

## Notice of Meeting

# Children, Families, Lifelong Learning & Culture Select Committee

**Date & time**

Friday, 13  
December 2019 at  
1.30 pm

**Place**

Council Chamber,  
Guildford Borough  
Council, Millmead,  
Guildford, GU2 4BB

**Contact**

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**Chief Executive**

Joanna Killian

We're on twitter:  
[@SCCDemocracy](https://twitter.com/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 Ross Pike on 0208 541 7368.**

**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)

**TERMS OF REFERENCE**

The following services are included within the remit of the 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: 12 SEPTEMBER 2019

(Pages 5  
- 10)

To agree the minutes of the previous meeting of the Children, Families, Lifelong Learning and Culture 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 (*9 December 2019*).
2. The deadline for public questions is seven days before the meeting (*6 December 2019*)
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 UPDATES FROM CABINET MEMBERS

(Pages  
11 - 22)

**Purpose:** to share details of the Cabinet Members' priority areas of work including any strategy and policy developments and provide an overview of the budget position and performance of services within the portfolio.

**6 CHILDREN'S SINGLE POINT OF ACCESS** (Pages 23 - 38)  
*Purpose:* scrutiny of Children's Single Point of Access (CSPA)

**7 HOME TO SCHOOL/COLLEGE TRAVEL AND TRANSPORT POLICY PUBLIC CONSULTATION** (Pages 39 - 44)

*Purpose:* to outline the Council's approach to reviewing and consulting on its Home to School/College Travel and Transport Policy. A presentation will be provided for the Committee on the detail of the policy proposals, seeking the Committee's views, as well as a summary of public feedback so far.

**8 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME** (Pages 45 - 50)

*Purpose:* for the Select Committee to review the attached recommendations tracker and forward work programme, making suggestions for additions or amendments as appropriate.

**9 DATE OF THE NEXT MEETING**

The next public meeting of the committee will be held on 21 January 2020 in the Ashcombe Suite, County Hall.

**Joanna Killian  
Chief Executive**

Published: Thursday, 5 December 2019

**MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

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**MINUTES** of the meeting of the **CHILDREN, FAMILIES, LIFELONG LEARNING & CULTURE SELECT COMMITTEE** held at 10.00 am on 12 September 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 Friday, 13 December 2019.

**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
- \* 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

**In attendance**

Mrs Julie Ilies, Cabinet Member for All-Age Learning  
Mrs Mary Lewis, Cabinet Member for Children, Young People and Families

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

Apologies were received from Liz Bowes, Yvonna Lay, Lesley Steeds and Simon Parr. David Mansfield acted as a substitute for Lesley Steeds.

**2 MINUTES OF THE PREVIOUS MEETINGS: 26 JUNE 2019 [Item 2]**

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

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

None received.

**4 QUESTIONS AND PETITIONS [Item 4]**

There were no questions or petitions received.

## **5 SAFEGUARDING OF CHILDREN IN SURREY [Item 5]**

### **Witnesses:**

Mary Lewis, Cabinet Member for Children, Young People and Families

Jacquie Burke, Director for Family Resilience & Safeguarding, Children's Services

Lesley Hunt, Service Manager, Children's Services

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

1. The Director provided an update on progress since their last appearance at the Committee. The critical activity was the implementation of the Directorate wide restructure. Levels of need were reviewed leading to the creation of a new social work document (Effective Family Resilience). The service had trained close to 2,000 people across the public sector in Surrey using this document in preparation for the new Single Point of Access (SPA). Ofsted visited and published positive report; the council met all of its commitments. Staffing issues persist but there were plans in place to resolve these.
2. The level 2 early help offer had been recommissioned, the key difference was that the service commissioned on an outcomes basis and had implemented robust contract management.
3. Four permanent Assistant Directors have been recruited to lead the quadrant that social care teams are organised into across the county. They had responsibility for creating effective relationships and would hold regular family resilience network meetings involving statutory partners and providers.
4. The Committee returned to the issue of recruitment and were advised that this was not purely a Surrey problem. The appointment of a new Assistant Director from Hampshire County Council was positive. The Director further explained that council office space was often in the wrong places to visit families from. As a result, north east practitioners have relocated to a building in Walton-on-Thames. There have been improvements to line management, caseload sizes and supervision.
5. The Director thought that there were many former social workers who would be keen to return to the profession so had created a return to social work programme. The service also aimed to persuade agency workers to become permanent staff, implement an overseas recruitment programme and would work with Community Care to promote its successes.
6. Members asked about developing our own workforce. The Director confirmed this was happening with many Family Support Workers retraining to become social workers. Apprenticeships were also being used. The Cabinet Member reminded the Committee of the existence of the council's Children's Workforce Academy.

7. The Director advised that nearly 800 case audits had been done and practice improvements were noticeable. Audits show good direct work, management oversight, preparation for court and in court work. The inadequate cases were tracked to ensure lessons were learned. The Director admitted that plans are not as good as expected though not unsafe. A review of the case management system was underway as another mitigation measure.
8. A Member asked about the usage of services in Surrey Heath and the problems of travelling to different premises. The Service Manager confirmed the service was in the process of moving and provision of universal services had ended in the area. The service were in the process of transforming the Old Dean centre, they will monitor need and referrals and work to ensure community support was delivered via outreach and not in the Old Dean Centre.
9. Local issues in Mole Valley were also raised. The Service Manager had expected these complaints owing to the larger percentage cut to funding in this area. Historically Mole Valley had a significantly larger proportion of funding.
10. Some of the concerns raised came from the new provider, Dorking Nursery School, that felt there had been a disproportionate reduction. The service has a strong rationale for this and need to direct the council's resources to those most in need. The Committee were told that the council would work with Guildford Diocese on the future of Trinity School building.
11. Responding to a question on ensuring consistency and continuity of care in the new service model the witnesses explained that the Assistant Directors have a lead area of responsibility e.g. targeted youth services, safeguarding and assessment. Those staff will drive service plans, performance and quality. The change in model would remove the delays seen in the MASH.
12. The range of providers in the new service would work to a consistent specification for the providers. The service had worked with the original children centres advisors to create this specification. The witnesses were confident that the service could support and challenge providers. The reduction of providers from 55 to 15 meant that a more manageable and consistent service was possible. No redundancies had been made and the service had tried to retain talent as much as possible.
13. The Cabinet Member responded to a question regarding the ceasing of local early help advisory boards. The service was changing at pace which was unusual for the council. We have been told by the Children's Commissioner and Ofsted that too much funding was allocated to buildings and governance and not enough on making people safe.
14. The Committee sought assurance that the expected lowering of activity was based on evidence that demand was reducing and not as a result of people being missed. The Director was

mindful of this but confirmed that numbers coming into the system were being reduced. It was reported that we previously had an open door. Partners sent cases to the council when families' needs did not meet statutory thresholds.

15. There was not enough partnership work being done during the assessment process. Effective Family Resilience document sets out clear levels of need. The biggest reduction was in Police contacts. Partners would now request support rather than make a referral.
16. The Committee noted Ofsted's reference to addressing risk in the referral system The service was making support available quicker and supporting partners with advice and guidance.
17. The Chairman queried the impact on the service's budget position of the new model. The Director advised that the premise of the Family Resilience model is that children stay with families as long as possible. Recruiting staff to work with parents to help. This change to practice will impact the budget. Furthermore, the Placement Panel looks at the cost and location of placements and was committed to placing more children in county.

**Further information to be provided:**

- The number of audits judged inadequate from the 800 audits to be supplied to the Committee

**Recommendations:**

1. That the Committee's Performance Sub-Group monitors the quality of social work practice, service user experience and the performance of the new Family Resilience model via its regular scrutiny of the Children's Service compendium and feeds back to the Committee as appropriate e.g. future agenda item

**6 LIBRARIES AND CULTURAL SERVICE TRANSFORMATION [Item 6]**

**Witnesses:**

Julie Iles, Cabinet Member for All-Age Learning

Liz Mills, Director for Education, Lifelong Learning & Culture

**Key points raised during the discussion:**

1. The Cabinet Member explained that the transformation of the library service was not just about the buildings they occupy but digital offerings and outreach services as well.
2. The Vice-Chairman asked how the different needs of rural and urban communities would be considered and urged the witnesses to use the frontline staff in the development of the future services. The Cabinet Member confirmed this issue was part of their conversations with district and borough councils.



3. The Committee raised concerns with the local offer while offering support for the principles behind the transformation programme. Would transformation funds be reinvested in the service? The Cabinet Member emphasised that the service had to be financially viable.
4. This council spent £12 per head in 2017/18 on its library offer, other English counties averaged £9.70. This funding level did not mean the council necessarily provided a better service. There were opportunities for income generation and savings to be made. The Director added that there was a need for capital investment and this would be part of the budget setting for 2020/21.
5. The Committee put it to the witnesses that some libraries will close from the existing 52 and that this would be a challenge. How will the council prepare for that? The Cabinet Member stated that any reports of the number of libraries to close were rumour as the offer was not finalised. Any options that go to the public for consultation will have been sense checked first.
6. The Director added that the service had taken learning from other consultations elsewhere in the country and the level of public interest. They anticipated be an increase in Freedom of Information requests and petitions. Additional support to boost the service's capacity would be needed to have a meaningful consultation.
7. A Member asked what the risks associated with the changes to model were. The Director considered some of these to be access in rural areas, the needs of more vulnerable sections of community for example people with learning disabilities and older people. A council produced needs analysis had allowed the service to think about place carefully and would lead to services in new areas. There would need to be a phased approach to delivery.
8. The Cabinet Member explained that there would be engagement with local and joint committees, Member briefings and that possibilities for the service would be worked out with local Members to ensure the plans were understood. The Cabinet Member felt the earliest this topic could go to Cabinet would be November and expected to return to this Committee too.
9. The Chairman requested that outreach services were more defined when the consultation was launched and that more information was made available on the timescales for transformation to deflect any rumours.

