

Notice of Meeting

Children, Families, Lifelong Learning & Culture Select Committee

**Date & time**

Thursday, 12
September 2019 at
10.00 am

Place

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

Contact

Joss Butler, Democratic
Services Officer
Room 122, County Hall
Tel 0208 541 9702

Chief Executive

Joanna Killian

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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 Joss Butler, Democratic Services Officer on 0208 541 9702.

Elected Members

Amanda Boote, Mr Chris Botten (Vice-Chairman), Mrs Liz Bowes, Mr Robert Evans, Mrs Kay Hammond (Chairman), Mrs Yvonna Lay, Mr Peter Martin, Mrs Lesley Steeds (Vice-Chairman), Ms Barbara Thomson, Mr Chris Townsend, Mr Richard Walsh and Mrs Victoria Young

Independent Representatives:

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

The following services are included within the remit of the Children, Families, Lifelong Learning & Culture Select Committee:

- Children's Services (including safeguarding)
- Early Help
- Corporate Parenting
- Education
- Special Educational Needs and/or Disabilities
- Adult Learning
- Apprenticeships
- Libraries, Arts and Heritage
- Voluntary Sector

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETINGS: 26 JUNE 2019

(Pages 5
- 8)

To agree the minutes of the previous meeting of the Children, Families, Lifelong Learning and Culture Select Committee 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)
- 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 AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*6 September 2019*).
2. The deadline for public questions is seven days before the meeting (*5 September 2019*)
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 SAFEGUARDING OF CHILDREN IN SURREY

(Pages 9
- 22)

Scrutiny of Children's Social Care

6 LIBRARIES AND CULTURAL SERVICE TRANSFORMATION (Pages 23 - 44)
To present to the committee an overview of the approach to the modernisation of the services.

7 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME (Pages 45 - 58)
The Select Committee is asked to review and approve the Forward Work Programme and Recommendations Tracker and provide comment as required.

8 DATE OF THE NEXT MEETING
The next public meeting of the committee will be held on 14 November 2019 in the Ashcombe Suite, County Hall.

PRIVATE WORKSHOP

Members please note that there will be a private workshop following the close of the meeting on the forthcoming Travel Assistance consultation.

Joanna Killian
Chief Executive
Published: 4 September 2019

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MINUTES of the meeting of the **CHILDREN, FAMILIES, LIFELONG LEARNING & CULTURE SELECT COMMITTEE** held at 10.00 am on 26 June 2019 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 12 September 2019.

Elected Members:

*= in attendance

- Amanda Boote
- * Mr Chris Botten (Vice-Chairman)
- Mrs Liz Bowes
- * Mr Robert Evans
- * Mrs Kay Hammond (Chairman)
- Mrs Yvonna Lay
- * Mr Peter Martin
- * Mrs Lesley Steeds (Vice-Chairman)
- * Ms Barbara Thomson
- * Mr Chris Townsend
- Mr Richard Walsh
- * Mrs Victoria Young

Co-opted Members:

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

Substitute Members:

Dr Andrew Povey

In attendance

Cabinet Member for Children, Young People and Families

1/19 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Richard Walsh, Alex Tear, Tanya Quddus, Simon Parr and Liz Bowes

Dr Andrew Povey acted as a substitute for Richard Walsh.

2/19 MINUTES OF THE PREVIOUS MEETING: 6 MARCH 2019 [Item 2]

The minutes were agreed as a true record of the meeting.

3/19 DECLARATIONS OF INTEREST [Item 3]

None received.

4/19 QUESTIONS AND PETITIONS [Item 4]

None received.

**5/19 EMOTIONAL WELLBEING AND MENTAL HEALTH (EWMH)
TRANSFORMATION PROGRAMME [Item 5]**

Mr Robert Evans arrived at 10:53am

Witnesses:

Dr Phil Ferraria-Lay, Surrey and Borders Partnership
Julia Cramp, EWMH Programme Lead
Barbara Herts, EWMH Programme Consultant
Sue Robertson, Associate Director for Strategic Commissioning, Surrey
Heartlands
Dave Hill, Executive Director – Children, Families, Lifelong Learning and
Culture
Mary Lewis, Cabinet Member for Children, Young People & Families

Key points raised during the discussion:

1. The witnesses introduced the report and provided Members with a brief summary. It was noted that Child and Adolescent Mental Health Services (CAMHS) were centralised around the early identification and treatment for mental health needs and that there was a focus on providing support to young people to prevent the need for life-long use of support services.
2. Members requested further information on how the transformation would impact service users who currently receive support. Further to this, Members also asked what was being done to address issues related to waiting times and the impact that they have on young people. Witnesses highlighted that, within different parts of the CAMHS service, there were a number of areas with almost no waiting times and that met national standards. This included services such as the eating disorder service and learning disability service. It was further noted that there had been waiting times for the 'one stop' service which were being addressed as part of the transformation programme. In regards to the waiting times outlined in page 29 of the agenda, witnesses stated that there was an improvement plan in place for the Surrey and Borders NHS Trust.
3. Witnesses confirmed that the specialist CAMHS contract, which was jointly commissioned by the six Clinical Commissioning Groups (CCGs) in Surrey, was also part of the transformation programme. When questioned on the value of each contract, witnesses confirmed that the CAMHS contract jointly commissioned by the Council and the six CCGs was £5.2m and the specialist CAMHS contract was valued at £7.9m. It was further confirmed that the transformational funding was £2.9m for the whole service.
4. Members requested further information on the risks associated with the transformation. Witnesses explained that the biggest identified

- risks were related to getting the transformation underway and being able to evidence significant change as the programme moves on.
5. Members questioned whether the transformation would take longer than two years and if mitigations were in place to address this. In response, witnesses explained that the timeline was set and that the contract would be recommissioned in April 2021. The interim stage before this was focused on identifying as much information and learning as possible.
 6. When discussing the current backlog in the service, witnesses confirmed that there was ongoing work to address those waiting for support. Members noted that people who require urgent support would not be placed on a waiting list and would be supported as soon as possible.
 7. Members noted that every parent of a child on the waiting lists for assessment and treatment had been contacted with information about the services to be provided.
 8. The Committee requested information on how young people were engaged with to help shape the service. Witnesses explained that there was a large Rights and Participation Team which influenced service delivery. The CAMHS Youth Advisors, who were usually former users of CAMHS services, would actively engage with various aspects of service design including appointments, commissioning and contract quality review meetings.
 9. Members stated that it would be important to apply sufficient resource to the accelerator sites in order to assure they were fit for purpose.
 10. Members sort further information on THRIVE. Witnesses explained that THRIVE was a conceptual framework which promoted a culture change which allowed young people to thrive. THRIVE was recognised nationally and concentrated on having conversations with young people to support them or direct them towards self-help opportunities.
 11. When discussing accelerator sites, the Committee noted that teachers and youth workers would become more involved with supporting young people's needs related to mental health. Members felt it was important to ensure members of staff had access to a training offer related to emotional wellbeing and mental health needs to ensure they had the tools to help young people.

Recommendations:

The Children, Families, Lifelong Learning and Culture Select Committee:

- a. are encouraged by the evidence provided by witnesses concerning the progress made in the last period.
- b. agrees to review the evaluation report of the transformation work, in order to inform and influence the writing of the new service specification at a Select Committee meeting in January / March 2020.
- c. Recommends that the Performance Sub-Group reviews a suite of performance indicators, including those related to waiting times, to monitor performance throughout the 'journey of transformation' and reports to the Select Committee as appropriate
- d. requests that the Cabinet Member for Children, Young People and Families works with officers to develop a training offer promoting skills related to identifying and supporting emotional wellbeing and mental health. This is to be created in partnership with others involved with

training in Surrey, including schools, psychologists, the children's Rights and Participation team and Surrey and Borders Partnership Trust. It is further requested that details of the available training offer are submitted to the Select Committee within six months with the intention to promote and challenge its contents.

