

MINUTES of the meeting of the **CHILDREN AND EDUCATION SELECT COMMITTEE** held at 10.00 am on 20 February 2018 at Ashcombe Suite, County Hall, Penrhyn Road, Kingston upon Thames, KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Friday, 11 May 2018.

(* Present)

Elected Members:

- * Mr Chris Botten
- * Mrs Liz Bowes
- * Mr Mark Brett-Warburton (Chairman)
- * Mr Tim Evans
- Mr Jeff Harris
- * Mrs Julie Iles
- Mrs Yvonna Lay
- * Mrs Sinead Mooney
- * Mrs Marsha Moseley (Vice-Chairman)
- Mrs Tina Mountain
- * Dr Peter Szanto
- * Mr Chris Townsend

Co-opted Members:

Mr Mike Wainhouse
Mr Alex Tear
Mr Simon Parr

Substitute Members:

- * Miss Allison Griffiths
- * Mr Saj Hussain

In attendance

- * Mrs Clare Curran
- * Mrs Mary Lewis

1/18 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1/18]

Apologies received from Jeff Harris, Mike Wainhouse, Alex Tear, Simon Parr, Yvonna Lay and Tina Mountain.

Saj Hussain subst. for Tina Mountain, Allison Griffiths subst. for Jeff Harris.

2/18 MINUTES OF THE PREVIOUS MEETING: 17 NOVEMBER 2017 [Item 2/18]

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

3/18 DECLARATIONS OF INTEREST [Item 3/18]

Allison Griffiths declared a non-pecuniary interest that a member of her immediate family was a service user of Children and Adolescent Mental Health Services.

Liz Bowes declared a non-pecuniary interest.

Chris Botten declared a non-pecuniary interest as an unpaid Additional Skills Governor (ASG) for Babcock 4S.

4/18 QUESTIONS AND PETITIONS [Item 4/18]

There were none.

5/18 RESPONSES FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5/18]

Members received and noted the response from the Cabinet Member for Children.

6/18 CHILDREN AND ADOLESCENT MENTAL HEALTH SERVICES (CAMHS) UPDATE [Item 6/18]

Declarations of Interest:

Alison Griffiths declared a non-pecuniary interest that a member of her immediate family was a service user of Children and Adolescent Mental Health Services.

Witnesses:

Rose Durban, Strategic Director for Children, Schools and Families
Garath Symonds, Assistant Director for Commissioning and Prevention
Sue Robertson, Interim Deputy Director for Children and Young People, North West Surrey CCG
Sam Morrison, Principal Commissioning Manager (SCW)
Frank Offer, Head of Market Strategy
Justine Leonard, Surrey and Borders Partnership NHS Foundation Trust
Lorna Payne, Surrey and Borders Partnership NHS Foundation Trust
Dr Phil Ferreira Lay, Surrey and Borders Partnership NHS Foundation Trust
Clare Curran, Cabinet Member for Children

Key points raised in the discussion:

1. Officers explained to the Committee that, in response to the concerns raised at the November 2017 meeting, commissioners and providers were working holistically to drive improvement in Children and Adolescent Mental Health Services (CAMHS). It was highlighted that there was a shift in driving improvement in creating transparent and accurate datasets.

2. Officers advised that there was a challenge raised in the creation of accurate datasets where there was an increased reach into previously unmet areas of need, which had significantly increased demand and increased pressures on the service.
3. Officers explained that the primary concern for the service was related to timeliness of assessments, and that the service had recognised areas for improvement in communication between partners and governance systems and demand management.
4. Members questioned what an appropriate target was for wait times for the service to achieve and why the service was not achieving these targets. Witnesses commented that, ideally there would be no wait times for those in need, but that in reality, a realistic wait time for a routine user would be targeted at a maximum of four weeks.
5. Officers assured the Committee that they were confident that urgent and crisis cases were being dealt with in a timely manner, but advised that routine case timescales had been adversely affected by increased demand. Officers highlighted that the service had acknowledged challenges to the service as a result of this and that work was still needed to resolve this.
6. The commissioner acknowledged that a second performance notice had been issued to the provider. It was explained that the commissioner had made clear to the provider the need to improve on issues identified by the Committee and by the service.
7. The service stated that there were several instances of good practice within the delivery options available, noting praise from some users regarding the Eikon service and the Hope provision offered. Officers also highlighted evidence of good practice within the Behaviour and Neurodevelopment (BEN) Service, but that there was a need to improve the timeliness of this offer.
8. It was acknowledged that there had been some evidence of improving waiting times, but that the service recognised the need to improve and work collegiately with all partners to ensure effective delivery and good value for money.
9. It was emphasised by Members that demand management and timeliness of service offer were crucial and requested further information regarding the amount of time and resource required to resolve the issues in the service and whether the service has the appropriate resource to be able to undertake this effectively.
10. Members asked how the service was using the Early Help offer to alleviate demand pressures and to consider whether it could work to support children awaiting assessment. Officers advised that there was help to children in need of services provided that was not measured as part of the performance analytics which worked to support young people. It was noted that critical and urgent pathways may not be able