## **7 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 7]**

### **Witnesses:**

Kay Hammond, Chairman  
Chris Botten, Vice-Chairman

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

1. The Chairman suggested holding the next meeting in Guildford. This meeting dating presented a clash for Waverley Members who asked whether the meeting could be held in the afternoon.

2. The Vice-Chairman outlined the plans for the Special Educational Needs & Disabilities (SEND) Task Group. This would occur in three sections covering: current provision, support to mainstream schools and service resourcing from October to December.
3. The membership of the Task Group, alongside the Vice-Chairman, was Barbara Thomson and Chris Townsend but the Vice-Chairman welcomed other participants and confirmed that other Members not on the Committee could be co-opted if appropriate.

**8 DATE OF THE NEXT MEETING [Item 8]**

The Committee noted its next meeting would be held on 13 December 2019.

Meeting ended at: 12:34

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**Chairman**

## Children's, Families, Lifelong Learning and Culture Select Committee

13 December 2019



### Cabinet Member Update:

### Mary Lewis, Cabinet Member for Children, Young People and Families

#### Purpose of the Item:

To share details of the Cabinet Member's priority areas of work including any strategy and policy developments and provide an overview of the budget position and performance of services within the portfolio.

#### Introduction:

1. This report provides a brief update on the Cabinet Member for Children, Young People and Families' priority areas of work including a high level summary of the current budget position and an update on the development of transformation projects within the Cabinet Member's portfolio.
2. Further information is available on the other transformation activity underway within the portfolio if required. This report includes key transformation activity since the last meeting of the Select Committee as requested.
3. The Select Committee are asked to review the update and prepare questions accordingly.

#### Update on Recent Inspections of Children's Services:

4. As the Children's, Families, Lifelong Learning and Culture Select Committee will be aware, in May 2018, children's services in Surrey were judged to be in a critical state following the full re-inspection (Feb-Mar 2018) resulting in an overall judgement of 'Inadequate'. As a result the Government also appointed a Children's Commissioner to make a judgement about whether children's services should continue to be retained by Surrey.
5. Following the last Ofsted Monitoring Visit in June 2019, we have recently welcomed Ofsted back to Surrey for their fourth 2-day visit on 31 October and 1 November. This visit focussed on the effectiveness of child protection investigations, the quality of statutory assessments and the impact of child protection and child in need plans in reducing risks and improving children's circumstances. This was a very positive visit with the substantial progress made over the last year recognised by the inspectors. Unfortunately publication of the report from Ofsted has been delayed until late-December 2019 due to purdah.
6. In addition, the Commissioner for Surrey's Children's services has carried out a follow-up inspection of our services and the progress made since April 2019. Throughout November and December 2019, the Commissioner and his teams have conducted six 2-day visits focussed on different areas of frontline practice, leadership, partnership working, supporting/enabling systems and our workforce. In late-December or early-January the Commissioner (Trevor

Doughty) will report back to the DfE with recommendations for how to proceed. We are proud of the changes made and confident that our new model and improvement are the right things needed to achieve our vision of delivering good quality services which improve outcomes for children, young people and families living in Surrey.

### **Services for Young People – Challenges & Improvements:**

7. Services for young people in need of protection, including those involved in the criminal justice system, have not been good enough in Surrey. Several key challenges we face demonstrate the need for delivering comprehensive change to our 'Youth Offer' in Surrey:
  - Youth centres and youth workers not being used to their full potential;
  - High costs and generally poor outcomes for adolescents coming into the care system;
  - The strengths and skills of the voluntary and community sector not being recognised;
  - A need to respond and prevent serious youth violence & exploitation across all levels of need;
  - Not utilising our workforce and partnerships in the most effective way to support young people in need of help.
8. The services for young people in need of safeguarding, targeted interventions and Early Help have all been transformed in the last 12 months. The new Safeguarding Adolescent Service (SATs) provides the statutory Child Protection and Safeguarding support for adolescents in Surrey. The Social Work led teams now work closely with other partner agencies to protect young people and support their recovery. When young people do come into the care of the local authority SATs work with the young person and families to repair fractured relationships and enable their return home where appropriate.
9. Targeted Youth Support (TYS) is a new service that works with young people after a request for support has been made through the Children's Single Point of Access. TYS engage young people who are at risk of exclusion from school, risk of homelessness and coming into care, experiencing difficult family relationships, risk of exploitation, substance misuse, offending behaviour, emotional and mental health support.
10. Some young people need to be helped early when issues occur to ensure they reach their potential. A significant number of voluntary, community and faith sector organisations support young people that need help with their identity, emotional health, relationships and life as a young person in general. Services to help young people early have been recommissioned as part of the 0-19 lead provider model for each district and borough. These services can be accessed direct without a need for referral to the Children's Single Point of Access.

### **Universal Youth Offer**

11. Universal Youth Work is open to all young people and is provided by Youth Work practitioners in a number of Youth Centres across Surrey. This part of the service has remained unchanged in the 2018-19 reorganisation. Universal Youth Work often uses activities as a way to engage young people; young people do not need to be referred to the Youth Centre and can access the programme of activities for little or no cost. Most of the youth centres have previously been underutilised and therefore not being used to their full potential. There is however a strong voluntary, community and faith sector in Surrey offering a wide range of opportunities for young people.
12. Whilst there is no statutory duty for Surrey County Council to provide open access universal youth work, the youth centres themselves are a valued community asset and can play a larger role in achieving the Community Vision for 2030 that includes community participation as one

of the priorities. Our aim is to increase the availability of the existing youth centres for the use of the voluntary, community and faith sector.

13. Consultation on the future use of Youth Centres and how the county council provides universal open access youth work will take place from January until the end of April 2020 as agreed by Cabinet on 26 November 2019. We are proposing that the voluntary, community and faith sector are enabled and supported to use the existing youth centres that are owned or leased by the council for little or no cost. We are also proposing that county council practitioners are focussed on supporting the sustainability of the new model and delivering targeted interventions rather than delivering universal youth work. Young people will be consulted as part of the proposals to understand what they want from a universal youth service.

#### **Re-commissioning Early Help Provision in Surrey:**

14. Following a competitive procurement process Surrey Care Trust was awarded a contract as the Lead Early Help provider subcontracting with Home-Start to deliver provision across the following areas: **Elmbridge, Epsom & Ewell, Guildford, Mole Valley, Runnymede, Spelthorne, Surrey Heath, Tandridge, Waverley, and Woking**. The Lead Early Help provider for **Reigate and Banstead** will be: YMCA East Surrey, in conjunction with Welcare.
15. The new Early Help model will commence on 14 January 2020 and will run until 31 March 2022. The current Early Help Providers will continue to deliver existing Early Help service provision until 13 January 2020. This commissioning approach for Early Help, is a significant shift from how services were previously developed and funded in Surrey and we recognise that as a result of a more rigorous approach to commissioning a local Early Help system, some long standing relationships will change and service provision will no longer be delivered in the way it always has been.
16. We take very seriously the responsibility of transitioning what was in place to the new arrangements. Alongside a mobilization plan sits a communications and engagement plan that recognizes the broad range of stakeholders in Early Help in Surrey. The plan in place to support and aid the transition arrangements for children and families has been circulated to key stakeholders. We are mindful of the concerns regarding new referrals to services that were unsuccessful and that existing caseloads and relationships will need to be handed over.
17. Throughout the next phase, we will be gathering feedback and views from children, young people and parents as well as providers to further understand the impact of the transition.

#### **Fostering and Foster Carers for Looked After Children in Surrey:**

18. We know we have a challenge in Surrey with approximately half of all our children in care currently living outside of the county. We made a commitment last year to strengthen our relationship with foster carers, adopters and other carers. Over the past year we have significantly increased our recruitment of foster carers and are focussing on giving children in care stable homes closer to their families and friends. This is supported by a better remuneration policy for foster carers and a revised allegations policy. The Fostering Network's Mockingbird programme will also help support our foster carers.

#### **Fostering Network's Mockingbird programme**

19. The [Fostering Network's Mockingbird programme](#) is an innovative method of delivering foster care using an extended family model which provides sleepovers and short breaks, peer support, regular joint planning and training, and social activities. The programme improves the stability

of fostering placements and strengthens the relationships between carers, children and young people, corporate parenting staff and birth families. For Surrey these improved outcomes are key to improving the lives and wellbeing of our children in care.

20. Surrey's Fostering Service engaged with The Fostering Network in December 2018 and in April 2019 were linked with a Fostering Network Coach and began developing our approach (and action plan) for setting up the Mockingbird model.
21. The first specially trained carers were introduced at an official launch of the Mockingbird Model on 28 October 2019 where I was present to introduce this innovative programme along with Members of the Corporate Parenting Board. The first group of carers is now in place with further development of the Mockingbird network being implemented in February 2020 and again in June 2020.
22. This is an ambitious programme that will be further enhanced as it is rolled-out. Our aim is for all of Surrey's foster carers - whether they are connected carers, offer supported lodgings, respite/short-breaks or general foster carers - will all have the opportunity to join a Mockingbird group of local carers. Better support for our carers will ultimately lead to more stable homes for children and young people and improved outcomes.