6/19 DATE OF THE NEXT MEETING [Item 6]

The Select Committee noted that the next meeting would be held on 12 September 2019 10.00am in the Ashcombe Suite, County Hall.

Meeting ended at: 11.24 am

Chairman

Children, Families, Lifelong Learning and Culture Select Committee



12 September 2019

Safeguarding of Children in Surrey

Purpose of report: Scrutiny of Children's Social Care

Introduction:

1. The purpose of this report is to set out progress against the Children's Social Care Family Resilience Transformation. It sets out progress against anticipated benefits outlined in the report to the Children and Education Select Committee in March 2019, alleviating key areas of improvement identified in the Ofsted inspection of Children's Services (2018).

Transformation activity

2. The restructure of the children's service directorate progressed at pace and the new structure was fully implemented by 7 May 2019. This exercise took into account approximately 2700 staff. Our commitment was to go live on 1 April and the four week delay was due to extending some parts of the consultation process to ensure we reached everyone affected and met our statutory responsibilities.
3. The Children's Single Point of Contact (C-SPA) (referred to as Family Safeguarding and Early Help Hubs in March 19 paper), went live 7 May 2019. This involved moving the service out of Guildford Police Station and into Guildford Borough Council Offices. The C-SPA replaces the previous MASH, is made up of three parts: Request for Support Team located with the corporate contact centre in County Hall, the Early Help Hub and the Multi –Agency Partnership (MAP). The focus of this service is to direct children and families to the right help as quickly as possible. The C-SPA has a range of professionals from health, education, social care and police.
4. The ability to provide a whole child response will be strengthened in the near future by secondments into the C-SPA from key education officers with expertise in SEND and children missing education. As part of the Emotional Health and Wellbeing Strategy we are working towards integrating Child and Adolescent Mental Health Services (CAMHS) into the C-SPA and conversations have begun with 0-19 public health about how children may benefit from their service integrating with the C-SPA.
5. The preparation for the switch from the Multi-Agency Safeguarding Hub (MASH) to C-SPA involved launching our revised levels of need document, Effective Family

Resilience, in February 2019. This was followed with an extensive roll out of workshops across the partnership involving practice leaders from the partnership in their delivery. By the first week in June more than 1500 individuals had taken part in these workshops.

6. The commitments made in the March 2019 report have largely been met, the only exception is the co-location of the disabled children's teams which remain in the centralised Children's Resources Teams and will move to quadrants in October 2019:
 - 22 Family Safeguarding Teams in line with the Hertfordshire model.
 - 15 Targeted Youth Support teams and 8 Safeguarding Adolescent teams to deliver youth justice programmes and contextual safeguarding.
 - Co-location of disabled children's teams with quadrants
 - Co-location of fostering teams with quadrants
 - Locating leaving care teams with looked after children's services in the quadrants.
 - Locating newly qualified social workers in the main teams with additional support.
7. The March 2019 select committee report acknowledged that whilst the restructure was subject of a stretching timetable the real work to transform the culture would take place after this event. However, in preparation we have worked across our services to review work against the levels of need and supported managers to improve their grip on the work in their service.
8. The North East quadrant has struggled to achieve stable staffing and it is significantly more difficult to achieve practice improvements when there is insufficient qualified staff and a high turnover of locums. Fairmount House in Leatherhead is too far from the community we serve and workers spend too long travelling to see children. Cabinet approved our plan to lease Ashley Park House in Walton on Thames and we are working with corporate colleagues to enact the agile working and 'closer to residents' ambition. We intend to occupy the new premises from October 2019, the site is in the heart of our busiest communities and we are optimistic that this will improve our ability to attract and retain staff.
9. The Family Centre transformation is on target to meet the identified £1 million saving in 2019/20 through developing 20 centres with satellite capacity across the county. Family Centres will work with children aged 0-11 years, focussing on families most in need.
10. Family centres will focus on the supporting children and families needing additional help at levels 2, 3 and 4 that are less likely to achieve their potential due to challenging individual or family circumstances to:
 - Reduce inequalities for disadvantaged children and families to prevent the need for statutory services
 - Strengthen family relationships and enabling families to stay together
 - Improve child and family health and wellbeing
 - Improve outcomes at school
11. The list of Family Centres, locations and providers is set in in Appendix A.

12. Six Districts/Boroughs have identified lead providers through local solutions: Mole Valley, Guildford, Runnymede, Epsom & Ewell, Spelthorne (excluding Stanwell) and Reigate & Banstead. In these areas the Family Centre transformation is progressing at pace with most areas being operational from the end of September.
13. We are working in partnership with Tandridge District Council and Woking Borough Council for them to become the lead providers, with Implementation from mid November 2019.
14. Waverley, Surrey Heath Elmbridge and the Stanwell area of Spelthorne have gone through a tender process to identify a lead provider. Contracts have now been issued and we are moving into the mobilisation phase. Implementation starting in some areas at the end of September 2019
15. The new Family Centre model will continue to provide support to vulnerable families regardless of where they live through outreach. The outreach will take place in satellite centres, community venues and family homes. Family Centres are part of a network of support for families provided and commissioned by Surrey County Council, supported by extensive local community and voluntary organisations. The new Children's Single Point of Access (C-SPA) responds to requests for support by identifying the most appropriate support to meet the needs of families and either signposting or directly allocating resources.
16. Family Centres will continue to build on existing relationships with the early years settings through the network meetings to promote the Family Resilience and the role of the early years setting in identifying families in need of support.
17. Early years settings have accessed the Family Resilience Levels of Need Training and there is further training planned for the autumn. The training clarifies levels of need and when and how to access the CSPA.
18. Following approval at Cabinet in June this year to commission early help and emotional wellbeing provision for children, young people and their families, we have recently launched a tender process to award contracts for the delivery of these services. The purpose of the commission is to:
 - support families to build resilience through safe, nurturing relationships that enhance emotional health and wellbeing and enables children and young people to thrive.
 - coordinate early help across geographical and school based communities.
 - enable young people to develop skills, knowledge, self-esteem, and positive emotional wellbeing
 - provide whole-family early help support working specifically with those families who would benefit from access to timely early help
 - join-up with other local early help providers and schools (including Surrey County Council services) to enable families to access early help as part of a joined-up pathway at the right time, in the right place
19. The providers will work with children, young people and families who require some additional support regarding a range of issues including health, identity, emotional

wellbeing, family and social relationships, learning, behaviour, housing, and employment. They will help to ensure that families have access to support at the right time, in the right place and the right cost, reducing the need for access to statutory services. The offer will be delivered locally, in an integrated way, through purposeful, consistent relationships between children, young people and families and their allocated worker.

20. The tender is open until 16th September when the evaluation period will begin. Contracts will be awarded mid- October. The new contracts will commence on 14th January 2020 and run until 31st March 2022.
21. The Early Help Advisory Boards use and effectiveness has been variable across the County, in some areas they have been successful at bringing agencies together to discuss local need and develop local delivery whilst in other areas they have added little value and duplicated existing partnership arrangements.
22. The new Family Resilience delivery structure has created four quadrants, each led by an Assistant Director responsible for Early Help, Targeted Services, Family Safeguarding and Corporate Parenting in their area. The recommissioning of the Level 2 Early Help Services will create lead providers in each District and Borough. In addition to robust contract monitoring through the directorate commissioning team, the Assistant Directors will lead local arrangements for the oversight of the effectiveness of Early Help on a quadrant basis.
23. The Assistant Director for C-SPA and Early Help deploys her resources (community connectors, family centre advisors, family information service, parenting advisors) to grow and support early help delivery across the county and to assist quadrant Assistant Directors to develop practice locally. Surrey County Council does not propose funding the servicing of Early Help Advisory Boards as we are confident the new arrangements will provide both support and rigour to the early help offer.
24. In respect of fostering households, in 2017/18 there were 57 new households approved and in 2018/19 this was 75. 11 households have been approved since 01/04/2019 and a further 42 are in stages 1 and 2 of the assessment process. This represents a significant improvement in our development of fostering households.
25. The Mockingbird fostering model will go live in October 2019, this will provide with a more resilient service that mirrors extended family networks and will enable us to care for some of our more troubled young people in local families rather than our reliance on external and residential providers,.

