

Notice of Meeting

Children and Education Select Committee



SURREY

Date & time

Friday, 7 September
2018 at 10.00 am

Place

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

Contact

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Chief Executive

Joanna Killian



We're on Twitter:

@SCCdemocracy

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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 Richard Plummer on 020 8213 2782.

Elected Members

Mr Chris Botten (Vice-Chairman), Mrs Liz Bowes, Mr Robert Evans, Mr Tim Evans, Mrs Kay Hammond (Chairman), Mrs Julie Iles, Mrs Yvonna Lay, Mrs Lesley Steeds, Mr Chris Townsend and Mrs Victoria Young

Independent Representatives:

Mr Simon Parr (Diocesan Representative for the Catholic Church), Mrs Tanya Quddus (Parent Governor Representative), Mr Alex Tear (Diocesan Representative for the Anglican Church, Diocese of Guildford) and Mr Mike Wainhouse (Parent Governor's Association)

TERMS OF REFERENCE

The Committee is responsible for the following areas:

- Children's Services (including safeguarding)
 - Early Help
 - Corporate Parenting
 - Education
- Special Educational Needs and/or Disabilities

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To report any apologies for absence and substitutions

2 MINUTES OF THE PREVIOUS MEETING: 20 FEBRUARY 2018

(Pages 5
- 28)

To agree the minutes of the meeting of the Children and Education Select Committee (2017/18) as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

- i. any disclosable pecuniary interests and / or;
- ii. other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest;
- as well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner); and
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

4 QUESTIONS & PETITIONS

To receive any questions or petitions

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*3 September 2018*).
2. The deadline for public questions is seven days before the meeting (*31 August 2018*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 MEMBER PRACTICE CONVERSATIONS FEEDBACK AND PROCEDURE

(Pages
29 - 34)

Purpose of report: To update the Committee on the progress of Member

Practice Conversations that have taken place so far, analyse key themes identified and to outline a procedure for future Practice Conversations to take place.

6 SURREY CHILDREN'S SERVICES ACADEMY

(Pages
35 - 42)

Purpose of the Report: To set out plans to establish an Academy to drive and co-ordinate learning and development across the whole children's workforce in Surrey.

7 RESPONSE OF CHILDREN'S SERVICES TO OFSTED (2018)

(Pages
43 - 56)

Purpose of the Report: To set out the response of Children's Services to the areas of concern raised in the Ofsted Inspection of Children's Services which was published 16 May 2018 and to show what action is being taken to address these.

8 OUT OF COUNTY PLACEMENTS TASK AND FINISH GROUP

(Pages
57 - 58)

Purpose of report: To propose an Out of County Placements Task and Finish Group to the committee based on the terms of reference outlined and ask for Members to consider their interest in joining the group.

Terms of reference to follow.

9 FORWARD WORK PROGRAMME

(Pages
59 - 62)

The Select Committee is asked to review and approve the Forward Work Programme and provide comment as required.

10 DATE OF THE NEXT MEETING

The next meeting of the Select Committee will be held 16 November 2018 in the Ashcombe Suite at County Hall.

Joanna Killian
Chief Executive

Published: Thursday, 30 August 2018

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Thank you for your co-operation

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 arrangements

It 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 received 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



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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)

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



SEEN • SAFE • HEARD

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...



SEEN • SAFE • HEARD

Children and Education Select Committee



7 September 2018

Member Practice Conversation Feedback and Procedure

Purpose of report: To update the Committee on the progress of Member Practice Conversations that have taken place so far, analyse key themes identified and to outline a procedure for future Practice Conversations to take place.

Introduction:

1. Since May 2018 practice conversations were organised between members of the then Improvement Board, Corporate Parenting Board and Children and Education Select Committee with front line practitioners, covering different aspects of support for children.
2. This report summarises the key findings of the conversations, feedback from those who participated and highlights actions identified as a result.
3. This report will also set out proposed future procedure for Member Practice Conversations taking place with Members of the Children and Education Select Committee and how they will be reported.

Purpose and Method

4. The primary purpose of undertaking the practice conversations is to support Members' and senior officers' to improve their understanding of the experiences of front-line practitioners in Surrey and their work with children and families. Frontline practitioners are also able to further understand the role of Members in particular. The practice conversations provide further opportunities for Members to identify and explore wider system issues impacting on the ability of frontline practitioners to deliver safe and effective practice.

5. Members met with practitioners from Children's Services, Surrey Family Services and Schools and Learning. These took place in venues across the County and lasted for approximately one hour. Questions were provided to help guide the practice conversation, however the discussions were not restricted. Feedback and reflections were provided by participants and collated and analysed by the Quality and Development Team to help identify common themes.

Key Themes

6. There were some common themes that came up in multiple conversations and across the whole directorate:
 - a. Practitioners spoke to Members about their high caseloads and how this is having a direct impact on the quality of the direct work they do with children as they don't get enough time with them. Some of the social workers indicated that high caseloads are one of the reasons why it is difficult to recruit or retain social workers.
 - b. Practitioners told Members that they would like to have more staff to do administration tasks. This would enable them to spend more time doing direct work with children rather than booking rooms, taxis etc.
 - c. A common theme that came up in some conversations with the Child Protection Teams, Looked After Children, Virtual School and the Adoption Team was the impact of children being placed out of county:
 - d. Travel time to see children who are placed out of county is a big concern for practitioners; practitioners told Members that visiting children can sometimes take a whole day. This is time consuming and can be even more emotionally draining for them.
 - e. Practitioners spoke to Members about the impact placing children out of county can have on a child's emotional wellbeing. They told Members that often this means they are away from their peers and community and there may be a transition into a different school.

Feedback from the sessions

7. Members have fed back very positively and felt that the conversations have helped them improve understanding of front-line work and the pressures within the service. Some Members would like follow-on conversations with practitioners who have different levels of experience (i.e. managers) and some would like to revisit the teams they spoke to in future conversations to monitor progress. Most Members felt having a note taker was

beneficial as it allowed them to focus all of their attention on the conversation with the practitioner. Organisation of future conversations will be improved to reduce travel time and ensure all participants are clear about the purpose and process of practice conversations.