### **Corporate Parenting Board Update**

23. The Corporate Parenting Board has worked hard to listen to the views and experiences of the children and young people they are responsible for. Our achievements over the last few months include the agreement of a laptop scheme for looked after children. All looked after children in Years 9-11 will be provided with a laptop that will support them with their school/education work. The roll out will be supported by the Virtual School.
24. The Corporate Parenting Board has also been working closely with the Chambers of Commerce to encourage and support our children and young people to access work experience and work opportunities. They have also been engaging with our District and Borough Council colleagues to support the roll out of a Council Tax exemption for our Care Leavers. The County Council already excludes Care Leavers from paying Council Tax. For those Committee Members that are twin hatted it would be appreciated if the issue of Care Leavers Council Tax exemption can be raised with your relevant district or borough council.
25. One of the next steps for the Board is to encourage our partners in schools, especially School Governors to support our looked after children and care leavers and make them aware of their joint responsibilities. The Chairman of the Virtual Schools Governing Board has written to School Governors on this matter also. The Corporate Parenting Board will be writing to all councillors in the New Year regarding how we can work better together as corporate parents.

<b>Integrated Children's Commissioning:</b>
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26. In order to consistently improve outcomes for our residents we aim to drive forward and support agile decision making and effective use of resources, with a key focus on self-care, prevention, early intervention and building resilience.
27. There are some exciting new changes relating to Integrated Children's Commissioning which took effect from 1 November 2019 expected to strengthen the way we integrate, deliver and continue to develop our Integrated Care System (ICS).
28. From last month, Trudy Mills has been appointed to the role of ICS Director of Children's and Learning Disabilities Services, on a secondment basis, expanding her current system role

across Children's services. Trudy will work alongside our Director of Commissioning at SCC and together we will be developing a programme to work more closely with NHS commissioners of children's services – including with EWB (Emotional Wellbeing) and CAMHS. This post will help strengthen a more integrated approach to service and quality improvement across the county, whilst working closely with the Integrated Care Partnerships to support operational delivery and integration at local level.

29. Proposals for Integrated Children's Commissioning services will be implemented from April 2020 and we are committed to involving staff and stakeholders in the next steps. We will be speaking with staff working in this area individually and bringing them together shortly for a discussion about this important work.

<b>Transformation of Emotional Wellbeing &amp; Mental Health Services for Children and Young People in Surrey:</b>
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30. In our whole-system strategy launched February 2019 ('A thriving community of children and young people in Surrey. A strategy for their emotional wellbeing and mental health') we recognised that the current system of support for children and young people's emotional wellbeing and mental health is not meeting need and we made a commitment to children, young people and parents to deliver EWMH services very differently.
31. The EWMH transformation programme based around 5 themes is underway in partnership with Surrey NHS Clinical Commissioning Groups (CCGs). The aim of the programme is to transform the children and young people's mental health system – of which the clinical CAMH Service is a key part.
32. Commissioners from both Surrey County Council and Surrey's Clinical Commissioning Groups have been working on the new service model for CAMHS throughout the last few months, working to a timeline of April 2020 for the beginning of a procurement exercise. The desire to co-design this model has been reflected to date in both a Market Engagement Event held in October and a series of meetings with CAMHS and SEND Youth Advisers, Youth Cabinet and other groups throughout November and December.
33. Alongside this work, there continues to be a focus on reducing waiting times for Surrey children and young people who need CAMHS, as well as ongoing transformation work to trial different approaches, improve access to services and ensure that the learning from previous engagement work and reviews of CAMHS are used to inform changes to the service.

<b>My Priorities for the Next 3-6 Months:</b>
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34. Whilst there is a significant amount of both transformational and continuous improvement activity underway, there are several key challenges that I will be focussing on over the next 3-6 months, these include:
  - Ensuring the **CAMHS provision** in Surrey is successfully recommissioned in 2020 enabling us to deliver on the emotional wellbeing and mental health strategy.
  - **Recruitment** of permanent qualified practitioners and managers has been highlighted as a significant challenge for Surrey's children's services. Following the restructure of our teams this year we are launching a targeted recruitment campaign, aimed at the recruitment of experienced social workers and managers, as well as high quality 'Newly Qualified Social Workers (NQSWs).
  - We have a collective responsibility as an organisation to **hear what all children, young people and families are telling us** and to use this information to support the assessment

of the quality of our practice. We have more to do and we will be working with children, young people and families to ensure our services are co-produced. As part of our promise to children and young people, we promise to listen to them and involve them fully when making decisions about their lives.

- Focussing on our **Children with Disabilities service** and ensuring improvements are delivered to improve outcomes and to support the transformation of SEND services in Surrey.

### Budget Update

35. As per the Period 6 monitoring (September) the projected outturn position for Children, Families, Lifelong Learning and Culture is an overspend of £8.2m including £3m of unallocated directorate wide savings. Of this, Children, Young People & Families forecast outturn for 19/20 is an overspend of £1.9m. The main variances resulting in that projection are as follows;
- Area Care (£0.8m forecast overspend) due to increased transport and other care costs exceeding budgeted projections,
  - External Placements (£0.3m forecast overspend) due to the number of children in residential placements being higher than budgeted. There is management action to reduce the overspend in line with the budget,
  - Commissioning (£0.2m forecast overspend) due to delays in the procurement of Early Help contracts.
36. Specific savings in 19/20 for Children, Young People & Families totalled £12.7m. At period 6, £9.2m of these were forecast to be delivered. The majority of the variance is a result of placement numbers not reducing as quickly as planned (£2.8m). This will be factored in to the medium term financial strategy.

### Conclusions:

37. A vast amount of work is being undertaken within the Cabinet Member portfolio to support and deliver ambitions within the Community Vision 2030.

### Recommendations:

- The Select Committee reviews the information contained in this update and offers feedback to the Cabinet Member.
- The Select Committee considers where it may add value to the Cabinet Member's work through scrutiny and scopes topics as required.

### Next steps:

The Cabinet Member to return with a further update at the next formal meeting of the Committee.

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**Report contact:** Mary Lewis, Cabinet Member for Children, Young People and Families

**Contact details:** mary.lewis@surreycc.gov.uk

**Sources/background papers:**



- Surrey County Council Cabinet Report – 26 November 2019 – Item 8 - ‘Family Resilience – Universal Youth Offer’ <https://members.surreycc.gov.uk/documents/s64336/08%20-%20Family%20Resilience%20Universal%20Youth%20Offer%20V1.4%20final.pdf>
- ‘A thriving community of children and young people in Surrey. A strategy for their emotional wellbeing and mental health’  
[http://www.guildfordandwaverleyccg.nhs.uk/website/X09413/files/190228-Surrey\\_CYP\\_EWMH\\_Strategy\\_v9\\_0\\_Compressed\\_GWCCG.pdf](http://www.guildfordandwaverleyccg.nhs.uk/website/X09413/files/190228-Surrey_CYP_EWMH_Strategy_v9_0_Compressed_GWCCG.pdf)
- The Mockingbird Programme, <https://www.thefosteringnetwork.org.uk/policy-practice/projects-and-programmes/mockingbird-programme>

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# Children's, Families, Lifelong Learning and Culture Select Committee

13 December 2019

## Cabinet Member Update: Julie Iles, Cabinet Member for All Age Learning



### Purpose of the Item:

To share details of the Cabinet Member's priority areas of work including any strategy and policy developments and provide an overview of the budget position and performance of services within the portfolio.

### Introduction:

1. This report provides a brief update on the Cabinet Member for All Age Learning's priority areas of work including a high level summary of the budget position and an update on the development of transformation projects within the Cabinet Member's portfolio.
2. The Select Committee are asked to review the update and prepare questions accordingly.

### Key area of focus: Libraries Transformation

3. Following comprehensive consultation on the strategic principles for Surrey County Council's Library and Cultural Service in early 2019, a new strategy for Libraries and Cultural Services and a new model for library services has been developed which takes into account the views expressed in the consultation, detailed impact and community profile, including analysis of service use. The strategy was approved by cabinet at its meeting of 26 November.
4. To fully implement this strategy, initially a programme of co-design will take place at a local level with stakeholders including District and Borough Councils, other partners and local people.
5. This will identify the opportunities to modernise our library services in the places that they are delivered, and in line with the new library model. Co-design isn't just 'asking people what they want' – it is a deeper, longer and more iterative process of working together to design solutions or proposals. The specific proposals that will be developed through this process will then be, where necessary, consulted upon.
6. We want to make sure that any consultation we do is about proposals that the local community are familiar with, and have a stake in; in addition we want to build a coalition of interested and involved people who may become more involved and committed to community-led activities and ultimately, support our move to more community-led libraries. The co design process will commence in the New Year.

## Key area of focus: Special Education Needs and Disabilities (SEND)

7. The Surrey SEND System Partnership is currently working with families and services to build the foundations of a strong system: improve culture and behaviours and restore trust between all partners and with families, children and young people.

Some of the current activities includes:

8. **Providing more school places in the right locations**
  - Plans for over 800 special school places in mainstream and special schools in Surrey over the next four years.
9. **Preparing young people for adulthood**
  - Working with three Surrey Further Education settings to broaden what they offer to young people with SEND.
  - Developing more internships and supported apprentices with a range of partners.
  - Running a series of events to help families understand the opportunities available to young people and the plans to expand them.
10. **Managing the provider market**
  - Successfully negotiating with Specialist Independent providers to ensure that placements are value for money and improving children's outcomes.
11. **Travel Assistance**
  - A public consultation is underway to inform the development of a new Travel Assistance policy.
  - Improving our offer of Independent travel training for young people.