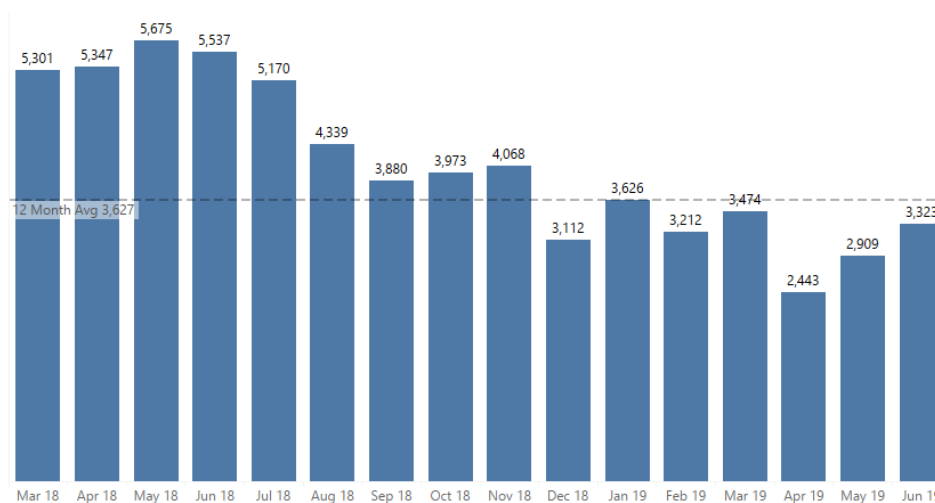
Impact

26. The impact of the transformation work to date has been scrutinised by Ofsted who has carried out three monitoring visits to date and by the Department for Education (DfE) appointed children's commissioner who has send a team of thirty on two occasions. The Ofsted monitoring visits are published on the Ofsted website. The children's

commissioner's most recent visit was in April 2019, just as the final parts of the restructure were taking place. Whilst the commissioner's report to the secretary of state was not published on this occasion, it endorsed our approach and the pace of change and reminded us that the task in hand. *'My team were impressed that despite the magnitude of change and some necessarily difficult restructuring and HR processes, morale amongst staff is positive and there is overall confidence in the improvement journey.'*

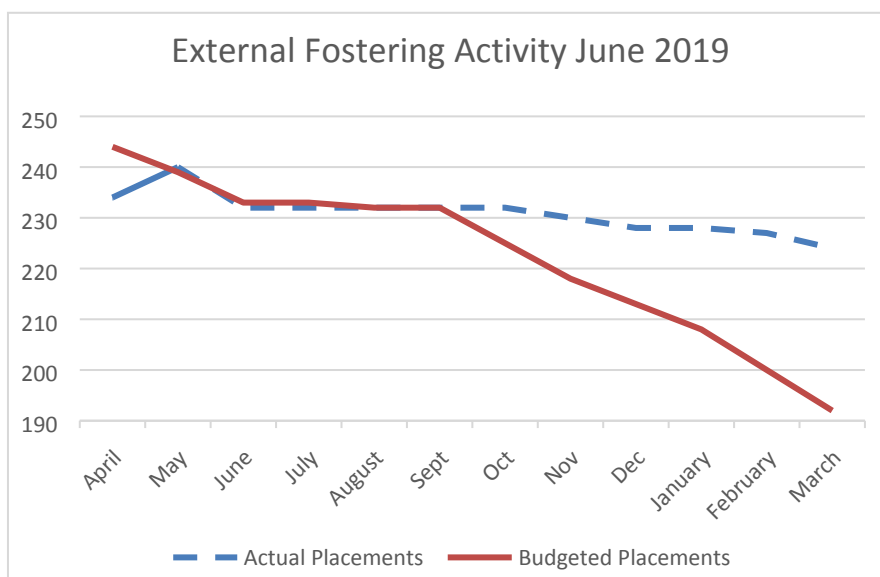
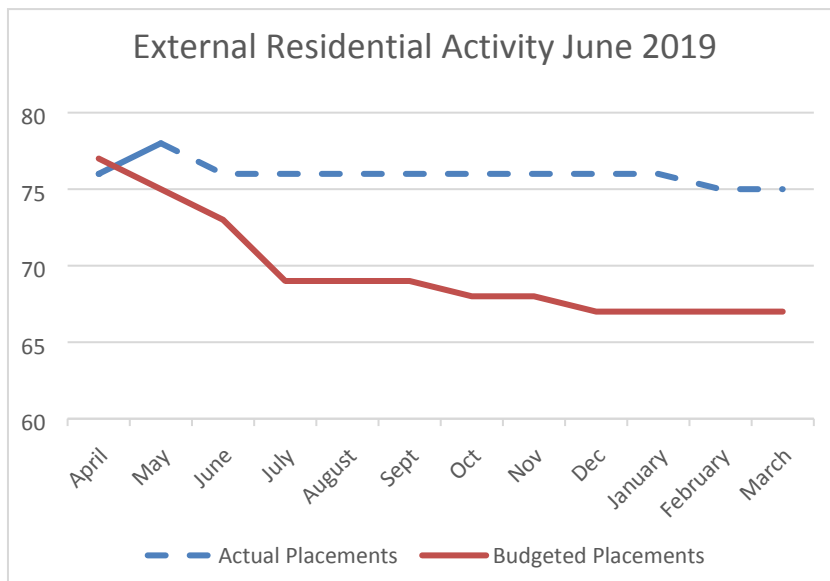
27. The target savings from the re-structure was £6.3 million, the final structure represents a reduction of £6.8 million. This saving will not be realised in full for this financial year because of the number of staff who are working their notice or receiving payment in lieu of notice and this, coupled with our continued reliance on interims, leaves a pressure against this saving of £2 million in this financial year.
28. Our ability to recruit and retain high quality staff has been a challenge both historically and presently. We recognise that we cannot make enough progress until we achieve this. Approximately 330 staff exited the organisation as an outcome of the restructure either through voluntary redundancy or through the selection process. Whilst there was a reduction in numbers of staff we still have gaps to fill, particularly in respect of permanent team managers and social workers.
29. There has been a good response to recent advertising campaigns, we have attracted and offered posts to high quality candidates and took a stance not to offer if we were not fully confident at interview.
30. The five Director posts have been filled and in post by August 2019. The Assistant Director posts in Family Resilience and Safeguarding, Corporate Parenting and Quality Assurance have all been filled with the final person will start in October 2019.
31. The main vacancies are in front line practice and management positions and we plan a 4 pronged approach to recruitment from September 2019:
 - **Return to social work programme** – for people who have left the profession and wish to return.
 - **Converting agency to permanent** via a rapid assessment process.
 - **Oversees recruitment**
 - **Partnership with Community Care** to promote the service
32. Ofsted carried out a monitoring visit 5th and 6th June 2019, just one month after the C-SPA became operational. The report is in the public domain but in summary they reported that the service was appropriately staffed, appropriate thresholds were applied, there is evidence that partners understood the new thresholds and that there were clearly evidenced decisions on children's records. There were some areas to strengthen regarding the use of chronologies to inform decision making and understanding about the impact of some forms of domestic abuse. Whilst we were heartened by this largely positive feedback, we remain grounded in the scale of the improvement task as a whole and recognise that this is just one part of a very large system.

