	20/21
"Market Management" <sup>5</sup> (£000)	3,200	3,200	3,200	3,200
SEND inc Transport (£000)	1,499 +	1,500 +	1,500 +	1,500 +
Other	To be agreed though discussions with ADs			

<sup>4</sup> To be agreed with LT and Finance <sup>5</sup> Summation of CSF MTFP

Commissioning Tools

Commissioning Governance

1. Innovate
2. Align resource to outcome
3. More local / more personal
4. Demand Management
5. Strategic Market Management
6. Hold Inflation

Thematic Commissioning Plans:

- Education and skills
- SEND
- Social care and wellbeing
- Early help
- Health
- Early Years

Do

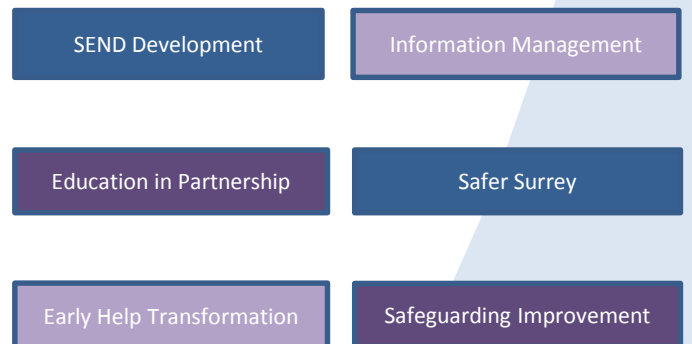
Commissioning Programme

Service area, 17/18 estimated spend and delivery date for commissioning					
Speech and Language Therapy (spend £3.7m) May 2017	Residential parenting assessment (£1.2m) June 2017	Short Breaks (£3.0m) Feb 2018	Individual statemented pupil support budget (£15m) TBD	NMI SEND Placements (£41.5m) TBD	School Effectiveness (£4.9m) TBD
Fostering (£11.3m) May 2017	SEND Transport (£22m) SiB (£0.5) January 2018	Early Help Commissions (£1.6m) April 2018	Children's centres (£10.3m) TBD	Independent Specialist Colleges (£8.1m) TBD	Community Health Services
Return home interviews (£0.1M) May 2017	Domestic Abuse (£0.1m) Feb 2018	Supported Accommodation (£3.1M) April 2018	Fee Educational Entitlement (£39.2m) TBD	External Children's Homes (£8.8m) TBD	CAMHS (£5.5m) TBD

Planned MTFP savings

	2017/18 (£'m)	2018/19 (£'m)	2019/20 (£'m)
Schools and SEND	-9.5	-5	-5
SEND High Needs	-12.7	-2.9	-3.2
Commissioning and Prevention	-4.0	-4.8	-0.9
Children's Services	-1.6	-3.5	-4.8

CSF Change Programmes



Review