### Update on draft response to DfE consultation on home to school transport guidance

12. Surrey County Council responded to a recent Department for Education consultation on guidance for local authorities on home to school transport which closed on 31 October. The proposed guidance was intended to clarify statutory responsibilities and discretionary provision and included case examples to illustrate how both could apply in practice. The DfE were keen to stress that the law related to home to school transport had not changed. The Council welcomed the clarification, suggested areas where further examples would be helpful and raised some concerns about unintended consequences that could increase financial pressure on councils.
13. The proposed changes to the guidance do not impact on the current policy proposals for home to school travel and transport that the Council is consulting on which closes on 15 December 2019. The outcome of the DfE consultation is due to be made public early in 2020.

## Key area of focus: Education

### Admission Arrangements for Community and Voluntary Controlled Schools and Coordinated Schemes for September 2021 - Consultation

14. The local authority must consult each year on any changes it wishes to make to the admission arrangements for community and voluntary controlled schools. As the responsible Cabinet

member, I have authorised the Service Manager for Admissions & Transport to consult on the following proposed changes for 2021 admission:

- to give priority for children of staff where the member of staff has been employed at the school for two or more years and/or the member of staff has been recruited to fill a vacant post for which there is a demonstrable skill shortage,
- to reduce the published admission number for Reception at Worplesdon Primary School from 60 to 57,
- to remove 12 schools from the list of schools that will be **excluded** when assessing each child's nearest school.

15. Consultation will run until Wednesday 11 December and after that date, responses will be collated and presented to Cabinet on 28 January 2020 whom will decide whether to proceed with the proposed changes as well as deciding on the admission arrangements for all community and voluntary controlled schools for which no changes are proposed. Cabinet's decision will then be ratified by the full County Council on 4 February 2020. Once determined the final admission arrangements for all community and voluntary controlled schools for 2021 will be placed on Surrey's website at: [www.surreycc.gov.uk/admissions](http://www.surreycc.gov.uk/admissions).

### **Surrey Schools & Early Years Funding 2020-21**

16. A report setting out the recommended funding formula for Surrey schools in 2020/21 and also proposing the principles to be adopted in the funding of early years in 2020/21 will be considered by Cabinet on 17 December 2019. The county council has engaged and consulted with the Surrey Schools Forum on these proposals.

### **Surrey Virtual Schools Governing Board**

17. In Surrey the Virtual School officially moved to the Corporate Parenting Division following a major re-structure in May 2019. The Governing Body was made aware of the concerns about the performance of the Virtual School following an Ofsted inspection in February 2018. I can report that at the last meeting held on 15 November 2019 it was clear that improvements were being progressed and the educational attainment for children in care had improved.

### **Surrey Schools- Key Stage Performance Data**

18. An update on Key Stage performance data from Surrey schools has been included within my 10 December 2019 full council report.

<b>Key area of focus: Adult Learning</b>
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### **Surrey Adult Learning GCSE English and Maths Awards Ceremony - 18 November 2019**

19. Over 100 Surrey Adult Learning (SAL) learners who studied for and passed their GCSEs at the SAL Camberley, Guildford, Molesey, Farnham and Woking centres during 2018-19 were reunited at the Surrey History Centre on the evening of Monday 18 November to celebrate their success. I attended this ceremony to present students with their certificates along with Liz Mills.
20. The GCSE English and Maths results this year were impressive and clearly demonstrated the hard work and dedication of the learners, tutors and curriculum team throughout last year. This continues to be one of the programme's key strengths. The overall GCSE achievement rates in

2018/19 were 89.6% which is 6% higher than the current national benchmark in our sector. Our high grades were 13.8% higher than other providers in our sector. These excellent results are particularly notable in the context of our learners completing their GCSE course in just 9 months.

21. Learners' commitment to their studies demonstrates how much it means for them to have been given another opportunity in life to achieve these qualifications. Some learners have now progressed at work, others onto Higher Education courses and apprenticeships and all agreed they were now more confident in using English and maths on a daily basis.

#### **Budget Update**

22. As per the Period 6 monitoring (September) the projected outturn position for Children, Families, Lifelong Learning and Culture is an overspend of £8.2m including £3m of unallocated directorate wide savings. Of this, All-Age Learning outturn for 19/20 is an overspend of £3.3m. The main variances resulting in that projection are as follows;
  - Transport (£3.5m forecast overspend) increased number of journeys, cost containment plans are being developed to manage moving forward,
  - Social Care Education Placements (£1.4m forecast overspend) current commitments are over budgeted level and not expected to reduce in year,
  - SEN teams (£0.7m forecast overspend) due to the use of Locums workers and their additional costs.
23. These are offset by mitigating underspends within Libraries, Registration services, Commercial Services and staffing vacancies which total £2.3m.
24. Specific savings in 19/20 for All-Age Learning is £2.2m. At period 6 £2.4m of savings were forecast to be delivered. The additional savings are being generated through the review of cultural services. This will be factored in to the medium term financial strategy.

#### **Conclusions:**

25. A vast amount of work is being undertaken within the Cabinet Member portfolio to support and deliver ambitions within the Community Vision 2030.

#### **Recommendations:**

- The Select Committee reviews the information contained in this update and offers feedback to the Cabinet Member.
- The Select Committee considers where it may add value to the Cabinet Member's work through scrutiny and scopes topics as required.

#### **Next steps:**

The Cabinet Member to return with a further update at the next formal meeting of the Committee.

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## Children, Families, Lifelong Learning and Culture Select Committee

13 December 2019



### CHILDREN'S SINGLE POINT OF ACCESS

**Purpose of report:** Scrutiny of Children's Single Point of Access (CSPA)

#### Introduction

1. This report is prepared for the Children, Families, Lifelong Learning and Culture Select Committee Members to provide assurances that the Children's Single Point of Access (CSPA) is fit for purpose and is meeting the needs of service users.
2. The CSPA was launched 29 April 2019 and replaces the Children's Multi-Agency Safeguarding Hub (MASH). The CSPA is the umbrella term used to describe the front door to Surrey County Council services for children in need of help and support in line with statutory guidance, Working Together to Safeguarding Children 2018. Anyone can contact CSPA to access support, information and advice for Surrey families and for anyone who works with children and their families.
3. The CSPA approach has changed the way we work with children and their families our principal objective is to direct children and their families to the right support at the right time.
4. Please note this paper will refer to two terms when describing the 'Front Door' - the 'MASH' refers to the front door prior to April 2019 and 'CSPA' refers to the new front door implemented since April 2019.

#### Is the CSPA fit for purpose – are we meeting the needs of our Community?

##### Effective Family Resilience Levels of Need

5. In February 2018 Ofsted found; *"the understanding and application of thresholds by external agencies is poor, resulting in too many unnecessary low-level contacts and referrals, and overloading social workers in the multi-agency safeguarding hub (MASH)"*.
6. Similarly the DfE appointed non-executive commissioner for children's services in Surrey reported in October 2018 that the MASH was not fit for purpose nor compliant with Working Together to Safeguarding Children. This was because of the volume of contacts and those in particular that did not result families reaching support.
7. In response to this Surrey Safeguarding Children Board introduced 'Effective Family Resilience' which sets out in detail Levels of Need (thresholds) and the support which can be put in place to meet them. The next step was to ensure that the entire

children's workforce (including the voluntary sector) understood how to use the levels of need to guide how they should support children and their families. This involves training in excess of 1500 people between February and May 2019.

8. A particular exercise was undertaken with Surrey Police: 60% of all contacts to MASH were from this source, demanded administration and research with only a small percentage reaching the level for targeted or statutory support.
9. Four hundred Designated Safeguarding Leads for Schools and two hundred GP's have been trained in CSPA practices, processes, pathways and thresholds.
10. This approach has enabled us to work better together with colleagues and partners. The Effective Family Resilience document has introduced a clear and shared narrative about need and how risk derives from need. This makes it easier to identify desired outcomes for children and support to meet these at all levels of need.

### **Consent**

11. Very few referrers to the MASH routinely discussed their intention to refer with parents in advance of contacting the service. This contravened statutory guidance on sharing of personal information, families could readily determine which professional in their network had made the referral and their entire support network was tainted by a lack of trust and transparency. This did not establish the right conditions for families to have faith that we could help.
12. Surrey Safeguarding Children Board agreed partnership guidance about consent that sets out:
  - The responsibility of professional referrers to seek consent of families wherever possible prior to requesting support from Children's Social Care.
  - Children's Social Care's responsibility to seek consent from families before sharing concerns about children with other agencies.
  - The circumstances whereby consent can be overridden in order to safeguard children.
13. The impact of introducing this guidance is that the CSPA consistently receives requests for support with the consent of children and families where appropriate.

### **Requests for Support**

14. In order to enhance the narrative about what working in partnership we no longer employ a 'Multi Agency Referral Form'. We worked with our partners to create the 'Request for Support' form.
15. A 'request for support' assumes Children's Services is being invited to join those already helping the family. The form itself focusses on the needs of the child, young



person and family, what has been tried already, the outcomes sought and who is already part of the family network who can be drawn in to support a family plan.

16. Our position is that few families have no support. Any professional who asks for our support is already helping that family and this help should be valued and endure where possible, the professional may need re-assurance or signposting to additional help or the family may need targeted or statutory help.
17. The impact of this new approach and new form is that CSPA now receives requests for support that have been completed with families that clearly evidence their consideration of consent and the levels of need.