33. The impact of the work to support Effective Family Resilience has been significant. One of the key challenges from the May 2018 Ofsted report was to reduce the volume of work in the MASH and those inappropriately going on to assessment.
34. The chart below shows the number of contacts created formerly in the MASH and since May in the C-SPA. The greatest reduction in this is attributable to the work with Surrey Police to apply our levels of need framework in advance of submitting referrals to Surrey Children's Social Care. Effective Family Resilience was launched in February 2019 and there is clear evidence of partners using this in advance of submitting a request for support and in the C-SPA when we respond to these requests.



35. The effect of lower numbers of contacts is that we are able to provide a better response to these families through signposting to early help or to level 3 targeted services as the C-SPA is focused on either sending families direct to these services or via signposting, therefore removing the need for local allocation panels. This process is facilitated through weekly calls with the Family Support Programme leaders and regular meetings with the commissioned level 2 providers.
36. A further impact of both the reduced number of contacts and the better application of thresholds is that the average caseload across the service has become more manageable. In July 2018 we reported that some workers were carrying caseloads in excess of 30 children and for some in excess of 40. It is impossible to do good work in with this number of children per worker. The average caseload in the Family Safeguarding teams of 15 children, in assessment it is 17 and for Looked after Children this is 16. These are average caseloads and the system is not sophisticated enough to pick up part time workers therefore some workers do have higher caseloads and we are addressing the variation with managers.
37. The potential impact of these lower caseloads is not yet fully translated into quality work with families. In order to achieve this we are providing the following a raft of training including refresher child protection, action learning sets for first line managers, and training in aspects of motivational interviewing to meet our statutory duties (assessment, parenting assessment, generic motivational interviewing).

38. The most recent Ofsted monitoring visit states that: *'A fundamental aim of the remodelling has already been achieved, with a significant reduction in the previously high volume of contacts and referrals, and in the number of child protection investigations, child in need assessments and child protection plans. Consequently, social workers' caseloads across the service have substantially reduced to an average of 15 each. Smaller, manageable caseloads are a critical component of Surrey's 'family resilience' model.'*
39. The Ofsted report from May 2018 was concerned about poor management oversight and supervision. A new supervision policy has been produced, the recording template has been updated and our ability to monitor child supervision records has been improved. Our target is that 75% of all children's records will have up to date supervision and we are currently at 70%, whilst this is not where we need it to be this represents a significant improvement. We recognise that managers still require support to provide reflective and challenging supervision to their workers and this is being addressed through the Surrey Children's Academy and action learning sets.
40. A critical aspect of the service improving is fully understanding the performance and quality of provision. This must run through from front line practitioner to executive director. At the time of the recent monitoring the visit the service had audited practice for more than 500 children. Ofsted commented that this process was enabling us to properly understand the quality of service and *'this ongoing, iterative and highly labour-intensive programme is a critical cornerstone of the local authority's determined plans to achieve a sustained and widespread improvement in social work practice standards.'*
41. The service has developed a comprehensive performance report system from which we can see live performance information and is used daily by front line managers and provides us with monthly reports that enable us to drive performance in certain areas and direct our auditing activity. We have seen a clear correlation in this increased focus from a senior leader level into raised performance against a number of our key performance indicators.
42. The impact of the activity to meet the placement savings is represented in the tables below. External residential activity is three placements higher than budgeted as at the end of June, placement moves have been identified to take place in July and August with number expected to be on track by September. External fostering activity is in line with budgeted. Forecasted placements above reduced to take account of children turning 18 but are not adjusted for expected placement moves.



Conclusion

43. The savings set out in the transformation programme are challenging:
- The savings set out in the staffing structure exceed the targeted amount but will be fully realised but in this financial year there is a cost pressure of £2million against this because of notice periods and locum costs.
 - The savings against children's centre will be realised.
 - The savings against the children's placement budget are on track but these are particularly stretching because of the complexity of some of the older children's needs who are in our care.
44. There is emerging evidence that the transformation is meeting its anticipated impact to enable families to receive robust evidenced based help before their difficulties reach statutory threshold resulting in fewer families in the statutory system. There is still work

to be achieved with partners to fully realise the potential of early help and this work is planned for the autumn term, however there are significantly fewer families in the statutory system and this is as a result of better application of thresholds, better signposting and support to partners through the C-SPA.

45. The improvement in the reliance of agency staff and staff turnover has not been great, we were unable to really promote the service during the restructure but there is a significant work stream on recruitment about to start. The work to locate the NE quadrant in the right area has moved with pace and we anticipate that this will enable us to attract staff.
46. Whilst there have been some significant shifts in how we focus our work with families there has not been a sufficient culture change within the Family Resilience Service to support the programme of transformation. This is, in part, due to the scale of the task in hand and because we had to get the staff in the right place through the restructure to focus on this part of the experience of families. We are heartened that both Ofsted and the DfE appointed commissioner have found that staff morale remains high.
47. There have been no unintended consequences of the move from children's centres to family centres and our plans thus far have not adversely impacted families in rural communities in the county. The impact of the new arrangements will be monitored through the contract management and partnership arrangements
48. This comment from the DfE appointed commissioner in April aptly sums up our assessment of progress. *'The authority has made rapid and solid progress.... It is important to emphasise that this is from a starting point of seriously failing services and there is still some way to go before there is clear evidence that vulnerable children and their families are being better served. Nonetheless, I can give a positive message on the Council's progress and the effectiveness of the leadership that has been put in place.'*

Recommendations:

1. This report is to inform the Committee of the impact of the Department's transformation activity. The Committee is invited to scrutinise the impact and support our continued improvement.

Next steps:

Identify future actions and dates.

Report contact: Jacquie Burke, Director Safeguarding and Family Resilience

Contact details: Telephone: 01483404666
Email: Jacquie.burke@surreycc.gov.uk

Sources/background papers:

[Ofsted Monitoring Visit June 2019](#)

<https://files.api.ofsted.gov.uk/v1/file/50088564>

Appendix A

Family Centre Transformation - Summary overview

The Surrey Family Centre transformation is on target to meet the required savings in 2019/20. This will be met through the development of Family Centres in areas of disadvantage across Surrey, supporting vulnerable families with children aged 0-11 years. Each of the 11 districts and boroughs will have at least one main centre and there will be satellite centres in some areas.

Family support outreach workers employed at the Family Centres will provide services in the family home, local community venues or the centre itself, whichever best suits the needs of the family.

Lead provider/s within each district/borough are working satellite sites to agree the offer for families in line with the Family Centre specification: assessing needs, deploying staff and using venues effectively to meet the needs of the most vulnerable families. The mobile Family Centre will be available to support families who are more isolated or where there are limited local facilities.

We will be working with partners to enable them to provide universal services within the Centres and thereby focusing Surrey County Council resources on children and families who are more likely to experience poor outcomes without support i.e. level 3 families.

Family Centres form part of the overall Family Resilience approach. The Family Centres will receive requests for support from the new Early Help Hub for level 3 Families. For level 2, partners and families can directly access support from the Family Centre.

We are working towards Family Centres accessing Surrey County Council Early Help Module (EHM) to record their work with families. Family Centres will be monitored quarterly to ensure that they are meeting the requirements of the specification and key performance indicators. Once centres are recording onto EHM we will be able to run reports from this system.

We are currently on track to deliver Family Centre services from September 2019. The tender process has resulted in awarding contracts to Spurgeons, Barnardo's and Surrey Care Trust, these will start to be operational from the end of September 2019.

Discussions with Tandridge District Council and Woking Borough Council are in progress. Both Councils have gone gained approval to proceed, mobilisation is about to commence and therefore we expect services will be operational from mid-November 2019.