to be appropriately served in this manner, but that this could potentially reduce pressure on routine cases.

11. Members were informed that timeliness and performance data had some discrepancies prior to September 2017, but that new systems were in place to ensure the accuracy of data. Officers stressed that they were assured that data from September 2017 was accurate. It was noted that the service would not have accurate annual data of performance for a full year's delivery until September 2018.
12. Members noted with concern that the service noted average waiting times for routine cases and that these figures could contain some outlier cases which had significantly longer waiting times. Members sought assurance regarding these outlier cases and reasoning why they were outliers.
13. Members questioned what the service was undertaking to reduce waiting times and whether there were any innovative programmes to attract new staffers to solve recruitment and retention issues which had hindered the service being able to handle caseloads in a timely manner. Witnesses explained that recruitment and retention was a common issue nationally, but that the service had undertaken some recruitment schemes and promoted the Surrey model of delivery as a strong model to attract new staff.
14. Members questioned the requirement for communication between partners and inter-organisational communication and asked what action the service was undertaking to resolve these issues. Witnesses explained that senior managers within the service were engaging in network meetings with frontline staff.
15. Officers noted that the deadline for the decision to procure the six separate provisions in the CAMHS contract was due in April 2018. Members suggested that the Committee should receive further evidence of suggested improvement measures before contract procurement.
16. Members questioned what the views of service users were, and if there had been any improved feedback from service user groups following proposed changes. Witnesses that Family Voice and Healthwatch Surrey were key partners in the improvement process and that they would work with the service to highlight issues in their performance. Members suggested that the concerns of users and the voice of the child should be taken into consideration on an ongoing basis to determine improvement from a service user perspective.
17. Members suggested that clarifying the organisational structure diagram of the service required could help to determine the lines communication and ensure organisational coherence in the organisation.

18. The Cabinet Member for Children stressed that the service was working to analyse and monitor key issues brought up in performance data and resolve the issues raised at the last meeting of the Committee.

Recommendations:

1. That the Service provides an update report to the Children and Education Select Committee prior to decisions to extend or re-procure are made in April 2018, with the aim of future work to review the performance of CAMHS, which includes:
 - a. The collection of performance data with comparisons to contract specifications and provide evidence of what is being undertaken to address areas that are not meeting these specifications;
 - b. That minimum and maximum data sets of assessment waiting times for routine cases are provided to identify outliers and identify any significant patterns;
 - c. That service users are invited to provide an update regarding their views on service performance and improvement.

7/18 STRATEGIC DIRECTORS UPDATE [Item 7/18]

Declarations of Interest:

None

Witnesses:

Rose Durban, Interim Strategic Director of Children, Schools and Families.
Clare Curran, Cabinet Member for Children
Mary Lewis, Cabinet member for Education

Key points raised in the discussion:

1. The Strategic Director highlighted the current summary self-evaluation, prepared for Ofsted, of Children, Schools and Families attached to the minutes as **Annex A**. The summary is informed by a more detailed self-assessment against inspection criteria. It was particularly emphasised that the service was working to improve the impact of frontline practice through clarifying expectations in Children's Services and ensure that the service was clearer at identifying potential risks and issues earlier.
2. Officers explained that the focus of current improvement work was to ensure that children are seen, safe and heard through practice improvements throughout the directorate. It was emphasised that improving the experience of the child from needing to receiving help through the system was at the forefront of thinking within the

directorate's improvement plan.