### **The New Model – CSPA**

18. The vision is that the needs of children and families in Surrey are met through early access to help and support; guided through clear pathways to services within a clearly articulated partnership offer of support, achieving better outcomes for children and reducing the demand on statutory services.
19. All requests for support come through the Request for Support team where they are triaged against Effective Family Resilience Levels of Need:

Children's needs at Level 4 are directed immediately to Quadrant assessment teams.

Children's needs at levels 2 and 3 are directed to the Early Help hub.

Children's needs at level 3/4 are directed to the Multi Agency Partnership (MAP).

### **Commitments to Working Differently Together**

20. We are committed to working differently together to offer support to professionals and Surrey residents. We are doing this in a number of ways including a consultation line and relocating with our Family Information Service.
21. Consultation Line – the consultation line was set up to offer support and guidance to schools and partners who were thinking about making a request for support. Survey findings regarding the consultation line reports 83% positive feedback from partners who have used the consultation line and find this extremely supportive.
22. Referrer feedback - We are now consistently offering feedback to those requesting support.
23. Family Information Service (FIS) - Colleagues from the Family Information Service were welcomed into the CSPA and have spent time guiding us through the FIS offer

and how to refer - this has helped us to respond more efficiently to level 1 queries and think about community based services that can support all our children and families.

24. We are screening less at level 4, using the levels of need document to help us be more curious about what support needs the family have and how these can be met by Early Help services.

### **A Partnership Approach**

25. We are working in partnership both with colocated partners, colleagues in Surrey County Council teams and virtually with those who make requests for support.
26. Referrals from Police - to date we have seen a positive reduction in Police contacts; this has been as a result of work with Police on triage criteria, offering training and guidance and we now only receive level 2/3/4 contacts from our Police colleagues. In the new structure the Early Help Hub and MAP will be staffed with Police. Surrey Police will have council business support at Guildford Police Station to maintain this improvement and continue to work on this together.
27. A single Information Sharing Agreement with partners has meant Health and Police colleagues in the CSPA have access to council systems for MAP Enquiries.
28. We are co-located with partners in the CSPA now which is providing us with a rich set of skills to respond to the needs of our community. We are now co-located with Police, Health, Family Centres, Family Group Conferencing and FSP.

<b>Are we making a positive impact for children and their families?</b>
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### **Inspection Feedback**

29. Ofsted carried out a 2 day monitoring visit to the CSPA in June 2019 just four weeks after go live of the new CSPA. Inspectors evaluated the CSPA initial response to and management of incoming contacts and referrals. The full report can be found [here](#).
30. In sum they sound that the fundamental aim of remodelling had been achieved with a significant reduction in the volume of contacts and referrals and the CSPA was providing increasingly safe, proportionate and well-evidenced initial responses to concerns reported regarding children's safety and well-being. They considered that partnership agencies' understanding and application of new threshold guidance was improving, resulting in them exercising more care and thought to their objectives before making a referral to children's services.

31. All aspects of the CSPA were found to be well managed, thresholds were appropriately applied, and the consultation line was improving understanding of thresholds and increasing partner confidence in the front door.

### **Performance**

32. Performance data for C-SPA is in Annex 1. Please note that some of this is locally collected data.
33. We recognise that the success of the service depends upon robust relationships with our partner both internally and externally:
- Daily partnership briefings where co-located CSPA agencies communicate about performance and best practice.
  - Regular meetings with Assessment and Targeted Youth Support (TYS) Service Managers to ensure join up and enhance our focus on outcomes for children and their families.
  - CSPA Service Managers chair monthly Contact and Referral meetings with partners to review pathways in and out of the CSPA.
34. There is a strong quality assurance culture in CSPA. Our audit and performance management shows us that:
- Management oversight is robust and recorded on all contacts that come through to the CSPA.
  - Management oversight is applied at triage and authorisation.
  - Thresholds are clearly recorded with a rationale for the decision being made.
  - Referrers are routinely receiving feedback from their requests for support (no contact can be closed without this)
  - The voice of the child is evident in all case recording.
  - A recent audit of requests received by the Quadrant Assessment teams from the CSPA demonstrated a 96% accuracy rate for application of threshold at level 4.
  - All workers receive 4 weekly supervision.

<b>Conclusions</b>
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### **Progress to Date and Phase Two**

35. We have made substantial progress to date and this is reflected in our most recent Ofsted Monitoring Visit, our improved performance, Quality Assurance (QA) findings and feedback from our staff and people requesting support.
36. We still have work to do to continue on our improvement journey and this includes engagement of fathers and continued work to build on our understanding of the level 2 offer, developing the FIS website and accessibility.

37. We will continue to work on consistently hitting our performance targets and this will be aided by a permanently recruited workforce.
38. Phase Two developments for CSPA include working towards colocation and integration with SEND, CAMHS and Education services.

<b>Recommendations</b>
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39. This report is to inform the Committee of the impact of the Directorate's transformation activity. The Committee is invited to scrutinise the impact and support our continued improvement.
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**Sources/background papers:**

Annex 1: Children's Single Point of Access Performance

Ofsted Monitoring Visit June 2019 <https://files.api.ofsted.gov.uk/v1/file/50088564>

Report of the Non-Executive Commissioner for Children's Services in Surrey,  
September 2018,  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/752455/2018-09-independent-report-Trevor-Doughty-Surrey.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752455/2018-09-independent-report-Trevor-Doughty-Surrey.pdf)

# CSPA 2020 Vision – Pillars of Success (Getting to ‘Good’)

## People

- Our Community will be supported to receive the right help at the right time by the right service
- Our staff, partners and community will be listened to and respected
- The CSPA team will receive good regular supervision, training and coaching
- Partners will receive regular training updates on locally available resources
- An unshakable culture that places the welfare of the child at the centre of all that we do
- Advice – will be offered through the consultation line to professionals
- Early Help Hub will act to ensure the right help and support is offered quickly to build resilient and resourceful families

## Partners

- Our Partners will be confident in their application of the effective support windscreen
- Our Partners submit high quality Requests for Support that articulate clearly the support required
- Our Partners embrace and recognise the benefit of the Lead Practitioner role
- Our Partners routinely use Team Around the Family meeting's to support families
- Professionals will be supported to develop their own plan that will build family resilience
- Our Partners will feel well supported in completing Early Help Assessment's
- The C-SPA will be staffed virtually or co-located with partners who have specialist knowledge, it will be clear what their role is and how this compliments others.

## Practice

- From the outset be clear on the risks, strength and worries of the family
- Have curious staff that use motivational interviewing to understand risks and identify family led solutions
- Make high quality referrals that describe accurately and concisely the support needs of the family
- Have confident and tenacious staff that are clear on their role and the support that they offer to families
- Families and professionals will have confidence to seek help early because they have heard that it works
- Be confident in the threshold decisions that have been made and so escalate cases less frequently
- Information that can and should be shared will be. Information Governance will be robust but will not present a barrier to working together to support children and their families.

## Performance

- Everyone will understand the services provided within Children's, Families and Learning Directorate and be able to step up and step down appropriately
- Requests for Support will receive an effective and timely response
- CSPA will be efficient and effective in responding to initial concerns and worries
- CSPA will quickly and accurately establishing level of risk
- CSPA will work to identify the right level of support provided at the right time with no drift or delay
- New systems will support professionals to do their job well and this will be quality assured with partners.

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## Children, Families, Lifelong Learning and Culture Select Committee



### Children's Single Point of Access Performance

#### 1. REQUEST FOR SUPPORT TEAM PERFORMANCE DATA

August 2019 – October 2019

Please see below performance data for the RFS Team for the three month period August to October 2019:

	Aug	Sep	Oct	Total
<b>Calls:</b>	<b>1763</b>	<b>2412</b>	<b>2503</b>	<b>6678</b>
Service Level	63.97%	59.62%	63.68%	62.42%
Abandoned call rate	3.91%	3.22%	2.97%	3.37%
<b>Emails resolved total</b>	<b>3921</b>	<b>4185</b>	<b>4854</b>	<b>12960</b>
Level 1	497	506	579	1582
Level 2 FIS	45	48	54	147
CWD	0	15	22	37
OT	N/A	N/A	5	5
Level 2 EH	321	409	432	1162
Level 3	170	174	264	608
MAP	402	461	513	1376
Level 4	159	195	210	564
No consent	28	23	40	91
OLA	155	144	173	472
Missing Not Open	0	0	0	0
Info request	544	539	739	1822
Outcome chaser	40	28	55	123
Open cases	861	763	818	2442
Open contacts	205	271	342	818
Inappropriate	108	205	266	579
LADO	N/A	9	9	18

The RFS Team processed a total of 19,638 enquiries during this period. Around two thirds (66%) of all contacts were received via email, which remains similar from the previous months.

## 2. MAP Enquiries

On average CSPA consults 6.6 agencies to complete a MAP Enquiry. Since June 2019, 79% of MAP Enquiries were completed in 1 working day. As a running total 86% have been completed in 0.7 days (November 2019). Information and advice includes level 2 and 3 services (see breakdown below) 44% of MAPE's progress to level 4.