For further up to date information on Family Centres and Children's Centre closures, see link to Family Information Service website:

<https://www.surreycc.gov.uk/people-and-community/families/support-and-advice/family-centres/locations>

District and Borough Family Centre Providers and Locations:

North East Surrey:

Spelthorne:

Stanwell Area Lead Provider	Surrey Care Trust
Main Family Centre	Stanwell Family Centre at Hadrian Way, Stanwell

Spelthorne (remainder of district) Lead Provider	Clarendon Primary School
Main Family Centre	Clarendon Primary School, Ashford
Satellite Sites	<ul style="list-style-type: none">• Buckland Primary School, Staines• Saxon Primary School, Shepperton

Elmbridge:

Lead Provider	Spurgeons
Main Family Centre	<ul style="list-style-type: none">• Three Rivers Family Centre at Chandlers Field Primary School, Hersham• Grovelands Primary School, Walton
Satellite Site	Cedar Centre, Cobham

Epsom and Ewell:

Lead Provider	Partnership between Epsom Primary School and Riverview Primary School
Main Family Centres	<ul style="list-style-type: none">• Riverview Primary School, Epsom• Epsom Primary School, Epsom

North West Surrey:

Surrey Heath:

Lead Provider	Barnardo's
Main Family Centre	Old Dean Young People and Family, Camberley

Runnymede:

Lead Provider	Hythe Primary School
Main Family Centre	Haven Family Centre at Hythe Primary School
Satellite sites	<ul style="list-style-type: none"> • Chertsey Family Centre at Chertsey Nursery School • Addlestone Young People and Family Centre

Woking:

Lead Provider	Partnership with Woking Borough Council for them to become the lead provider.
Main Family Centre	<ul style="list-style-type: none"> • Sythwood Primary School • Sheerwater Community Centre

South West Surrey

Waverley:

Lead Provider	Barnardo's
Main Family Centres	<ul style="list-style-type: none"> • Hale Primary School, Upper Hale • Loseley Fields Family Centre at Green Lane, Farncombe

Guildford:

Lead Provider	Guildford Nursery School
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Main Family Centres	<ul style="list-style-type: none"> • Spinney Family Centre at Guildford Grove Primary School • Guildford Nursery School
Satellite site	Ash Family Centre at Ash Grange Primary School

South East Surrey

Mole Valley:

Lead Provider	Dorking Nursery School
Main Family Centre	Mole Valley Family Centre at Goodwyns, Dorking Nursery School

Reigate and Banstead:

Lead Providers	Four providers working in partnership, East Surrey YMCA, Welcare, Furzeffield Primary School, Epsom Downs Primary School
Main Family Centres	<ul style="list-style-type: none"> • Horley Young People and Family Centre at (East Surrey YMCA) • Welcare (Redhill) Family Centre at Welcare House, Redhill (Welcare) • Red Oak Family Centre at Furzeffield Primary School • Epsom Downs Family Centre at Epsom Downs Primary School •

Tandridge:

Lead Provider	Partnership with Tandridge District Council for them to become the lead provider.
Main Family Centre	Tandridge Family Centre at Caterham Pavilion

Children, Families, Lifelong Learning and Culture Select Committee

12 September 2019



Libraries and Cultural Services Transformation

Purpose of report: To present to the committee an overview of the approach to the modernisation of the services.

Background:

1. Surrey County Council Libraries and Cultural services consist of 52 libraries (including 10 community partnered libraries). The pattern of library provision in the county is historical, stemming from borough and district local authority responsibility for library provision until the 1960's before responsibility moved to the county council. Adult learning is delivered from seven centres, arts and music education services are delivered in schools and the community and heritage services are delivered in Surrey History Centre and in outreach settings.
2. The Council is developing a new strategy for Libraries and Cultural Services to take account of new developments in the libraries and cultural services sector that seek to increase engagement with communities. The development of the strategy is one component of a Council wide transformation that is about how the Council delivers services in the future.
3. The aim is to develop a future model for Libraries and Cultural services in Surrey that reflects modern expectations, is fit for purpose and provides and enables opportunities for everyone to learn, access information, acquire new skills, increase literacy, take part in arts activities, build creativity and be involved in their communities.
4. As the first step the Council consulted residents, service users and partners on five strategic principles to underpin the development of the strategy. Consultation took place between 30th October 2018 and 4th January 2019. The response to the public consultation demonstrated significant support for the guiding principles contained in paragraph 6 below.
5. As a consequence, at its meeting on 29 January 2019 Cabinet resolved that proposals be prepared with partners, including district and borough councils, for a future model for library and cultural services in Surrey, based on the five newly adopted strategic principles. It also resolved to undertake further public consultation, setting out the detailed proposals.

6. The following strategic principles form the basis of the future strategy for the services:
 - Libraries and cultural services provide and enable opportunities for everyone to learn, access information, acquire new skills, literacy and be involved in their communities.
 - There will be a focus on the wellbeing and strengthening of communities, particularly the most vulnerable, to enable them to be resilient, providing touch points and safe spaces.
 - Libraries and cultural services are most effective and efficient when they work in partnership with the public, voluntary, community and private sectors, including through the creation of shared spaces creating a model of financial sustainability.
 - New technologies, including digital, enable libraries and cultural services to reach new audiences, and existing audiences in new ways, and offer 24/7 access.
 - Volunteers are crucial community advocates and assets in libraries and cultural services who also gain valuable skills and relationships through the work they do
7. The new strategy will encompass libraries and cultural services. The library service plays a pivotal role providing trusted spaces, increasing the reach of the arts, adult learning and heritage to library users, many of whom may not take-up these activities in other settings. Libraries and cultural services are currently supported by volunteers, adding value to the service. Their ongoing contribution will continue to be key to the delivery of the strategy.
8. The County Council has been discussing with district and borough local authorities the proposed way forward for a modernised library service. These discussions have explored opportunities to align library service provision with need, accessibility and local ambitions to improve facilities and services appropriate to the local place. The conversations have been fruitful, but more time is required to formulate the final proposals. Whilst initially planning to consult in September, it was agreed that further time was needed to refine and develop proposals and approach with districts and boroughs.

Way Forward

9. The way people want to use libraries and engage with each other and their communities is changing. Surrey's libraries are still well used and valued by communities but in common with library services across the country, over the last ten years book issues and visits to our libraries have been decreasing whilst usage of digital services have increased. In libraries where use is increasing there is evidence that factors for success include co-location and sharing of space with other service providers, increasing the number and

type of activities and services offered, enabling local communities to use the space more flexibly and matching service development to local need.

10. Whilst books, information and access to IT are still core, increasingly libraries are partnering with other service providers such as health, working more closely with local communities to shape the library offer in a locality, running a programme and more activities in addition to existing activities such as rhyme time, story time, book clubs etc. These programmes could include heritage, arts activities, performances, creative play for children and more Code Clubs and activities to build digital literacy.
11. People are also increasingly recognising that modern technology and people's increasing use of it provides a wealth of opportunities to access information and books but more importantly how people engage with the world and each other. We wish to make the best of the emerging and new opportunities this creates in our libraries and cultural services.
12. In line with the broad support expressed in the public consultation feedback, we are exploring opportunities to provide library services in multi-purpose community settings where feasible, shared with other agencies and services and to deliver an enhanced outreach service in addition to the service we deliver to housebound residents.
13. In Surrey our two most recent library improvement projects have included some of these elements. In Merstham we have co-located the library with other services in the same building. In Horley, we have created spaces in the new library that can be used by other service providers and the community to deliver activities and events.
14. Across Surrey libraries and cultural services there are examples of good public engagement, partnership working and programming to meet local need. In shaping our proposals we are seeking to build on such examples, drawing on best practice from elsewhere so that our proposals for Surrey reflect the latest thinking and technology to support resident's changing needs and aspirations.
15. Whilst not an exhaustive list, best practice examples include: - from within the UK -The Hive, Worcester; America - State of America's Libraries report 2018; Australia - Wyndham City and Europe – Aarhus, Denmark. We are also continuing to gain advice and support from professional, advisory and regulatory bodies including but not exclusive to; Chartered Institute of Library Information Professionals, Department for Culture Media and Sport including the recommendations of the Library Taskforce.
16. The Equality Impact Assessment carried out at the time of the consultation identified that there are potentially positive impacts for all groups from a potential future service model, based on the five strategic principles, that provides libraries and cultural services

through a new digital platform and multiuse library, cultural and community buildings.