8. Practitioners who gave feedback of their experience felt that meeting Members made them more accessible and said that they appreciated Members taking the time to speak to them. Practitioners also said that Members showed a genuine interest in what they were telling them about their work with children and families. Some practitioners felt that it would be helpful to know more about the Members roles and responsibilities within the Council beforehand.

Future Practice Conversation Model of the Children and Education Select Committee
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9. Due to the positive reception of these conversations, it is suggested that Member Practice Conversations become embedded within the work of the Children and Education Select Committee.
10. To this end, Members, including co-opted Members of the Committee, are encouraged to undertake at least one practice conversation per year, with opportunities to engage with more. It is also suggested that the Chairman and Vice-Chairman undertake these conversations each quarter on a rotating basis. The proposed plan for this is attached in **Annex B**.
11. These conversations will be themed by service area and offered to Members in their social worker's quadrant, to ensure that the time of social workers is not unnecessarily negatively impacted.
12. The results, actions and lessons learnt from these conversations will be reported as part of a standing agenda item to the Children and Education Select Committee. It is hoped that the key themes and learning from these conversations will help provide an "on the ground" perspective of services and suggest new areas of potential scrutiny.

Recommendations:

- That Members endorse the plan to implement Member Practice Conversations for the Committee, that actions and findings are reported quarterly to the Committee, and agree a programme of conversations for 2018/19.

Report contacts:

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Sources/background papers:

Annex A – Dates and Subject of reported CESC Member practice
Conversations

Annex B – Proposed programme for Members to undertake Practice
Conversations 2018/19

Annex A

Dates and Subject of CESC Member practice Conversations

Practice Conversation Area	Councillor	Practitioner	Date of Practice Conversation
Child Protection SE	Cllr Lesley Steeds	Senior Social Worker	02/07/18
Child Protection NW	Cllr Kay Hammond and Cllr Jeffery Harris	Senior Social Worker	23/05/18
Child Protection NW	Cllr Liz Bowes	Team Manager & Social Worker	27/07/18
Looked after Children	Cllr Chris Botten	Social Worker SE	18/07/18

Annex B

Proposed Programme for Member Practice Conversation 2018/19

Member	Quarter for Conversation to take place	Location/Quadrant
Kay Hammond	Q4 2018	Reigate and Banstead
Robert Evans	Q4 2018	Spelthorne
Tim Evans	Q4 2018	Spelthorne
Chris Botten	Q1 2019	Tandridge
Alex Tear	Q1 2019	Guildford
Chris Townsend	Q1 2019	Mole Valley
Kay Hammond	Q2 2019	Reigate and Banstead
Simon Parr	Q2 2019	
Julie Isles	Q2 2019	Guildford
Yvonna Lay	Q2 2019	Runneymede
Chris Botten	Q3 2019	Tandridge
Tanya Quddus	Q3 2019	
Lesley Steeds	Q3 2019	Tandridge
Kay Hammond	Q4 2019	Reigate and Banstead
Liz Bowes	Q4 2019	Woking
Mike Wainhouse	Q4 2019	
Victoria Young	Q4 2019	Waverley

Children and Education Select Committee

7 September 2018



Surrey Children's Services Academy

Purpose of report: Scrutiny of Policy Development and Review

Introduction:

1. This report sets out plans to establish an Academy to drive and co-ordinate learning and development across the whole children's workforce in Surrey.
2. The Academy will be a key mechanism for establishing a single, unifying model for everyone working with children and families in Surrey expressed through a common language.
3. The aim is to drive and support improvement and new ways of working, including an open, learning culture and more effective partnership working. It should help to make Surrey a more attractive place for managers and staff to work, with a consequential impact on retention and agency spend.

Background

4. The transformation programme now underway for children's services includes work to strengthen the skills, knowledge and confidence of managers and staff working with children both in the Council and in partner agencies. The recent Ofsted report highlighted many areas where improvement in the capabilities of the children's workforce are essential. These include:
 - 4.1 the poor quality of assessment, planning and reviewing for children who are on statutory child in need or child protection plans
 - 4.2 the understanding and application of thresholds by external agencies which results in too many unnecessary low-level contacts and referrals, and overloads social workers in the multi-agency safeguarding hub
 - 4.3 confusion around internal thresholds in children's services meaning that large numbers of assessments are subsequently cancelled.
 - 4.4 managers at all levels not carefully and rigorously evaluating the progression of children's plans.
 - 4.5 Ofsted felt "a positive cultural change is starting to build a better understanding of risk, a learning-based practice model

and more confident, informed social work with children. However, these improvements are yet to be embedded, and have not yet led to sustained, widespread reform on the scale required.”

5. Turnover of staff remains a significant difficulty, compounded by the additional recruitment and retention pressures also faced by a number of other local authorities in south-east England in close proximity to London. To address this Surrey has some recruitment initiatives and an Academy for newly qualified social workers which has a strong reputation (Ofsted stated it is “highly regarded”). While successful, this Academy supports only a small subset of the children’s workforce. There is much less available to sustain staff once they move on in their Surrey careers. Recent analysis of turnover of staff who have attended the Academy gives some insight. Of the in-take of 23 staff in 2013, all have now left Surrey and had done so by 2016. While an exodus on this scale has not been repeated in more recent years (of the 2015 intake we have retained 75% of staff to date), there is evidence of staff supported by the Academy early in their careers leaving after around 2 years and taking their experience and knowledge with them.
6. Learning and development for the children’s workforce in the Council is currently fragmented. There is no strategic approach shared across professional boundaries and teams about how everyone needs to work in order to support children and families. There is no overall training needs analysis and no single plan for whole children’s workforce learning requirements. The link with quality assurance is not as strong as it needs to be in terms of ensuring that learning and development is addressing weaknesses in practice or checking the impact of training on practice back in the workplace.
7. As for training across agencies, the Safeguarding Children’s Board runs some multi-agency training. However, this is relatively small scale, is focused on some specific areas of development and is not joined-up with single agency training. Safeguarding Board training is not designed or delivered on a scale to establish and embed a common culture, approach and language across all managers and staff that will support children and families effectively.