3. Officers acknowledged that practice was not consistently good enough or safe enough and that the service would prioritise improvement. It was stressed that, to achieve this improvement in consistency of practice, plans needed to be prioritised effectively, followed through and have defined end goals, which the service was looking to achieve. It was also stated that the service was being clearer regarding practice expectations and what was required from frontline delivery.
4. Officers highlighted the five key priority areas for the improvement of Children's Services:
 - a. Embedding practice, management and leadership expectations
 - b. Strengthening front door decision making
 - c. Routinely identifying children at risk and taking action
 - d. Creating the conditions to enable better practice
 - e. Using focused assurance arrangementsIt was stressed that focused actions against these priorities were aimed to enable better practice for children and improve outcomes.
5. Out of County placements in relation to both care and learning for children were mentioned as a key area of focus for the directorate. A number of workstreams are investigating interventions and approaches to best meet children's needs within the County.
6. Officers indicated that workforce recruitment and retention was critical in the service and that the service was looking at further innovative means to improve this to ensure a robust and sustainable system of delivery for all services. It was highlighted that a method of delivering this was to reduce reliance on interim workers as well as institute a small short-life agile team of social workers to help meet demand pressures across the County.
7. Officers noted, following Member concerns raised over potential over reliance on social workers as a child's first point of support, that Early Help services were working with parents to provide help to support them in their role.
8. Early Help implementation by all partners and work to support and promote sector-led School Improvement were also highlighted as key priorities for the service that would be worked on over the next six months.
9. Members highlighted concerns raised by teachers regarding increased pressure placed upon schools relating to safeguarding requirements; and that increased pressures on school budgets and time had ensured that schools had less capacity to work in this way, particularly noting increased pressure from the service to do so. Officers noted that any specific concerns could be relayed to the service, but that there was a difficult balance between ensuring adequate safeguarding and teaching, but that the service would be working in partnership to

ensure that children are adequately safeguarded.

10. Members expressed concern that the service needed a more forensic analysis of its overall data and performance in order to identify the right future strategic priorities. Officers advised that more work was underway to ensure such a data set, building on the recent development of robust child level operational data.
11. Members stressed the need for further clarity on what the service had achieved in the last six months and what it was hoping to achieve in the future. It was suggested that future reports could include updates against targets previously set, and the targets for the next six months.

Recommendations:

1. That the Strategic Director for Children, Schools and Families provides a written report to the next meeting of the Children and Education Select Committee detailing the work of the directorate over a six month period, and future priorities over the next six months with a clear view of what the service is planning to deliver and any timescales and actions for improvement.

8/18 SCHOOL IMPROVEMENT UPDATE [Item 8/18]

Declarations of Interest:

Liz Bowes declared a non-pecuniary interest
Chris Botten declared a non-pecuniary interest as an unpaid Additional Skills Governor (ASG) for Babcock 4S.

Witnesses:

Frank Offer, Head of Market Strategy
Alison Hurley, Director of Education Babcock 4S
Melanie Harris, School Commissioning Officer

Key points raised in the discussion:

1. Officers explained that the service was seeking the views of the Children and Education Select Committee regarding future options for delivery of the Council's statutory responsibilities for school improvement. Officers advised that this was resultant of the upcoming conclusion of the Council's annual service delivery agreement with Babcock 4S (B4S) due to the inability for the service to legally extend the contract period and the change in the landscape regarding school improvement. Officers stressed that B4S traded services were not being discontinued, but that the delivery of commissioned services needed to be reconsidered.
2. Officers noted that there were a wide range of tasks and services that were provided on behalf of SCC as part of the current contract, which needed to be reassessed based on planned delivery. It was

acknowledged that the service had identified options that were ascertained as being realistic for future delivery. The service stressed that they were looking at these options to ensure good outcomes for children, good performance and good value for money.