17. However, it was recognised that there may also be impacts on service users who may struggle to get access, or have the skills to use, an enhanced digital platform proposed as part of a future libraries and cultural services offer. To mitigate these we plan to ensure there is geographical spread of libraries and cultural services located in community settings across the county according to need.
18. We are exploring with district and borough councils the potential to develop libraries alongside co-located services and an outreach offer with a view to working up detailed proposals for each locality.
19. The model we are proposing seeks to:
 - strengthen the role of libraries as focal points for community activity
 - enable communities and partners to develop and deliver events/activities in addition to the 'traditional' library programme
 - use assets more effectively
 - ensure that each site is responsive to local needs in terms of books, activities and community access
 - deliver library activities such as books, activities and programmes in community settings. Examples are rhyme time in areas where under 5s participation in the library service is low, reminiscence activities with older people, Makerspace carts (mobile collections of new technology products and programmes) to support digital skills, science, technology, engineering, mathematics and entrepreneurship.
20. Subsequent consultations on the proposals will endeavour to reach as many sections of the community as possible, including current and non-users of library and cultural services,(and in particular young people who were under represented in the earlier consultation), as we wish to create a service model that will meet community needs and is also sustainable for future generations. In order to do this we will be developing with partners an extensive communications and engagement strategy.
21. It is intended to present to the committee, in the form of a PowerPoint presentation which will focus on describing the principles of a modern library service (inclusive and accessible, visible and connected, flexible and adaptable), an overview of the placed based approach and emerging delivery model that is being developed to deliver the service's vision, along with examples of such models being successfully delivered elsewhere (Annex 1).

22. Finally the presentation will share the approach being developed to progress the programme of work.

Conclusions:

23. This report and its accompanying PowerPoint presentation highlight the potential of a transformed service and outline the actions being taken to progress the transformation of Library and Cultural Services.

Recommendations:

24. It is recommended the Children, Families, Lifelong Learning and Culture Select Committee considers the information presented at the meeting and offers support and challenge to the service to drive forward the transformation of libraries and Cultural services in Surrey.

Next steps:

25. Any changes to the provision of library service will need to be the subject of full consultation and EIA in accordance with the council's duties to do so. Documentation for future consultations as will be prepared for sign off by the Executive Director and Portfolio Holder.

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Report Contact: Anita Cacchioli, Libraries and Culture Transformation Lead.

Contact details: anita.cacchioli@surreycc.gov.uk

Sources/background papers:

Report to Cabinet 29th January 2019 and Corporate Overview Select Committee 25 January 2019; Part A) "Transformation proposals –

Delivering better services for residents" and accompanying

Annex 3: Libraries and Cultural Services Consultation Report, 29th January 2019 and

Annex 3a: Libraries and Cultural Services Equality Impact Assessment, 29th January 2019.

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Libraries & Cultural Services Transformation

Presentation overview

1. Transformation activity to date
2. Overview of a modern service
3. The future model
4. Next steps

1. Transformation activity to date

**Oct 2018 –
Jan 2019**

Phase 1 consultation on the 5 strategic principles which resulted in significant public support

**March –
June 2019**

D&B conversations held to discuss local place shaping opportunities and understanding local need

June 2019

Needs assessment completed

16th July

SCC Leadership agreed to change approach to transformation to allow for a more phased modernisation approach

ONGOING

Working with District and Boroughs and internal teams to develop proposals for Early Adopter areas prior to consultation

2. Overview of a modern service

Standardised Universal Service not adapted to local need

Universal service taking account of local need

Reactive transactional model oriented around loans

Books and learning remain at the heart of the offer

Majority Single Use Buildings

Majority multi use buildings

Universal Digital Access to resources and learning activities

Reviewed and enhanced universal digital access to resources and learning activities

Click and Collect in book lending

Click and collect book lending, exploring a possible expansion

Library Based community events and activities

Library and in community programmes, themed according to local needs

Community libraries part of the core model

Community libraries offer takes account of local needs

Standardised opening times and operating processes

Extended opening hours, based on local demand and using new technology

3. The future model

The proposed future model is based on modern concepts that have been widely developed across the UK and Europe.

A Library that is developed into a modern space to allow for improved access and flexibility

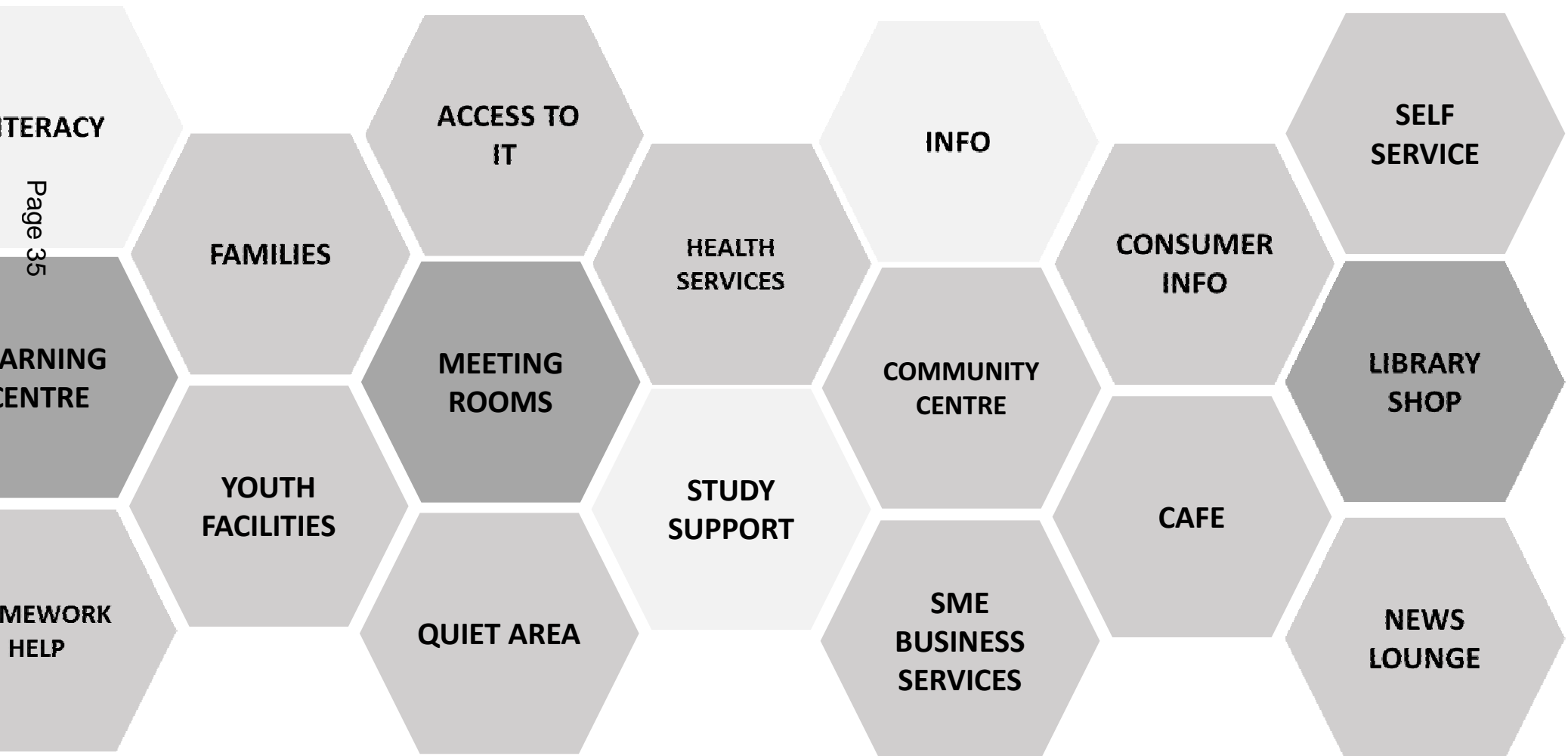
- Highly accessible near transport and other local resources
- Co-located with other services
- Open design to allow residents to interact and explore
- Well displayed and simply designed
- Flexible structure e.g. moveable walls
- Welcoming and responsive staff