Scope of an Academy

8. The plan to address these concerns is to create an Academy for the whole children’s workforce. This will bring together learning and development across the Children’s, Schools and Families directorate, and also draw in relevant staff from across the Council who play a vital role in the lives of children and families such as Adult services, community safety, transport and those in corporate services: finance, legal services and other partners.
9. The Academy will also be open to partners and it will be important that it is seen as serving the whole workforce for children and families. This would include the NHS, police, schools, early

learning settings and the voluntary and community sector. Again, the managers and staff concerned would not only be those working full time with children and families, such as health visitors, but also staff whose client base is broader but who still have an impact on children and families – such as GPs, housing officers etc.

10. The new Academy would include within it the current and successful Surrey social work academy. The new Academy would support not only newly-qualified social workers but all staff to develop and grow throughout their careers and to develop managers and leaders of services and professional groups.
11. The Academy leadership would report into the Director Quality Assurance reinforcing the Academy's role in driving improvement, addressing development needs in the workforce and practice weaknesses.

Objectives

12. The purpose of the Academy is to act as an engine for improvement in practice and partnership working. Specifically it will work to:
 - 12.1 ensure all staff have up to date knowledge and skills to fulfil their roles: there needs to be a 'back to basics' approach to ensure that practice is informed by a strong knowledge and skills base in terms of understanding risk, undertaking assessments etc.
 - 12.2 introduce and embed new skills, values and ways of working in Surrey to staff in all agencies that work with children and families these fundamental basics will be within a new model that is fundamentally about building family resilience and a strengths- based approach. The new model and approach need to be understood by the whole workforce as well as each person understanding their roles and responsibilities to make them work;
 - 12.3 drive culture change and develop a shared language and values: the Academy should play an important role in building a shared commitment across agencies and professional boundaries towards better outcomes for children and achieving these earlier intervention and prevention. The shared language will reinforce this and ensure effective communication across different parts of the workforce. We want to create an open, collaborative, learning culture.
 - 12.4 drive up and help maintain professional standards: the Academy needs to work very closely with heads of profession like the Principal Social Worker to tackle development areas revealed in practice audits, performance appraisals, Serious Care Reviews etc. It is also important for training to be up to date and refreshed to reflect changes in law and best practice nationally. We want to embrace the concept of a learning culture - everyone, at every stage of their careers, needs to keep on learning and being open to new ideas

- 12.5 build effective leadership skills and capacity across children's services that can lead and sustain change: If front-line staff are trained in new ways of working and this is not reinforced by managers and leaders back in the workplace then staff are likely to revert to previous practice. It is therefore important for managers and leaders to prioritise their own development so that their own practice is up to date and they can mentor their staff. In addition we need leaders who think across the whole system and not just their service or team. The expectation therefore will not only be of continuous professional development but that career progression will hinge on having undertaken the necessary learning to equip managers for the challenges they will face as they move up the career ladder.
- 12.6 develop better understanding between agencies of each other's roles and responsibilities, more effective ways of working together and confidence to work in multi-agency teams - managers and staff need to understand and value partners' contributions. It is important for individuals to have an understanding of different perspectives and to 'walk in the shoes' of partners. They must also understand how to work effectively as part of a real or virtual multi-agency team and what the team is aiming to change for that child or family. The focus at all times must be the child, and that means joining up effectively around the child's needs and not letting the boundaries between teams and agencies to get in the way.
- 12.7 improve retention by making Surrey a good place to work: Remuneration is only one factor in attracting and retaining staff. Feeling valued and supported are key. The aim of the Academy is to invest in people's development and help them feel supported throughout their careers. There is clear evidence from other local authorities that these elements have an impact on recruitment and retention. If more staff can be retained this will also reduce spend on agency staff.
- 12.8 support the pace and sustainability of the transformation programme for children and families by embedding new ways of working: the improvement programme for children needs to have an impact quickly and for the changes made to be sustained into the future. Establishing an Academy will provide a vehicle to reinforce and embed good practice
- 12.9 keep abreast of new practice - the Academy will have a responsibility to forge and maintain relationships with regional, national and international experts, and to bring their learning into Surrey. This will include holding regular speaker events so that staff can be inspired by hearing from leaders in their fields and challenged to think how they can use this learning in their practice.

Model

- 13. The Academy is still in the design phase but some elements are clear.
- 14. As will be apparent the vision for the Academy is something much broader than simply a vehicle for delivering training and

development – although that will be central to how it achieves its objectives. That broader role will be reflected in the model.

15. The aim is to create a virtual ‘hub and spokes’ model. The Academy will be the hub providing overall co-ordination of learning and development and ensuring that whole workforce training is in place. It will be responsible for all learning and development and relating to children and families in the Council and will support the children’s workforce into and through their Surrey careers. It will also connect with and inform learning and development programmes and networks in different agencies and services. This will ensure that the core family resilience and family safeguarding approaches being adopted in Surrey are reinforced in all agencies and that there is a strategic understanding of workforce development needs with capacity and resourcing across the system to address these.
16. The Academy will report into the Director of Quality Assurance, reflecting the strong links between quality assurance and learning and development.
17. To drive forward the design of the Academy and ensure we have good engagement from partners and staff we are establishing:
 - 17.1 a strategic stakeholder group with membership from across the Council and from partners to shape proposals on scope, direction and priorities
 - 17.2 a reference group of staff and managers from across the workforce to provide ideas and feedback, help shape the content and act as ambassadors for the Academy in their services
 - 17.3 a mechanism for regular input from children and young people and from foster carers.
18. The offer to managers and staff will include conventional training courses, plus e learning, a library of resources that can be accessed, opportunities for work shadowing and coaching and regular events with external speakers who are regional or experts in their fields.
19. The staffing and budget for the Academy still need to be determined and will be part of the business case for the family resilience programme. The development and roll out will be phased, As a first step we are reviewing the current budgets and staffing capacity for learning and development.