### Multi-Agency Partnership (MAP) Enquiries

Data shown for MAP enquiries completed between 01 July 2019 and 29 November 2019

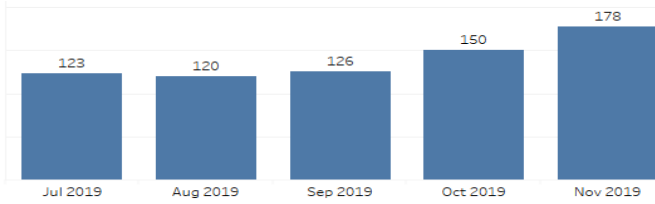
697  
MAP Enquiries completed

Completed Date  
01/07/2019 to 31/11/2019

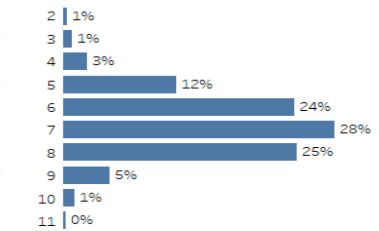
Agency Consulted  
All

Days or Working Days  
 Working Days  
 Calendar Days

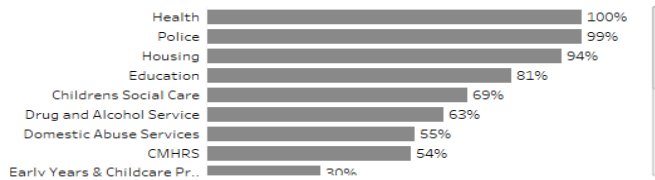
MAP Enquiries by Month Completed (click to filter)



Number of Agencies Consulted (Average 6.8) (click to filter)



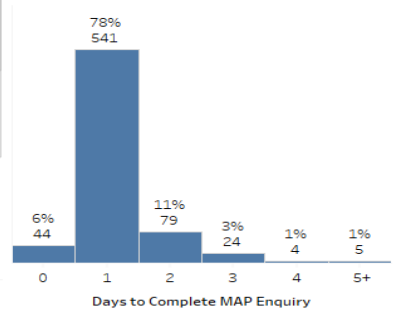
MAP Enquiries by Agencies Consulted (click to filter, hover for more details)



MAP Enquiries by Outcome (click to filter, hover for more details)



Working Days Taken to Complete Enquiry (Average = 2.0 working days)





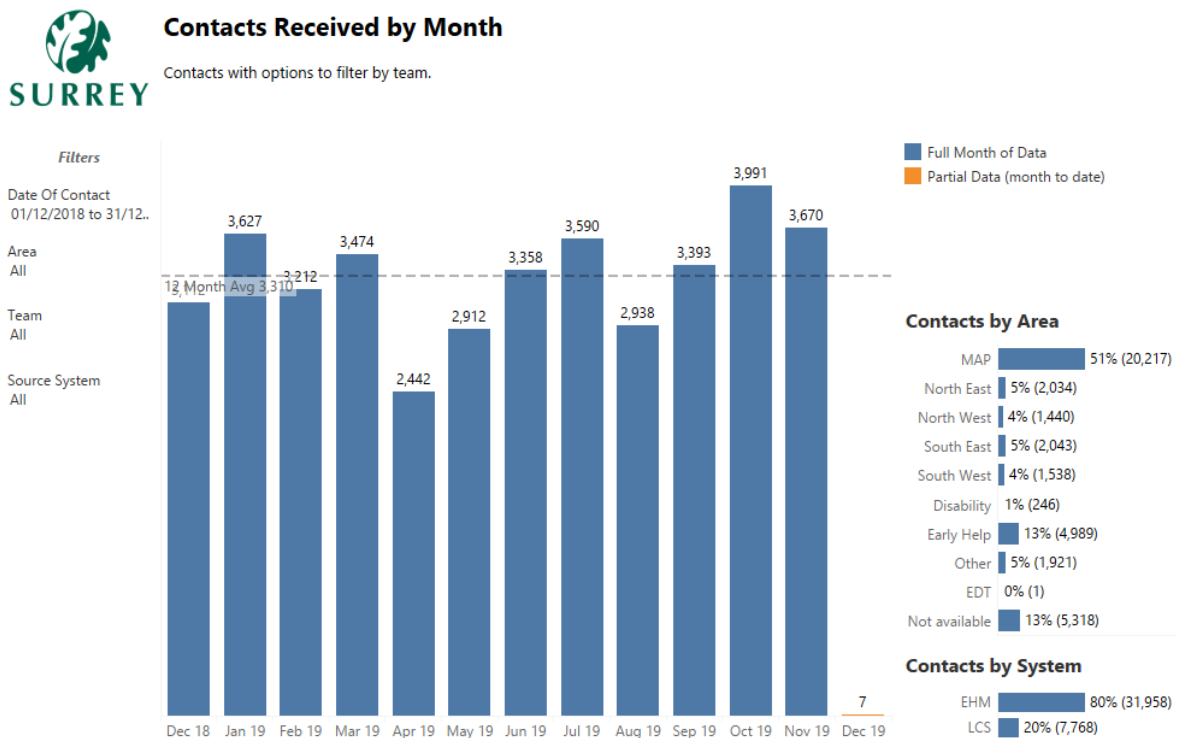
### 3. Information and Advice

Tableau (Children’s Service Performance System) currently reports those requests that progress to Level 2 and 3 as ‘Info and Advice’ – below is a snapshot of where these requests progress to with regards to level 3 services.

	TYS	FSP	CC	Total
July	35	30	28	93
August	27	19	12	58
September	44	32	24	100
October	57	45	29	131
Total	163	126	93	382

### 4. Tableau Commentary

Contacts for September, October and November have averaged at around 3,500 contacts into service. The EHH is taking an average of 1.9 working days to allocate and the MAP 1 working day; this is within timescale and hitting targets.

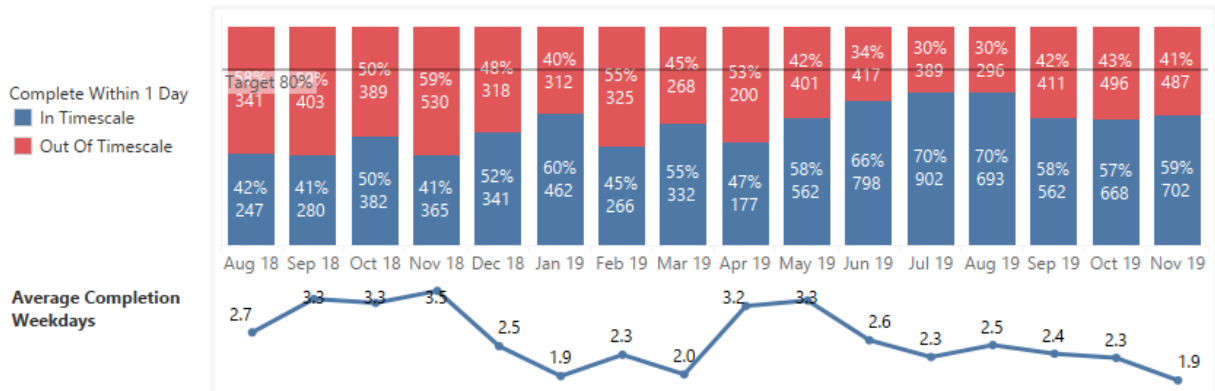


### Average days to Complete Contacts

Split by source and actual outcome. Contains contacts completed between 01/11/2019 and 26/11/2019 as recorded on EHM.

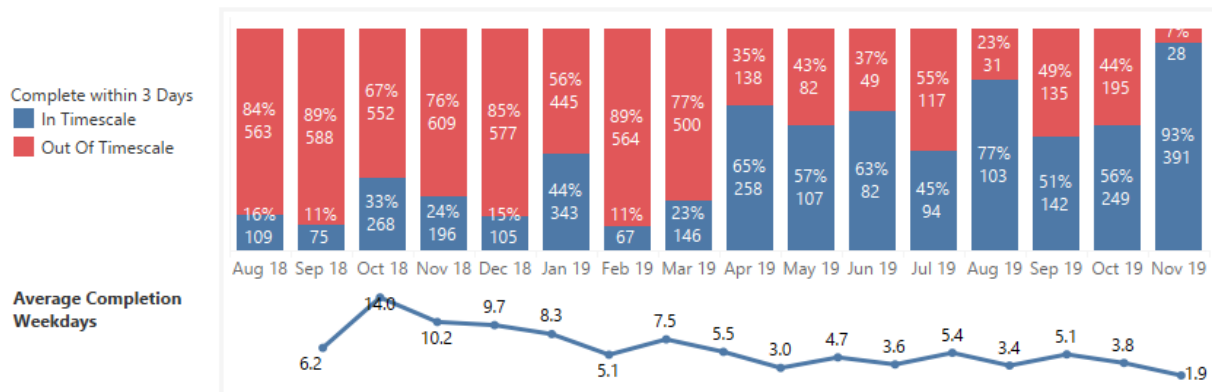
Source Type	Actual Outcome					Grand Total
	Continue EH	Progress to EH	MAP Enquiry	Information	Not Yet Recorded	
<b>Anonymous</b>		<b>1.8</b> 6 contacts	<b>1.0</b> 38 contacts	<b>2.1</b> 42 contacts	<b>1.0</b> 17 contacts	<b>1.5</b> 103 contacts
<b>Health Services</b>	<b>4.5</b> 2 contacts	<b>1.8</b> 114 contacts	<b>1.2</b> 30 contacts	<b>1.5</b> 309 contacts	<b>1.2</b> 34 contacts	<b>1.5</b> 489 contacts
<b>Housing</b>		<b>1.6</b> 5 contacts	<b>1.0</b> 1 contacts	<b>1.8</b> 4 contacts	<b>0.0</b> 5 contacts	<b>1.1</b> 15 contacts
<b>Individual</b>		<b>1.7</b> 40 contacts	<b>1.4</b> 15 contacts	<b>1.5</b> 139 contacts	<b>1.3</b> 8 contacts	<b>1.5</b> 202 contacts
<b>LA Services</b>		<b>2.9</b> 8 contacts	<b>0.3</b> 3 contacts	<b>1.4</b> 45 contacts	<b>1.0</b> 5 contacts	<b>1.5</b> 61 contacts
<b>Not Recorded</b>	<b>3.0</b> 1 contacts	<b>1.9</b> 22 contacts	<b>0.0</b> 1 contacts	<b>0.9</b> 23 contacts	<b>1.5</b> 4 contacts	<b>1.4</b> 51 contacts
<b>Other Agencies</b>		<b>2.0</b> 7 contacts	<b>1.0</b> 6 contacts	<b>1.3</b> 10 contacts	<b>2.5</b> 4 contacts	<b>1.6</b> 27 contacts
<b>Other Legal Agency</b>		<b>1.6</b> 11 contacts	<b>1.1</b> 23 contacts	<b>1.3</b> 208 contacts	<b>0.8</b> 6 contacts	<b>1.3</b> 248 contacts
<b>Police</b>	<b>2.7</b> 7 contacts	<b>1.4</b> 37 contacts	<b>0.8</b> 33 contacts	<b>1.4</b> 426 contacts	<b>1.0</b> 34 contacts	<b>1.3</b> 537 contacts
<b>Schools</b>		<b>1.9</b> 107 contacts	<b>1.1</b> 15 contacts	<b>1.5</b> 133 contacts	<b>1.7</b> 30 contacts	<b>1.7</b> 285 contacts
<b>Grand Total</b>	<b>3.1</b> 10 contacts	<b>1.8</b> 357 contacts	<b>1.0</b> 165 contacts	<b>1.4</b> 1339 contacts	<b>1.2</b> 147 contacts	<b>1.5</b> 2018 contacts