3. Members noted concerns regarding isolated, smaller, financially challenged and rural schools that may not be able to afford traded services and whether these would lose out on services as a result. Members also expressed concern regarding a “one size fits all” approach and emphasised that the service work to ensure that any outlier schools do not suffer a significant impact from proposed changes.
4. Members questioned whether Multi-Academy Trusts (MAT) and education partnerships were ready to take on governance functions that would have been provided by the B4S contract, and whether this could have a damaging effect on performance.
5. Members felt that they were unable to make an informed decision regarding individual options for statutory and strategic services and recommended that the service provides a business case for individual services and how they could be delivered which could be examined in detail.
6. The Surrey Education in Partnership programme was noted as running in tandem with the recommissioning process and that this would work to reinforce school to school support as part of strengthening improvement.
7. Officers noted that schools were primarily concerned with ensuring that statutory services were delivered, rather than who provides the service. It was noted that this was inferred from the low level of survey responses from schools regarding the low response rate to the stakeholder survey.
8. The representative of B4S noted that they would be working to strengthen their traded services following contract expiry and that they would be maintaining relationships with schools and Surrey County Council following the end of the contract.

Recommendations:

1. That the service provides a business case of the statutory and strategic services currently commissioned from B4S and paid for by the Local Authority and any options for delivery upon contract conclusion for analysis by the Performance Member Reference Group.

9/18 MULTI AGENCY SAFEGUARDING HUB PROGRESS UPDATE [Item 9/18]

Declarations of Interest:

None

Witnesses:

Carl Bussey, Head of MASH
Sam Bushby, Assistant Director of Children's Services
Clare Curran, Cabinet Member for Children
Mary Lewis, Cabinet member for Education

Key points raised in the discussion:

1. Officers highlighted that a key concern for the service was that contact demand for the Multi Agency Safeguarding Hub (MASH) had expanded exponentially. It was noted that the service were receiving over 5000 contacts each month and that this was difficult to sustain. It was noted that the police were the most numerous contact and that the service had been working to triage police contacts and ensure that contacts are sustainable for the available workforce.
2. Members noted the positive and informative experience that they had engaged with in their visits to the MASH to determine key challenges and thanked officers for facilitating.
3. It was noted that there had been feedback sessions with Dedicated Safeguarding Leads (DSL) and that these had been helpful in highlighting key challenges to schools. It was expressed that the service had evidence of revised practice to ensure that the journey of the child is easier based on feedback.
4. It was stressed by officers that they were looking to implement incremental improvement within the service's performance, rather than sweeping change, to ensure effectiveness and completion of these improvements. It was noted that one of the key areas of development was improving the timeliness of referrals.
5. Officers noted that they were gathering evidence of service learning, feedback from users and evidence of national best practice. Members expressed interest in seeing the outcomes of this work and evidence that there had been improvement in key areas of the MASH.
6. Officers indicated that the pace of change had increased significantly, highlighting that deadlines for evidencing improvement were set at June 2018.
7. Members questioned the numbers of police contacts, asking whether they were coming in at the right place and whether there were contacts from other sectors that were potentially being missed. Officers stressed that approximately 95% of police contacts were assessed at the level one of the MASH, identified as low level routine risk contacts. It was noted that there was work to do with triaging these contacts and ensuring that they are handled appropriately and at the right level.
8. Officers noted that looking at national best practice was a good indicator of identifying appropriate threshold levels. It was stressed that the service was working to identify correct threshold levels and

that this work would help to accomplish this.

9. Officers emphasised the that it was important to define the work of social workers in the MASH in order to reduce demand and workload on their time and ensure that they are correctly deployed to reduce pressure on the MASH.

Recommendations:

1. That the service provides a future update reviewing evidence of practice improvement data collected over the period, detailing the implementation of future learning, feedback provided and national best practice in the MASH and provide this information in six months.