Outcomes and performance measures
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20. The Academy will be an enabler for improvement across outcomes for children and families. It will support cultural change, practice improvement and new ways of working to ensure all children in the county receive the right help at the right time. This shift to early intervention should help make the service more financially sustainable.

21. Isolating the Academy's unique contribution to these improved outcomes will be important – but not straightforward. We will measure, for example, the retention rate of social workers, which is currently poor and we believe the Academy can help improve. We will also glean useful feedback from staff satisfaction surveys. Staff who feel valued and supported by their employer are likely to have higher levels of satisfaction (although other factors such as remuneration and caseloads will play a part).
22. Measuring the Academy's impact on practice and partnership working will need further thought. Each person who undertakes training will be asked after 3 months how they have applied their learning and the difference it has made. We would expect that practice audits and performance appraisals should show improvements in practice if they involve staff who have undertaken relevant training and development. Audits should also be able to show how partnership working is improving – but we might want some form of annual survey across partners to supplement these. Over time the level of sustained engagement by managers, staff and partners will of itself be a barometer of how effective they feel the Academy is as a vehicle for improvement in which to invest money and staff time. In addition we would want to see a sustained impact on the retention of social workers who choose to stay more than 2 years after their initial supported year of practice.

Next steps

23. The Academy is still in a design phase, with work in hand to understand the current training and development offer, budgets, training leads and networks etc. We are also looking at best practice elsewhere, such as the Essex Social Care Academy. There an Academy for all social workers has been very successful in supporting practice improvement. In 2014, Ofsted said of Essex: "Senior managers have been very effective in improving services for children, young people and families in Essex. They have very good plans in place that are working well to make sure that they employ, support and keep good social workers to ensure that services can be maintained". Since then the Essex Academy has begun to expand to include multi agency training.
24. There may be some private sector models worth examining too. The concept and model need to be discussed and co-produced with staff, stakeholders and partners to ensure these are fit for purpose. The aim is to gain strategic commitment to the Academy concept and model and complete the first phase of design over the next 3-6 months with a launch event early in 2019. While not all aspects of the Academy will be in place by then, it is important to establish the profile of the Academy and to reinforce for all staff that learning and development will be a priority in the future and will make Surrey a great place to work with children and families.
25. Establishing and delivering first class learning and development will require up- front investment. Existing training budgets will need to

be re-purposed, but there is still likely to be a need for an increase in investment in learning and development. Over time the Academy should have an impact on retention rates of staff that reduces the cost of agency staff and recruitment. As practice improves and the shift is made from intensive, specialist services to early intervention and prevention there will be savings more generally to which the Academy will have contributed.

26. In parallel work is in hand with other transformation workstream leads to determine the priorities for learning and development and how these can best be delivered. The new offer will be developed in phases but with a commitment to pace and key areas of practice improvement. Alongside this design work will need to be consideration about how to measure impact and improvement and how to ensure learning is reinforced in the workplace through supervision, performance appraisal etc.

Conclusions:

27. An Academy to lead on learning and development for all managers and staff who work with children and families in Surrey is being designed with a view to a launch early in 2019. The Academy will have a positive impact on practice and support the introduction and embedding of new ways of working across agencies that will improve outcomes for children. It will support the development and maintenance of high professional standards.
28. Establishing the Academy shows a commitment to supporting and developing staff which should over time help to improve rates of retention.
29. Partnership working will be improved by developing an approach that all agencies will share and understand. Staff will be expected to understand each other's roles and responsibilities so that they can work together more effectively across agency and professional boundaries towards shared outcomes.
30. The Academy will seek out best practice and bring experts into Surrey to inspire and support staff.

Recommendations:

31. The Committee is asked to
- 31.1 note progress so far in designing the Academy and determining its purpose, scope and objectives
 - 31.2 comment on the design and planned next steps in order to shape final proposals
 - 31.3 receive an update on progress following the launch of the Academy early in 2019.

Next steps:

32. Receive an update report early in 2019.

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Sources/background papers: None

Children and Education Select Committee



7 September 2018

Response of Children's Services to Ofsted (2018)

Purpose of report: Scrutiny of Children's Social Care

Introduction

1. The purpose of this report is to set out the response of Children's Services to the areas of concern raised in the Ofsted Inspection of Children's Services which was published 16 May 2018 and to show what action is being taken to address these.
2. The deficits are long standing, severe and evident throughout the service. We recognise that we need to move at pace to ensure children in Surrey are safe the challenges are such that the approach to delivering change must be radical and involve a fundamental redesign of everything we do.
3. The risk to not taking a radical approach to improvement is that we will not be able to attract or retain the right staff to work in Surrey Children's services and we will not achieve good enough outcomes for the children we serve.