### CSPA Progress to Children’s Social Care



We have improved month on month since go live with regards to lowering the number of days taken for requests to progress to Children Social Care. Since go live and in those months we were fully staffed we have hit our best performance averaging 60 - 70% timeliness.

**CSPA Progress to Early Help**



We have seen significant improvements since go live with regards to the Early Help Hub performance. We have lowered the number of days taken for requests to progress to Early Help and improved timeliness, for example from 16% (August 2018) to 77% (August 2019) and 24% (November 2018) to 93% (November 2019).

To note we were recruiting during September and October which meant we had a smaller number of staff working during this period.

**5. Quality Assurance Audits**

**Early Help Hub**

Month	Outstanding	Good	Requires Improvement	Inadequate
Aug-19		7	9	8
Sep-19		8	8	1
Oct-19		3	10	3
<b>Total</b>		<b>19</b>	<b>27</b>	<b>12</b>

In total the CSPA has undertaken 58 audits since August. There is a performance standard with managers that every advisor will have a monthly audit for discussion in supervision. The service managers moderate these audits. (Awaiting MAP figures for Oct). The Early Help Hub has undertaken one learning review a month since August and we are looking to increase these. In addition to this, the service managers and Assistant Director 'dip sample' every week looking at specific themes agreed in our weekly performance meetings.

## 6. Then and Now – feedback from Community, Partners and Staff

*“Thank you so much for this and for all of your help and support on the phone. I am often having difficult conversations with SCS and the one with you this afternoon was by far the most supportive conversation I have had and the guidance you offered was great, especially in times where there are so many changes in the system” (Parent Feedback 2019).*

*“I spoke to a very friendly lady who clearly identified herself at the start of the call and then we had a conversation about the family concerned. She checked what the Family Centre is able to offer to support the family and that we had the capacity to do so and it felt like a partnership between us to find the best fit for the family. She already had a clear idea of what she hoped to achieve for the family and asked me if I feel the Family Centre is able to offer it. Once the call had finished the paperwork was sent through the same day and I have been able to allocate an outreach worker the same day or the next day. The information that was sent through reflected the conversation I had with her over the phone. What was refreshing was that she seemed to understand the Family Centre offer, was willing to listen” (feedback from Family Centre 2019).*

*“The structure is better, the MAP feels more contained than the MASH – clearer processes, more streamlined work, more appropriate cases and greater consistency. The MAP gives us better opportunities to work with partner agencies – it feels like we’re working in partnership with Police and Health, rather than working alongside them / in our own silos. It feels that the team / role is valued within the organisation. Children who are at immediate risk can access the assessment team without delay. There’s a consistent application of threshold throughout the child’s journey with Surrey Children’s Service, There is less drift / time delay for a child receiving the right service at the right time. Being able to sit alongside the Early Help Hub means that we can offer mutual / reciprocal support / guidance to each other. The Consultation line for professionals feel positive” (CSPA Social Workers).*

*“We feel more involved in decision making. The information that we get from Social Workers in the MAPE form is clearer and more detailed. It gives us a better concept as to what is happening for the family and we think GPs provide more information in return, that is also more holistic and hopefully useful for the Social Worker” (Health Colleagues).*

*“It feels more of an integrated service. It’s easier to have conversations about children and families throughout the different stages of decision making processes. The MAPE form is clearer and what a Social Worker is hoping to establish from the form is clearer so we’re able to give more appropriate*

*information / detail to assist Social Workers in their decision making” (Police Colleagues).*

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**Children, Families, Lifelong Learning and Culture  
Select Committee  
13 December 2019  
Home to School/College Travel and Transport  
Policy Public Consultation**



**Purpose of report: To outline the Council's approach to reviewing and consulting on its Home to School/College Travel and Transport Policy. A presentation will be provided for the Committee on the detail of the policy proposals, seeking the Committee's views, as well as a summary of public feedback so far.**

### Introduction

1. Surrey County Council is reviewing and consulting on its home to school/college travel and transport policy. This is something all councils are required to do periodically, and in doing this, the Council is seeking opportunities to improve outcomes for children and young people in Surrey, particularly those with special educational needs and disabilities (SEND). The policy is intended to make sure the Council continues to be able to deliver its statutory responsibilities. However, our analysis and comparisons with other areas indicate that currently poor practice and culture are driving poor outcomes for children and young people in Surrey and high costs. The consultation document provides examples of this.
2. Engagement with young people with SEND in Surrey confirmed that young people value independence highly, and that they want their parents, schools and the services that support them to help them prepare for adulthood, including continued access to education, employment opportunities and access to essential services and activities in the community. The ability to travel independently is important to them now to attend school, participate in community life and socialise with friends; it is also fundamental to their future ambitions. Through the consultation, the Council is proposing that its policy more strongly supports independence.
3. The twelve-week public consultation opened on 23 September 2019 and closes on 15 December 2019. The full consultation document can be accessed from the following link. It outlines the reasons the Council is reviewing its policy, how it is consulting, its intention to provide greater focus on promoting independence for young people and three policy options regarding current discretionary provision of home to school/college transport.

[https://www.surreysays.co.uk/csf/home-to-school-college-travel-and-transport-policy/supporting\\_documents/Home%20to%20School%20and%20College%20Travel%20and%20Transport%20Consultation.pdf](https://www.surreysays.co.uk/csf/home-to-school-college-travel-and-transport-policy/supporting_documents/Home%20to%20School%20and%20College%20Travel%20and%20Transport%20Consultation.pdf)

4. In addition to an on-line survey, the Council held eight public engagement events across the county in both daytime and evening attended by parents, young people, professionals and representatives of groups such as Family Voice Surrey and Healthwatch Surrey. Young people provided their views through focus groups sessions led by SEND Youth Advisers Surrey (SYAS), and school leaders through sessions with the phase council representatives (early years, primary, secondary and special). Family Voice Surrey were consulted on their views. The link to the on-line survey is below.

<https://www.surreysays.co.uk/csf/home-to-school-college-travel-and-transport-policy/>

5. On 31 January 2020, the Cabinet Member for All-Age Learning will be asked to approve the recommended three policy options for home to school/college travel and transport, which were the subject of the twelve week public consultation, and the Council's new policy in light of this decision, taking full consideration of the consultation responses and the equality impact assessment.

### **Policy principles and proposals**

6. On 16 July 2019, Cabinet agreed a set of design principles to shape the new Home to School/College Travel and Transport Policy:
  - a) Social integration of children and young people whatever their needs
  - b) Independence for children and young people with SEND
  - c) Promotion of parental responsibility to make any necessary arrangements to ensure their children attend school
  - d) School responsibility to collaborate with the council on SEN transport and for the behaviour of children outside the school premises
  - e) Equity
  - f) Environmentally sustainable transport
  - g) Efficient use of public resources
7. Cabinet acknowledged that Surrey County Council currently provides significant discretionary home to school transport provision for children with SEND and some discretionary provision for mainstream children. As a consequence of this, the Council is a significant outlier in terms of spend on SEND travel assistance, which was confirmed by independent analysis and benchmarking. Looking at 2017/18 and comparing Surrey's spend on SEND transport per 0- 17 year old with that of Hertfordshire and Essex (counties of similar populations, demographics and geographies) Surrey spends 2.5 – 3 times more than these councils.
8. Expenditure on home to schools transport for children with SEND of £33.3 million per year is equivalent to approximately 5% of the yield from the Council Tax. To ensure the effective delivery of the Council's statutory responsibilities for home to school travel and transport for children and young people, changes have to be considered to secure effective public spending and the efficient use of public resources.
9. The approved design principles have shaped the focus of the consultation which features a strong focus on supporting independence and preparation for adulthood for young people with SEND, as well as flexible travel arrangements for parents and carers who have multiple commitments.