10/18 UNACCOMPANIED ASYLUM SEEKING CHILDREN [Item 10/18]

Declarations of Interest:

None

Witnesses:

Mark Jowett, Area Head of Children's Services
Sam Bushby, Assistant Director of Children's Services
Clare Curran, Cabinet Member for Children
Mary Lewis, Cabinet member for Education

Key points raised in the discussion:

1. Officers stressed the importance of the issue facing the authority regarding Unaccompanied Asylum Seeking Children (UASC), highlighting the significant funding pressures put on the service. Officers noted that there was evidence of decreasing overall numbers of children projected in 2018/19 but that cases of UASC care leavers were increasing as a result of historic cases. It was noted that, resultant to this, that there was a £4.5million deficit which was funded by the service.
2. Officers and the Cabinet Member for Children highlighted that there had been significant lobbying efforts with comparable authorities in the South East to resolve the funding inequality with central government. It was also noted that there was a Home Office review of funding due in February 2018 which would further clarify the funding position.
3. Officers advised that the service was providing a good quality service for UASC with the resources available. However, officers explained that they were working to make better use of funding available, stating that the service was looking to provide accommodation in county wherever possible to produce best outcomes and value for money.
4. Members questioned whether officers could further promote initiatives, such as the host families, further using social media. Officers noted that this would be something that they could work with and involve

Members in to promote.

5. Members questioned funding arrangements for statistical neighbours and whether they were in a similar situation. Officers noted that the two authorities with greater numbers of UASC, Kent and Croydon, had received a historic special arrangement regarding funding, which was not granted to Surrey. Officers did note that they were not above their designated quota for UASC in county and that a similar special arrangement based on this would be unlikely.
6. Members noted that the service could work to control spending on its UASC and ensure that it gets best value for money, highlighting the high cost of spend on each child against national disposable income, and query whether this was an appropriate use.
7. Members questioned the national profiles of identified UASC and whether there was a potential for missing key groups at risk. Officers and the Cabinet Member for Children stressed that they benchmark with other local authorities and with figures of the National Refugee Council to assure themselves that they were identifying the right groups. It was agreed that the service would note any anomalies based on this data.
8. It was noted that some groups that have been identified in the list of UASC were at significantly higher risk of exploitation and that the service was working to alleviate this.

Recommendations:

1. The Committee recommends that the Cabinet Member for Children continue to work to lobby central Government for additional funding for UASC to address the identified funding deficit.

11/18 FORWARD WORK PROGRAMME AND RECOMMENDATIONS TRACKER [Item 11/18]

Members reviewed and agreed the Forward Work Programme. A further update was requested on the Recommendations Tracker regarding recommendation 7/17. This would be provided to the Committee and updated on the tracker.

12/18 DATE OF THE NEXT MEETING [Item 12/18]

Members questioned whether the current date of the next meeting, 3 May 2018, could be changed, due to it coinciding with Local Government Elections in Borough and District Authorities.

Meeting ended at: 1.19 pm

Chairman

Summary self-evaluation

Children, Schools and Families
Surrey County Council

Version: February 2018

- These slides are updated each month based on the latest data and evidence
- This version was updated on: 19.02.18



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Ambition

Our overall ambition for children in Surrey is that each and every one of them is **happy, healthy, safe and confident in their future**

Priority

Our absolute priority for all of those children who need our help, care and protection is that they are **seen, safe and heard**

Approach

Our approach is **strengths based and child and family focused**



Context for children

- We set out a three year Improvement Plan in September 2015 and have been committed to recognising and improving inadequate services and practice
- We made a number of significant changes in leadership and approach and saw patchy signs of improvement
- We've much more to do to shift our culture and practice in a sustained way for children and families
- We are listening to children, our staff and partners - and we heard and are acting on the feedback from the October-November 2017 Ofsted monitoring visit
- We've drawn important lessons from this, adapting our approach so we are:
 - more sharply and systematically focused on core practice expectations
 - actively assuring ourselves what is and isn't working for children
 - developing more productive partnerships for children



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What we know about practice for children

- Practice for some children is not consistently safe and effective
- By reviewing the child's whole journey we have learnt that:
 - Some children can wait too long for help
 - Children don't always receive the right help and support
 - Risks for children are not always adequately identified and addressed
 - Support and services don't always join up around children
 - Plans for children don't always make the difference they should
- We are making progress in addressing our practice weaknesses by:
 - Embedding practice, management and leadership expectations
 - Strengthening front door decision making
 - Routinely identifying children at risk and taking action
 - Creating the conditions to enable better practice
 - Using focused assurance arrangements



How we know this

- Listening to, learning from, and acting on feedback
- Getting closer to practice by spending more time with practitioners and partners
- Actively using data analysis, both operationally and strategically
- Analysing and learning from complaints
- Learning from our SEND inspection and following through of Written Statement of Action
- Challenging leaders to provide active assurance that children are seen, safe and heard