The problem

4. Surrey Children's Services received an overall rating of **inadequate** with a breakdown of the sub-ratings for different parts of the service as follows:

1. Children who need help and protection	Inadequate
2. Children looked after and achieving permanence	Required Improvement
2.1 Adoption performance	Good

2.2 Experience and progress of care leavers	Requires Improvement
3. Leadership, management and governance	Inadequate

5. Ofsted formally met with Surrey County Council leadership on 25 June 2018 to comment on the draft improvement plan and to set out plans for future quarterly monitoring visits. This is attached as **Annex A**.
6. The improvement plan was approved and it was agreed that the first monitoring visit will take place on 11 and 12 September, with a focus on child protection and children who have recently ceased being subjects of child protection plans.
7. The new leadership team in Surrey Children's Services had a robust conversation with Ofsted whereby we presented them with our assessment of the severity of the challenge ahead, our ambition for our services and for every child in Surrey.
8. Whilst we are keen to move at pace to improve we are realistic about the likely timescale for proper improvement. We have advised Ofsted that it is unlikely they will see any real improvement in the quality of services until our transformation work has taken hold. We do not expect they will observe improvement until their second or third monitoring visit. This is a reflection of the scale of both the problem and the solution.
9. The key points of concern that Ofsted said we must address are:
 - 9.1 Senior leaders and elected members have been too slow to accept and act on the findings of 2014
 - 9.2 Widespread and serious failures in the assessment, planning and management of risk, particularly escalating risk, in the provision of help and protection in Surrey
 - 9.3 There are drift and delay for children at every stage of their journey, particularly for those exposed to domestic abuse and neglect
 - 9.4 Due to a lack of multi-agency involvement, early help is not yet reaching all the children who would benefit from it, and it is not reducing the number of referrals to children in social care.
 - 9.5 Partner agencies do not effectively triage concerns internally before they refer to the MASH which renders MASH under pressure because of the huge volumes of inappropriate referrals Children experience repeat assessments and interventions across our services

- 9.6 Our assessments and planning for children on CIN or CP plans are poor and management oversight is not effective in progressing them
- 9.7 Many children suffer lasting harm and arrive in care too late
- 9.8 Workloads are too high across the service, and staff turnover is high in some areas
- 9.9 There is a lack of care placement choice which results in children having to move (50% out of county) and young people say this causes them anxiety.
- 9.10 Personal education planning is extremely poor and we fail to properly monitor the educational progress of looked after children.

Service response

- 10. We fully accept and recognise the failures Ofsted highlighted in their report. It is evident that the challenges to delivering high quality services are long-standing and the culture that has emerged around these challenges does not enable change.
- 11. Whilst the inadequate ratings were for children in need of help and protection and leadership, our view is that the provision of services across the child's journey is poor and it is not good enough. If our response to the extent of the failings in Children's Services was to respond only those areas that Ofsted highlighted in their report we would be in danger of repeating the response to the previous inadequate inspection and we would just continue to fail our children. Our response has to take into account the whole system and the child's whole journey.
- 12. Our understanding of the issues are that:
 - 12.1 The structure of the service mitigates against children getting the help they need as the problem arises.
 - 12.2 Lack of practice model that is shared and understood across the partnership
 - 12.3 Poor relationships with partners that lead to silo working
 - 12.4 Culture of high support, low challenge and low accountability.
 - 12.5 Poor practice and financial governance
- 13. To tackle these problems we are taking the following approach.
 - 13.1 Service re-design
 - 13.2 Partner engagement
 - 13.3 Introduction of evidence based practice and a single practice model
 - 13.4 Leadership and management grip.
- 14. Each of these areas is discussed under separate heading below.

Service re-design

15. It is clear that the service structure mitigated against families getting the help they needed at the right time. There was not enough evidence of the impact of early help, the front door was overloaded and too many families were being assessed and re-referred.
16. Our response to this is a fundamental shift of focus to services that are driven by early support and prevention. This will enable families to receive help at the earliest opportunity and this will prevent statutory services becoming overwhelmed.



17. We have begun a process to get the right leadership in place to drive the transformation. A consultation started in 5 June 2018 and the senior structure went live 23 July 2018. The Directorate now has 5 Directors:
 - Innovation,
 - Quality,
 - Early Help & Safeguarding,
 - Looked after children and Care Leavers,
 - Education, Lifelong Learning and Culture
18. One of the key benefits of this re-design has been to align early help, the front door and safeguarding work under one director. This provides the structure to get the interface with universal services (who do early help) lined up with support to optimise their efforts through a help based rather than process based front door, to direct families to consent based targeted early help services so that only those who are in need of statutory assessment and support will be directed to the assessment teams.
19. Whilst Ofsted was not critical of MASH, our view is that the resource in MASH is not deployed to provide effective help and advice to families and partners and our intention is to re-shape this so that we are a service that is helpful and meets need. We will create Family Hubs and these will both support and stimulate early help provision and direct families to the right level of help, including safeguarding services.
20. A competent authority does not rely on the regulator to identify deficits. Our finding has been that the service planning,

performance, quality assurance and customer feedback aspects of our work with families has lacked coherence and proper leadership. The Director of Quality holds all of these functions for the whole of CFL and we will be in a position to understand the quality of our provision and the impact of improvement activity.

21. The 4 roles for Heads of Area Children's Services were subject of the first phase of redesign. The roles have been re-aligned to be commensurate with those of an Assistant Director in a unitary. They are responsible for early help, assessment, statutory safeguarding, looked after children, care leavers, disabled children and fostering.
22. The next phase of the restructure across the service will begin in mid-September. The entire department will be restructured by 1 April 2019.

Partner engagement

23. It will impossible to improve how we help children and their families in Surrey without proper partnership engagement in developing the solutions. This engagement must be predicated on mature understanding of the requirements of [Working Together to Safeguard Children 2018](#) to cooperate to promote the welfare of children in our area and the financial envelope in which we all operate.
24. We recognise that partnership working in Surrey has not been robust. Our understanding is that this is the product of a lack of coherent operating model, a lack of shared understanding of thresholds, poor communication at all levels and the challenges of achieving a common understanding about how to hold one another to account and problem solve.
25. The two main vehicles for leading the partnership are Surrey Safeguarding Children Board (SSCB) and Surrey Children and Young People's Partnership Board (SCYPB). The leadership of SSCB changed in December 2017 and has a renewed focus on governance of partnership working. SCYPB met in August 2018 to refresh its focus on tackling partnership challenges and promoting cohesion. This will be through developing support and support pathways for families and to enhance the skills of our children's workforce.
26. A partnership engagement plan is being developed as part of the transformation programme. There are multiple strands to our improvement and consultations must be SMART to optimise the

time partners are able to devote to the task. Our intention is to build this engagement throughout the transformation and involve young people in the facilitation of these events.