#### **Supporting independence and preparation for adulthood**

10. The SEND Code of Practice states: **'The vast majority of young people with SEN are capable of sustainable paid employment with the right preparation and support. All professionals working with them should share that presumption.'** (para 8.31)  
Enabling a young person to fulfil their potential can be greatly enhanced by supporting them to travel independently, as employers very rarely provide home to work transport for their staff. Many councils have had significant success of this and have seen improved outcomes for their young people with SEND.
11. In Surrey, our review of the pathways that young people follow after their Education, Health and Care plan (EHCP) ceases indicates that approximately 4% of children and young people with an EHCP are likely to transition into continuing health care funded by the NHS due to significant health care needs, when they become adults. A further 11% of children



with an EHCP are likely to transition into Adult Social Care when their EHCP ceases. This means that for 85% of children and young people with an EHCP, the Council's support for them will cease by the age of 25 at the very latest. In Surrey, there are currently 9,786 children and young people with an EHCP, and the vast majority of them could be supported onto an employment pathway, with preparation to travel independently a key component.

12. The consultation seeks feedback and views on how young people might benefit from this support.

### **Review of discretionary provision**

13. Parents have a legal responsibility to ensure that their statutory school-aged children (5-16) regularly attend school and to make any necessary arrangements to ensure that they attend school. Local authorities have a statutory duty to provide free home to school travel assistance or transport for children and young people of compulsory school age (5-16) who meet the eligibility requirements set by the Department for Education. Support with travel to access education for children or young people who do not meet these criteria is a discretionary service decided locally by each council.
14. The consultation asks for views on three areas of existing discretionary provision that are in excess of the Council's statutory responsibilities. These are:
  - a) Travel and transport for children below the age of 5 (below compulsory school age)
  - b) Travel and transport for children turning 8 living between 2 and 3 miles from their nearest available school (statutory mileage distance change)
  - c) Travel and transport for young people over age of 16 (over compulsory school age of 16)
15. Each proposal has two options being considered. The Council has indicated its preferred choice at the time of publishing the consultation to provide transparency, however no decision has been made. Responses to the consultation and the equality impact assessment will be taken into consideration when a final decision is made by the Cabinet Member for All-Age Learning.

### **Consultation events and decision-making**

16. The table below sets out the extensive consultation and engagement that has taken place. Events have been publicised via the Council's website, the Council's public consultation page (Surrey Says), the Council's social media channels, the Local Offer, by schools directly to their parent and carer communities and by direct email to current service users.
17. The engagement sessions have been enhanced with a video explaining the consultation and hearing the voices of young people with SEND and their Headteacher explain the difference independent travel makes to young people's lives. The video is available at the following link: <https://youtu.be/xLijELp4NIM>
18. Engagement with settings has been co-ordinated through Phase Council meetings during the Autumn term. A focus group specifically for special school Headteachers was held on 11 November.
19. The Select Committee will be provided with a summary of the key feedback through the consultation at its meeting on 13 December. No analysis will be provided in advance of the meeting so as not to influence a live consultation.

Date	Event Description
25 June	Pre-Consultation Engagement with Young People (SYAS)
05-Sep	Pre-Consultation Engagement with Young People (SYAS)
18-Sep	Pre-Consultation Engagement with Young People (SYAS)
<b>23-Sep</b>	<b>Consultation opened</b>
01-Oct	Public Engagement Event - 11 am – 1pm (Surrey History Centre - Woking) 1 of 8
04-Oct	Special Phase Council - 8.15am– 3pm at The Hilton Hotel, Cobham
11-Oct	Public Engagement Event – 11 am – 1pm (Guildford Borough Council) 2 of 8
23-Oct	Public Engagement Event – 11am – 1pm (Molesey Youth & Community Centre) 3 of 8
06-Nov	Public Engagement Event – 11am – 1pm (Wray Park Road) 4 of 8
07-Nov	SYAS Engagement Event - Woking 7th November 17:30-19:30
11-Nov	Special Phase Council Engagement Event (SEN Headteachers)
14-Nov	Public Engagement Event – 6pm – 8pm (Therfield School) 5 of 8
19-Nov	SYAS Engagement Event - Epsom 19th November 17:30-19:30
19-Nov	Primary Phase Council - 8.30am – 1pm at Milestone House
22-Nov	Public Engagement Event – 6pm – 8pm (Guildford Borough Council) 6 of 8
26-Nov	Secondary Phase Council - 2.15pm at Therfield School
27-Nov	Public Engagement Event – 6pm – 8pm (Carwenden House School) 7 of 8
03-Dec	Public Engagement Event – 6pm – 8pm (Walton Leigh School) 8 of 8
13-Dec	Children, Families, Lifelong Learning and Culture (CFLC) Select Committee Meeting
<b>15-Dec</b>	<b>Consultation Closed</b>
15-Jan	CFLC Leadership Team Meeting (Consultation Analysis & Cabinet Member Decision Paper Review)
23-Jan	Cabinet Member Decision Papers Published
<b>31-Jan</b>	<b>Cabinet Member for All-Age Learning Decision on Policy</b>
07-Feb	Call-In Period Ends re Cabinet Member Decision
<b>10-Feb</b>	<b>Publish Policy</b>

### Conclusions

20. Delivery of the outcomes sought through the design principles of the policy will promote independence and preparation for adulthood for children and young people, more efficient use of public resources and enable the Council to continue to deliver its statutory responsibilities for home to school transport.

### Recommendation

21. For Select Committee Members to provide their feedback and views on the policy proposals subject to consultation to inform the decision-making process.

**Next steps:**

22. The public consultation closes on 15 December 2019.
23. Analysis of the feedback and responses will inform a final set of proposals to be reflected in a refreshed Surrey County Council Home to School/College Travel and Transport Policy for consideration and decision making by the Cabinet Member for All-Age Learning on 31 January 2020.
24. Subject to decision making, the Home to School/College Travel and Transport Policy will be published on 10 February 2020 and communicated widely to children and young people and their families through the Surrey Local Offer, through schools and settings and directly with families.

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**Report contact:** Mary Burguieres, Assistant Director of Systems and Transformation - Education, Lifelong Learning and Culture

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**Sources/background papers:**

**Cabinet Report 16<sup>th</sup> July 2019 – Special Educational Needs and Disability (SEND) Travel Assistance**

**Consultation Information & Papers – <https://www.surreysays.co.uk/csf/home-to-school-college-travel-and-transport-policy/>**

**Consultation Introductory Video – <https://youtu.be/xLljELp4NIM>**

**Relevant Home to School/College Travel & Transport Legislation:**

Education Act 1996 section 508A (duty to promote sustainable modes of travel)

Education Act 1996 section 508B (travel arrangements for eligible children)

Education Act 1996 section 508C (travel arrangements for other children)

Education Act 1996 section 508E and Schedule 35C (school travel schemes)

Education Act 1996 section 508F (local authorities in England: provision of transport for adult learners)

Education Act 1996 section 508G (local authorities in England: transport policy statements for young adults subject to learning difficulty assessment)

Education Act 1996 section 509AA (transport etc for persons of sixth form age)

**Department for Education - Home to School Travel and Transport Statutory Guidance - <https://www.gov.uk/government/publications/home-to-school-travel-and-transport-guidance>**

**Department for Education - Transport to education and training for people aged 16 and over - <https://www.gov.uk/government/publications/post-16-transport-to-education-and-training>**

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## **Children, Families, Lifelong Learning & Culture Select Committee**

***13 December 2019***

### **Recommendation Tracker and Forward Work Programme**

1. The Committee is asked to review its recommendation tracker and forward work programme, including the forward work programmes of the other Select Committees which are attached.

#### **Recommendation:**

- That the Committee reviews the attached forward work programme and its recommendations tracker, making suggestions for additions or amendments as appropriate.

#### **Next Steps:**

The Select Committee will review its work programme and recommendations tracker at each of its meetings.

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## CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER – DECEMBER 2019

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.

<b>KEY</b>			
	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

12/06/2019	Safeguarding of Children in Surrey	That the Committee's Performance Sub-Group monitors the quality of social work practice, service user experience and the performance of the new Family Resilience model via its regular scrutiny of the Children's Service compendium and feeds back to the Committee as appropriate e.g. future agenda item	Performance Sub-Group		January 2020
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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, Scrutiny Officer: Ross Pike)

Date of Meeting	Scrutiny Topic	Description	Outcome	Method
21 January 2020	Budget Scrutiny	Members to review the Directorate's proposed revenue and capital budget for 2020/21	The Committee is assured that the proposed budget aligns with the needs of residents and	Committee agenda item
	Report of the SEND Task and Finish Group	Members to receive an update on the work of the SEND Task and Finish Group	The Committee has reviewed the progress of the Task Group to date and is signposted on the emerging conclusions.	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,	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

		<p>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.</p>		
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**Future items:** Library transformation, CAMHS commissioning, Outcomes of Family Resilience Service.

**Task Groups:**

	<p>Special, Educational Needs and Disabilities (SEND)</p>	<p>The Council has identified this service as one of its key areas for transformation. There are significant demand and budget pressures and a case for change that make this is a topic for scrutiny.</p>	<p>The Task Group is trying to answer the following questions:</p> <ol style="list-style-type: none"> <li>1. How has the commissioning of SEND placements been successful to date in delivering the needs of service users, what are the mile stones for improvement and what assurances can be provided that they will be met within a sufficient timeframe?</li> <li>2. What support is provided to mainstream primary schools for the early intervention of children with SEND and is the support sufficiently publicised and resourced?</li> <li>3. In terms of SEND services, how is the resource gap in the school sector being addressed, and what impact does it have on SEND services as demand continues to rise.</li> </ol>	<p><u>Membership</u></p> <p>Chris Botten (chair)</p> <p>Chris Townsend</p> <p>Barbara Thomson</p>
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