The future model

Resources and activities accessible outside of the Library through community locations and by residents digitally

- Delivered in community settings to groups who do not access/face barriers to accessing services in the main libraries
- Reflects activities and programmes offered in the main libraries
- Provision will vary according to local need
- Designed for a specific target group e.g. dads and boys reading, reluctant readers, children and young people with autism and anxiety
- Promoted by the library staff and community partners
- Delivered by responsive staff and volunteers

A modern library



Horley Library - before and after



Inside a modern library

- Neutral and Trusted Space
- Social and Interactive
- Quiet place for contemplation
- Spaces for innovation

A modern library



Digital outreach

Service Currently provides

- **RG digital** provides access to thousands of Surrey's Magazines , comics, courses, eBooks and audiobooks
- **Press Reader** All regional and national papers
- **Music library** provides streaming access to classical music

There is scope to improve digital access to books and activities so that residents can access resources taking place across Surrey more easily.



Activities and community presence

Local activities that promote reading and books –reading surgeries, book therapy, baby rhyme time, attendance at festivals/ events, links to schools



Community presence Access to selection of books and other media (including talking books, CDs, etc) which can be set up as a ‘mini library’ in community venues



4. Next steps

1.

Exploration of Opportunities

Opportunities for co-location and outreach, needs analysis, population size, economics of area, shape of town, community and volunteer capacity.

Next steps

2.

**Develop modern
library plans**

Building potential, building and library layout changes required, I.T requirements, establish costs, programme ideas, potential partners, staff structure, current library usage and membership

Next steps

3.

**Local stakeholder
engagement and
consultation**

Work together with stakeholders to create joined up plans and local offer, undertake local consultation

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Children, Families, Lifelong Learning and Culture Select Committee Forward Work Programme 2019/2020

Children, Families, Lifelong Learning and Culture Select Committee (Chairman: Mrs Kay Hammond, Democratic Services Officer: Joss Butler)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
12 September 2019	Libraries and Cultural Services	To consider the future of Libraries and Cultural Services. A report will provide an overview of the current situation while outlining what is expected of a modernised library service.	Understand the associated impacts and risks of changes to the service. Feeding in Member views on any proposals. Recommendations made as necessary.	Committee agenda item
	Implementation of Family Resilience, including Safeguarding	To scrutinise the implementation of the Family Resilience service, including Safeguarding.	The Committee is assured that the implementation of the Family Resilience service, including Safeguarding, is on track to achieve the anticipated benefits and impact as reported to the Children and Education Select Committee in March 2019,	Committee agenda item

Item 7

			alleviating key areas of improvement identified in the Ofsted inspection of Children's Services (2018).	
13 December 2019	Budget Scrutiny	A report on the proposed budget for the Children, Families, Lifelong Learning and Culture Directorate.	Scrutiny of the Directorate's budget plans with any recommendations to Cabinet before it meets in January 2018. The Committee to ensure the financial processes in place are transparent, outcomes focused and that the plans will deliver a sustainable budget as well as positive outcomes for residents.	Committee agenda item
	The Children's Single Point of Access	The Children's Single Point of Access (C-SPA) is the umbrella term used to describe the front door to Surrey County Council services for children. Parents, carers and practitioners can phone in to access support, information and advice for families and those who work with children in Surrey.	Members assured that the C-SPA is fit for purpose and is meeting the needs of service users, taking into consideration performance data, the impacts on children and families and the mitigation of any identified risks.	Committee agenda item
	Home to School Transport	From September 2019 Surrey County Council will be conducting a 12 week consultation focusing on home to school transport for young people and particularly those with Special Educational Needs and Disabilities (SEND). Members will seek to understand the current situation for service users, the policy options being considered through the consultation, and what provisions	Members understand the policy options being considered through the consultation, the views received through engagement activity, including with young people and make recommendations as necessary.	Committee agenda item

		are in place to support young people to travel independently and flexible arrangements for families.		
21 January 2020	Report of the SEND Task and Finish Group	Members to receive an update on the work of the SEND Task and Finish Group		Committee agenda item
	Schools Alliance for Excellence (SAfE)	The Schools Alliance for Excellence (SAfE) is led by schools in partnership with Surrey County Council and other key partners in the education community. The SAfE's aim is to take responsibility for the quality of education in the county, acting as an engine of improvement, brokering connections and initiatives across schools in Surrey. The partnership has a particular focus on incentivising schools to uphold the Council's vision to be inclusive and leave no child behind. Members will seek to understand the vision of the SAfE, taking into consideration the impact on children and young people in Surrey.	For the Committee to receive a report outlining the purpose and impact of the SAfE, seeking assurances that it is meeting the Council's core statutory duties for school improvement, as well as steering the changes needed to support the achievement of the community vision. Making recommendations as necessary.	Committee agenda item

Task Groups

	Special, Educational Needs and Disabilities (SEND)	To be scoped.	To be scoped.	<u>Membership</u> Chris Botten Chris Townsend Barbara Thomson
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CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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

KEY			
	No Progress Reported	Action In Progress	Action Completed

Date of meeting	Item	Recommendations/ Actions	To	Response	Progress Check On
26/06/19	Emotional Wellbeing And Mental Health (EWMH) Transformation Programme	d. requests that the Cabinet Member for Children, Young People and Families works with officers to develop a training offer promoting skills related to identifying and supporting emotional wellbeing and mental health. This is to be created in partnership with others involved with training in Surrey, including schools, psychologists, the children's Rights and Participation team and Surrey and Borders Partnership Trust. It is further requested that details of the available training offer are submitted to the Select Committee within six months with the intention to promote and challenge its contents.	Cabinet Member for Children, Young People and Families	<p>The Targeted Approaches to Mental Health for schools training programme is due to be relaunched in September 2019. Officers highlighted that the impact of the Select Committee recommendation, combined with the Mental Health Green Paper and the new Surrey Emotional Wellbeing and Mental Health Strategy, has combined to drive up the capacity of the programme to deliver core training across all our schools.</p> <p>It has been requested that details of the Targeted Approaches to Mental Health for schools training programme are shared with the Select Committee for feedback.</p>	December 2019

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Children and Education Select Committee

DATE: 6th March 2019

TITLE: Internal Audit Response



Purpose of report: Responses to the findings of the Internal Audit Report into Children Families and Learning Care Assessments

Introduction:

1. In January 2019 the Internal Audit into CFL Care Assessments was published, giving the opinion that due to the nature of the controls in place there was a high risk to the ability of the systems and service to meet its objectives
2. This report gives CFL's responses to The 7 findings on which that opinion is based to show what measures are currently in place to mitigate the risks

Responses from Corporate Parenting Service

Each response is numbered with reference to the numbering of the findings in the Internal Audit Report already circulated

1A- IT systems Care Management for LAC

1. An end to end review of LCS will be commissioned, scope yet to be agreed
2. A reconciliation is being undertaken between LCS and the financial database of the care placements, and exception reporting has assisted in the cleansing of data
3. An audit was completed recently which indicated a 10% variance
4. While the new Gateway team now updates the latest placement in the child's record, there remains a data cleansing activity to be completed, in order to ensure 100% accuracy.