Practice model supported by evidence based interventions

27. There must be a clear vision and operating model that sets out what help is available for families in Surrey. In the absence of this no-one in the partnership knows how and where to access help and what their own responsibilities.
28. Through Surrey Safeguarding Children Board we have consulted on a practice model that sets out clearly the levels of need against the windscreen model (above). The document describes each partner agency's responsibility at every level of need and how they will contribute to meeting the needs of children and their families. This model has been called 'Effective Family Resilience' and the final version will be agreed by SSCB in September 2018.
29. In order to deliver this practice model we have submitted transformation business cases (as part of the corporate transformation) that outline the following:
 - 29.1 **Re-modelling the front door** – moving from MASH to Family Hubs where families and partners can access help and advice about supporting families. We will integrate SEND and CAMHS into the hubs.
 - 29.2 **Re-designing early help** – working with partners to design a system that is understood, works to agreed levels of need and meets the needs of adults and children. The early help service must be able to reduce the number of families referred into statutory services.
 - 29.3 **Family Safeguarding** – an award winning approach designed in Hertfordshire that co-locates help for domestic abuse, substance misuse, child and adult mental health alongside social workers. This has significantly reduced the numbers of children on child protection plans and in care in the places working this model. Four other local authorities have adopted this model: Peterborough has moved from being requires improvement (RI) to good, Luton is RI and had a recent successful Ofsted focused visit, West Berkshire has moved from inadequate to good, Bracknell Forest has been

rated from good.

- 29.4 **No Wrong Door** – designed in North Yorkshire (the first authority to gain Ofsted outstanding across all domains), this is a similar approach to family safeguarding whereby partners are co-located alongside residential and statutory social workers. The model increases support to adolescents in the home and reduces the need for them to become looked after.
- 29.5 **Increase the number and skill set of Surrey Foster Carers** to ensure we have the right capacity and carers have the right skills and the confidence to meet the needs of our most complex children. We will introduce the Mockingbird programme which is an innovative method of delivering foster care using an extended family model which provides respite care, peer support, regular joint planning and training, and social activities.
- 29.6 **CAMHS** a critical part of improving the wellbeing of children in Surrey is to have a CAMHS offer that is able to mobilise the right support at the right time in the right place. A major piece of work has begun to re-commission this service.

Leadership and Management Grip

30. **Ofsted Priority Action Board** has been established. It will be chaired by John Coughlin, CEO Hampshire. This is our improvement board. It has been redesigned to be small, senior and has a focus on the critical partnership challenges outlined in the Ofsted report that will have the most impact on direct practice with children. This Board will meet bi-monthly and for a maximum of 8 meetings.
31. **Ofsted Priority Action Operations Group** reports into the above Board and it is tasked with delivering on the indicators of success attendant with the Ofsted findings and recommendations.
32. **Performance Management and Quality Assurance in Surrey County Council Children's Services.** The ability of leaders and managers throughout the service to understand the experience of our service users and the quality of our provision is pivotal to our improvement journey. A framework for achieving this has been designed and performance, audit, learning and service user voice has move into the Quality Directorate.
33. The step in this programme is to establish the schedule of activity across the service whereby practice managers and leaders actively

hold our services and ourselves to account for improving the outcomes for children who need help in Surrey.

34. We have begun our approach to understanding the quality of the work with children and their families. 2 external auditors have been engaged to train our practice leaders in 'what good looks like', how to audit and how to implement learning from audits. This work is scheduled to take place from August 2018 to February 2019 with a view to this being self-sustaining thereafter.

Opportunities and Risks

35. The council must improve its children's services or risks losing control of them to the Department for Education.
36. The response to the previous inspection involved attempting to address each of the Ofsted recommendations both from the main inspection and from each of the subsequent monitoring visits. This approach was not successful: Ofsted recommendations are not vision or strategy they direct how to conduct business as usual.
37. It is difficult to recruit or retain social workers in Surrey because of our poor reputation and a low key response to our safeguarding challenges would exacerbate this situation and we would risk being unable to allocate vulnerable children to a worker.
38. If we adopted this approach again we would not gain the confidence of our partners or our staff.
39. There are great opportunities in setting out a programme of transformation: it is an opportunity to develop new relationships with our staff, partners and the communities we serve as we engage them in conversations about how we will work together.
40. As we develop better relationships and greater trust we will increase the likelihood that good people will want to work with us in Surrey to improve the lives of our children and families.
41. A strong professional development offer (Surrey Children's Academy) and the opportunity to work within evidenced based models of practice supported by renowned national experts will act as a greater attraction.
42. The risk attendant with the transformation approach is there is no promise of a quick fix. There is a commitment to having strong and stable leadership, and investment in hearing from children and their families about how best we can help them and from working with

our practitioners, managers and partners to create a service that improves children's lives and delivers on job satisfaction.

Conclusions:

43. The findings of the Ofsted Inspection show that we have failed to provide services that offer proper levels of help and protection for children in Surrey.
44. The set of conditions that have led to this failure are deep seated, will be tackled at pace, but the change we need to achieve will not be quick.
45. Our response has been to look at structure, starting with getting the right leadership in the right place.
46. We have introduced a new practice model called 'Effective Family Resilience' that describes how partners will work together to help families at the earliest opportunity. We will reduce the need for families to receive help from statutory services through a unified offer of help.
47. We will introduce evidence based statutory interventions that enable families and practitioners to understand how change can be achieved and their agency within this.
48. We will work closely with partners, our staff and our residents to redefine our relationship and drive excellent services.
49. We can only achieve these improvements with a grip on the minutiae of practice and with this instilling a culture of individual accountability for providing excellent services for children and their families. Everyone has their part to play.

Recommendations:

1. This report is to inform the Committee of the department response to the Ofsted inspection. The Committee is asked to endorse the transformation route of driving improvement.