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What we are doing

- Sticking with the practice essentials
- Making our newer assurance routines “the way we do things here”
- Growing a culture of listening, learning and following through
- Bringing children closer to home
- Investing in our practitioners - recruiting, retaining and developing
- Ensuring focused practice leadership to drive and accelerate improvement
- Strengthening our partnership and governance arrangements to ensure we actively challenge and act on behalf of children



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Learning, insights and challenges

Securing better outcomes for children means:

- Better understanding the experience of *all* the children we support using insights from direct work, data and quality assurance
- Leadership of change, improvement and transitions – focus on children, simplify and actively assure across the whole system
- Actively creating the right conditions and culture for practice
- Challenging and supporting our practice leaders and teams - sharing, hearing and acting on feedback
- Shifting the whole system for children with partners, rather than component parts

...so children are at the centre of our culture, practice and partnership



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Knowing we're making a difference

When children say:

"...they [my Personal Advisor] are the best person in my life, supporting, caring and guiding me"

"Without [CAMHS] I don't think I would have achieved half of what I have done in my adult life."

"I'm in a supportive environment [placement] and they help me to achieve my goals"

"It means so much knowing that someone is listening to what I am saying and making a change because of it"

By making our best practice consistent practice for children in Surrey...



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Knowing we're making a difference

When parents and carers say:

"Our family support worker and the referral to the freedom programme has made such a difference to our family"

"We've learnt not to talk negatively in front of our children as it impacts on their behaviour at home and school"

"We know who to call if we need more help and advice in the future"

"These are fabulous events which enable the children and young people participating to gain new skills and express themselves with others in care or care leavers that isn't easy to do elsewhere" [Foster carer after young person attended residential event]

"We have recently been subject to a Social Services referral...throughout the assessment process, he [social worker] was sensitive, kept us informed of progress and treated us with respect. He was always available to us if we had any queries, worries or concerns. He showed much interest in us and spent time getting to know us as a family and as individual people"

By making our best practice consistent practice for children in Surrey...



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Knowing we're making a difference

When partners say:

"It has been great to know that there is support at the end of the phone whenever I need it and the fact that the support also comes with practical advice is even better" (Headteacher, Secondary School)

"By working closely with the young people, Surrey Police and Surrey Family Services, we've been able to support these vulnerable young people who were carrying out a significant amount of crime and disorder in Surrey Heath...the success we've had in giving these young people a brighter future is a great testament to strong partnership relationships and ways of working in Surrey Heath. Coupled with professionals who possess great skills, who not only supported the young people, but also each other" (Surrey Police Borough Youth Intervention Officer)

"The service [Area Schools Support Service] has supported me exceptionally well through some very difficult situations...We enjoy working with your team - you are doing a brilliant job in these difficult, changing times in education" (Headteacher)

"We have been so privileged to hear Surrey care leavers share their experiences with leaders and frontline practitioners. Hearing the messages they deliver with such clarity helps us make future services better for our children" (Deputy Director Safeguarding, Surrey wide CCGs)

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Knowing we're making a difference

When children's workers say:

"Signs of Safety is already part of all my supervisions, as well as case work and assessments. The questioning techniques promote better communication and give us a wider understanding of the children and families we support"

"As a newcomer to Surrey I am glad to hear that senior managers are interested in listening to social workers and how best to make improvements to the service delivery"

"The academy so far has been an amazing learning experience...The academy offers a brilliant variety of training, all relevant and enjoyable. Training and regular supervision soon developed my confidence and assessment and intervention skills. All managers and supervisors are extremely supportive"

"We held our second Parent's Meet Up Group, this morning. The parents/grandparents shared that it was helpful and informative...it was also amazing to hear how they feel supported by Surrey Family Service and they were extremely grateful for their Youth Support Officer's showing the work that we do is beneficial!"

"Dad told me at the original handover meeting that he doesn't think our [edge of care] service would help – on Friday when I asked if he still felt like this he said no and that he was so happy that he has a relationship with his son that he thought he would never have"

By making our best practice consistent practice for children in Surrey...



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