3A Care Needs Assessment LAC

1. TRI IX- a new policy and procedure system will go live on April 2019 and procedures will be located in a single place
2. Procedures have been agreed by the operational service

3. An Assistant Director leads on performance and consistency of practice across the County for LAC, and regularly meets with LAC Service Managers
4. Transitions manager funded by both CSC and ASC ensures that there is a focus on those children who will need ongoing support into adult hood. Monthly meetings are held and the post holder attends a monthly resource panel

4. Care Package Approval CSC

1. A placement panel, chaired by an Assistant Director, has been established in each of the Quadrants and for Children with a Disability (CWD). These panels are attended by: AD for the Quadrant, Social care service managers, Finance, Care Leaver service and Assistant Head of Virtual School
2. The CWD panel has, in addition to above, representatives from Health and Transitions and agrees packages for direct payments, short break packages, and equipment in addition to care placements
3. All requests for new children's placements/packages are presented to the panel to be agreed or declined, there is no other route to establish a package of care
4. A High Needs panel was established in December 2018 to review on a monthly basis, all those packages that need tri-partite funding. This panel reviews existing as well as any new packages of care, to ensure that the costs are proportionally allocated to Health, Education and Social care according to the needs of the child
5. A record of the meeting is kept and placed on LCS for each child
6. The financial implications are recorded and forecast included with review dates set to ensure the package continues to meet the child's needs

5 Commissioning and Procurement of Care

1. A Gateway team has been established, with an outward facing placement officer for each area who brokers all placements
2. No individual Social Worker can now agree a package of care
3. Quality Assurance for all placements is via the Gateway team or through contract management framework

4. There is now a hierarchy pathway for the agreement of packages of care, which includes AD for the Quadrant and AD for Countywide services
5. All packages have a known cost and an agreed review date
6. If a child is to be placed at a distance or in secure accommodation then the Director of Corporate Parenting also has to agree and sign off the package
7. No agreement for funding external packages will be agreed until there is evidence that internal resources have been fully explored

6 Cost Identification, forecasting and financial monitoring

1. All CSC placements are now commissioned through the Gateway Team (since Oct 2018)
2. Spot purchasing for placements has been considerably reduced and only used in circumstances where there are specific needs for the child, this is undertaken by Gateway Team
3. Commissioning Frameworks have been established for Independent Fostering Agency's (IFAs) and external residential homes to ensure best value
4. Supported lodgings are now commissioned by Gateway through a Dynamic Purchasing System (DPS)
5. Two finance officers ensure effective forecasting of the placements and are an integral part of the team
6. Work has been undertaken with finance to establish the true average cost of internal fostering and residential care to ensure it remains competitive and best value
7. DPS is currently being mobilised for Independent SW's, Specialist assessments, DNA and substance misuse testing, agreement for these from April will go through Gateway
8. No additional extras for placements (e.g. 2:1 care) have been commissioned by individual social workers since January 2019
9. Looked After Sufficiency project has been established (with CSC , commissioning, performance and finance) to ensure that there is sufficient provision for the needs of our children; to drive up quality of provision; to challenge costs through regular contract

visits and feedback; to target high end packages to identify alternatives for children; to increase in house capacity both in foster care and residential homes; to identify those children in residential care who can be stepped down to foster care or go home.

10. All invoices are checked by the service manager for Gateway and approved by AD/Director dependent on delegated financial authority
11. In the new structure (from April 2019) a dedicated team of Family Support Workers will review all non-residential packages for CWD
12. Two Social Workers have been appointed to ensure that all Special Guardianship financial Packages are appropriate and annually reviewed

7. Review of Care Packages

1. The fact that at the point of the audit, that a number of children have not been visited for 8 weeks is not an indication about whether or not the child should remain as an open case because there have been issues of;
 - a. timely recording;
 - b. some children are inappropriately classified as CIN because there is not a current pathway for children who are just open to Occupational Therapy
 - c. some children have a package of support only and have been wrongly classified
2. All CIN in CWD have been reviewed and by 01/03/19 the child will be appropriately allocated according to their need
3. In the new structure a dedicated team of FSW's will review all non-residential packages for CWD
4. All CIN in the quadrants have been independently reviewed to determine the right course of action
5. Practice standards will be published on 19/03/19 so workers are clear about expectations

Responses from Education and Lifelong Learning Service

(Each response is numbered with reference to the numbering of the findings in the Internal Audit Report already circulated)

1B- IT systems Care Management for LAC

1. Reconciliation has been undertaken between SEN ONE and the financial database of the Financial commitments made to placements, and exception reporting has assisted in the cleansing of data.
2. Data cleanse completed of 10,500 records in December 2018 across SEN System resulting in closure of old SEN involvements and improve data quality. This has resulted in lower variance reports, and improved data quality.
3. Redesign of financial processes across the county to develop common approach implementation Feb 2019.
4. Revisions to be made (March 2019) to ONE which will make the input in to ONE more effective.
5. Compulsory training programme to be launched April 2019 across all frontline staff.
6. Options appraisal underway for recommissioning of case management system to cover across education and work seamlessly with systems used across Children's and Adults Social Care.

2 IT Financial Administration

1. Complete mapping of financial processes across Surrey identifying a large number of different approaches and points of failure
2. A new policy and procedure system will go live on April 2019 and procedures will be located in a single place
3. IT&D business analysts underway with testing an approach that will 'intelligent AI' links between form input and enable automatic updates to finance spreadsheets
4. Initial scoping underway to activate financial module within ONE which will feed directly in to the recommissioning of a case management system for Education that links across Adults and Children's Social Care systems

3b Care needs assessments: SEND

3b Care needs assessments: SEND

1. Casework procedure manual updated and refreshed in the Autumn term and published on SharePoint
2. Monthly performance compendium (via tableau) available from Insight and Innovation team which is being used across quadrants to drive performance improvements and performance management
3. Graduated response pathway is being developed to support transparent fair SEND decision making, integrated professional development. Shifting resources to early intervention and drive the recommission of services
4. A first draft SEND Profile of Need has been developed through coproduction with parents (5 workshops) and in close partnership with school SENCOs (7 workshops), Early Years practitioners (2 workshops) and health partners through the Clinical Reference Group. A second draft profile will be tested by all stakeholders from April to July 2019 for full implementation from September 2019. The Profile provides the essential tool to underpin consistent identification of need and the appropriate response at all four stages of the SEND continuum of need (universal, individual, SEND assessment and support, and statutory intervention). This early stage of work appears to already be positively impacting on the number of requests for statutory assessment being received
5. A new SEND Gateway model is in the final stages of development for implementation from the beginning of the school summer term. This model will ensure integrated, consistent, fair and transparent statutory decision-making in line with the SEND Code of Practice, underpinned by the SEND Profile of Need

Conclusions:

3. ~~Bring together key points from the report to give direction to the Scrutiny Board.~~

Recommendations:

4.
 - a) ~~List a), b), c) etc as necessary.~~

5. All recommendations should have clear and measurable outcomes and be able to be understood without reference to particular sections of the report.

Next steps:

Identify future actions and dates.

Report contact: [Name, post title and service of the person able to respond to detailed enquiries]

Contact details: [Telephone/Email]

Sources/background papers: [List of all documents used in compiling the report, for example previous reports/minutes, letters, legislation, etc.]

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