Report contact: Jacquie Burke, Interim Director for Change, Safeguarding and Early Help

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Sources/background papers:

Annex A - Draft Improvement Plan

Surrey County Council: Re-inspection of services for children in need of help and protection, children looked after and care leavers

Inspection date: 26 February 2018–22 March 2018

Report published: 16 May 2018

Statutory direction to Surrey county council due to inadequate performance in children's social care services.

No.	Theme	Improvement outcome	Strategic Actions (for Improvement Board)	Lead	Ofsted Recs	Date of delivery	RAG
STRATEGIC LEADERSHIP & GOVERNANCE							
1.1	Strategic Leadership & Governance	All Chief Officers, Councillors and senior leaders throughout the partnership will commit to a vision and culture that places children and young people at the heart of all that we do.	An overall vision statement along with the key outcomes will be developed with the partnership and agreed by Chief Officers, Councillors and Senior Leaders.	To be Confirmed July 2018	1 & 2	To be Confirmed July 2018	Initial RAG Rating to be added at July 2018 Improvement Board
1.2	Strategic Leadership & Governance	All Chief Officers, Councillors and senior leaders in the partnership understand the improvement plan, their accountability within the plan and they drive improvement with pace.	An accountable lead will be assigned to each strategic action within the Children's Improvement Plan. Lead roles will include senior leaders from across the partnership. All accountable leads will be responsible for providing sufficient resources from their respective agencies to ensure the plan is deliverable.		1 & 3		
1.3	Strategic Leadership & Governance	Chief Officers, Councillors and senior leaders in the partnership, in their delivery of the improvement plan are informed by the direct views of children, families and front line staff.	Pathways for engaging with children and their families will be refreshed and communicated to all senior leaders. A clear communication and staff engagement strategy will be developed. The strategy will be cross-partnership and account for the different needs for each agency.		2		
1.4	Strategic Leadership & Governance	Chief Officers, Councillors and senior leaders in the partnership have understanding and grip of the quality of safeguarding practice within their respective services and are assured that their service provides and responds to challenge.	The leadership process for reviewing performance and quality at the most senior level will be review by each individual agency. Senior leaders across the partnership will agree the key indicators across agencies that describe the performance of the partnership in safeguarding children. The partnership at the most senior level will meet regularly to provide challenge and resolve issues that adversely affect children.		1, 4, 6 & 7		

1.5	Strategic Leadership & Governance	The structural and governance arrangements are clear, demonstrate accountability and support effective delivery of improved outcomes for children and their children.	The terms of reference will be reviewed (and updated if required) for the Surrey Safeguarding Children's Board, Corporate Parenting board, Health and Wellbeing Board, Community Safety and other groups/boards with oversight/scrutiny/decision-making responsibilities affecting the outcomes of children.		1, 13 & 17		
CHILDREN'S NEEDS ARE IDENTIFIED AND THEY ARE OFFERED THE RIGHT HELP BY THE RIGHT PEOPLE AT THE RIGHT TIME							
2.1	Children's needs are identified and they are offered the right help by the right people at the right time	Partners and their workforce understand the levels of need and their role in improving outcomes for children and their families at all levels of need.	All partners will ensure they have sufficient suitably qualified staff to implement the lead professional role within their agencies.	To be Confirmed July 2018	1 & 3	To be Confirmed July 2018	Initial RAG Rating to be added at July 2018 Improvement Board
			The partnership will offer and deliver training about levels of need, lead professional and early help assessment and planning to staff.		7		
			Partners will quality assure the impact of the training and resourcing arrangements to ensure that children are effectively safeguarded through timely and appropriate referrals to statutory services				
QUALITY OF PRACTICE & PLANNING							
3.1	Quality of Practice & Planning	Joint commissioning arrangements to support the effective delivery of services to children and their families are clear, robust and based upon evidenced need	All services jointly commissioned across the partnership will be reviewed and communicated to senior leaders to ensure they are meeting the needs of children and families.	To be Confirmed July 2018	1	To be Confirmed July 2018	Initial RAG Rating to be added at July 2018 Improvement Board
			Senior leaders will ensure monitoring mechanisms are in place to oversee the effectiveness of jointly commissioned services so that commissioning and contractual decisions are evidence-based and inform pro-active decision making.				

3.2	Quality of Practice & Planning	Protocols to meet statutory guidance to keep children safe are current, disseminated, understood and implemented across the partnership.	Joint Surrey protocol is reviewed and disseminated and compliance with statutory guidance and protocols is proactively monitored by senior leaders across the partnership (for example: The Joint Surrey Protocol for the Provision of Local Authority Accommodation)		1, 6, 9, 10, 11, 12, 14 & 16		
PARTICIPATION, ENGAGEMENT & CO-PRODUCTION							
4.1	Participation, Engagement & Co-Production	Partnership decisions to improve outcomes for children are informed by consultation with children and their families	Existing activity and potential opportunities for consultation & engagement with children and families will be reviewed and documented to ensure senior leaders across the partnership utilise this service-user information when making practice decisions.	To be Confirmed July 2018	2, 15 & 16	To be Confirmed July 2018	Initial RAG Rating to be added at July 2018 Improvement Board
			Establish a children and families reference group to work with senior leaders across the partnership				
4.2	Participation, Engagement & Co-Production	Will understand the impact of service delivery on children and their families. We will see increased satisfaction from service users.	Establish reporting mechanisms for sharing the voice of children, families and carers with senior leaders across the partnership ensuring the information describes the impact of service delivery from each agency and the satisfaction of service users.				
4.3	Participation, Engagement & Co-Production	Children and their families' influence on shaping services is tangible and understood by all	Establish a communication plan that informs children and their families of the impact of their engagement with decision makers.				
			All published documents clearly reference the contribution of children and their families.		2		
PRACTICE LEADERSHIP							
5.1	Practice Leadership	The lead professional role and its responsibilities is understood and delivered across the partnership.	Senior leaders engage universal partners' services such as schools and health to undertake lead professional roles and to form multi-disciplined teams around the child when difficulties emerge.	To be Confirmed	3	To be Confirmed July 2018	Initial RAG Rating to be added at July 2018

			Improve the quality of management oversight across all services and specifically ensure that the family history, impact of any previous interventions and any delays are always considered and addressed by the lead professional.			
5.2	Practice Leadership	All services working with children in Surrey have management processes that quality assure assessment and decision making at all levels of need	All partner agencies ensure front line managers are trained in how to evaluate the quality of assessment (whether for Early Help or Statutory) and the requisite elements of understanding the meaning of family history and the impact of previous interventions on the child's life.		4, 5 & 6	
5.3	Practice Leadership	All requests for services at a different level of need are supported by evidence of an assessment and plan.	All partners demonstrate that managers are held to account for the quality of their oversight and decision making through their organisation performance management systems.		3, 4, 5, 8 & 10	
			All senior leader regularly sample and report upon the quality of management oversight and decision making and use the learning to inform corrective actions within each agency.			
5.4	Practice Leadership	Caseloads are manageable and allow time for front line workers to regularly meet with children and young people and complete all necessary work.	Review capacity in frontline and support services across all partner agencies. Senior leaders will be accountable for ensuring they have the suitable capacity, or a plan for realignment of resources to meet both current and emerging demand		17 & 18	

Children and Education Select Committee

7 September 2018

Out of County Placements Task and Finish Group



Purpose of report: To propose an Out of County Placements Task and Finish Group to the committee based on the terms of reference outlined and ask for Members to consider their interest in joining the group.

Introduction:

1. The Council, in February 2018, expressed concerns regarding the numbers of children who are either in the care of the County Council or children with special educational needs (SEN) who are being placed in residential care or special schools outside of Surrey. A motion was agreed unanimously by the Council stating “This Council agrees that there is a lack of County Council provided residential place and special needs places for children within Surrey and the County Council will invest in providing more of such places for children in Surrey as soon as practicable.”
2. In response to this, it is proposed that the Children and Education Select Committee constitutes a Task and Finish Group to fulfil the aims set out and to understand the reasoning for growth, determine options and feasibility for the reduction of Out of County placements, and analyse potential future demand in line with these proposals.

Terms of Reference

1. The Task and Finish Group’s aims, objectives and expected outcomes are outlined in the draft Terms of Reference attached to the report as **Annex 1**.
2. The Task and Finish Group is expected to a regular report on work completed to the Children and Education Select Committee, with the aim of informing the Children, Families and Learning Directorate and Health, Wellbeing and Integration Directorate of its recommendations.

Recommendations:

3. That the Committee approves the draft Terms of Reference of the Task and Finish Group.
4. That the Committee consider the Membership of the Task and Finish Group.
5. That the Committee submits the Terms of Reference to the Corporate Overview Select Committee for their approval.

Report contact: Richard Plummer, Democratic Services Officer

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Sources/background papers:

Annex 1 – Out of County Placements Task and Finish Group Terms of Reference

Children and Education Select Committee

7 September 2018



Forward Work Programme

1. The Forward Work Plan is attached for the Board's reference.

Report contact:

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Annexes

- CESC Forward Work Programme Sept 2018

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Children and Education Select Committee Forward Work Programme 2018/2019

Children and Education Select Committee (Chairman: Kay Hammond, Vice-Chairman: Chris Botten)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method	Officer(s) responsible
16 November 2018	Alternative Education Provision	To assess the current Surrey County Council offer of Alternative Education provision, including the provision for Pupil Referral Units, the reasons for and range of children that utilise them, and the educational attainment and outcomes for children that utilise them.	To outline the current Surrey Alternative Learning Provision (SALP) offer and how it is utilised by Surrey County Council and partners, with a particular focus on our work in reducing exclusions, to provide context of this vulnerable group and the range of services offered, including coverage of provision, length of time children utilise them for and whether the provision is being used to best improve children's outcomes.	Formal report	Vulnerable Learners Strategic Lead
16 November 2018	Early Help/Family Resilience Transformation	To identify key areas of improvement needed in the current early help offer, and whether the proposed transformed offer will alleviate these areas.	To assess the transformation of EH and determine whether the redesigned offer will be able to effectively target children before they enter statutory services and provide effective support and to alleviate key areas	Formal report	Head of Early Help & Family Services

			of improvement identified in the Ofsted inspection of Children's Services (2018).		
Early 2019	Educational Attainment of Children with Multiple Disadvantages	To explain the causes for current lower educational attainment for disadvantaged children and impacts that this can have on wider wellbeing.	To have assessed the educational attainment for disadvantaged children as a means of identifying potential underlying issues for disadvantaged children and suggest methods to alleviate these.	Formal report	Vulnerable Learners Strategic Lead
Task Groups					
Projected finish date	Topic	Description	Outcome	Membership	
	Out of County Placements Task and Finish Group	To identify the prevalence of out of county placements, whether there are "in house" options and the potential to increase the numbers of placements that are kept within Surrey.	That the Committee understands current levels of provision available for Children's placements, why they are currently provided as they are, and to suggest options for how to deliver these differently in future.	TBC	
	Learning Disabilities and Transition Task and Finish Group	To scrutinise how the council plans care and support for young people with complex needs as they transition into adulthood, and how future demand will be met.	The review will seek to make recommendations in respect to improving the experience of young people and their families/carers, and to optimise public value for the benefit of the council and Surrey residents.	TBC	
In Development					
	Impact of the change to Schools Led System	In Development	To have monitored the progression towards a schools led arrangement and assess current and future impacts on schools and the service, while taking into account the views of the service and schools.	Witness sessions with schools and service.	
	SEND Transformation	To assess the plans for transformation in Surrey's Special Educational Needs and Disabilities services.	In Development	Formal report	