

Notice of Meeting

Children, Families, Lifelong Learning & Culture Select Committee

**Date & time**

Monday, 14
December 2020 at
10.00 am

Place

REMOTE MEETING
Streaming here:
<https://surreycc.public-i.tv/core/portal/home>

Contact

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Chief Executive

Joanna Killian

We're on Twitter:
[@SCCdemocracy](https://twitter.com/SCCdemocracy)

**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 and Mr Richard Walsh

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 Committee is responsible for the following areas:

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

Please note that due to the Covid-19 pandemic, all future meetings of the Select Committee will be conducted remotely until further notice. These meetings will be streamed live on the council's website, allowing the public to observe proceedings. All meeting papers, decision sheets and minutes will continue to be published on the council's website.

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: MONDAY, 21 SEPTEMBER 2020

(Pages 5
- 14)

To agree the minutes of the previous meeting of the Children, Families, Lifelong Learning and Culture Select Committee as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

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

- I. Any disclosable pecuniary interests and / or
- II. Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

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

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*Tuesday, 8 December 2020*).
2. The deadline for public questions is seven days before the meeting (*Monday, 7 December 2020*)
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

Due to the COVID-19 pandemic, all questions and petitions received will be responded to in writing and will be recorded within the minutes of the meeting.

- 5 UPDATE ON THE IMPLEMENTATION OF THE SEND TASK GROUP** (Pages 15 - 22)
- Purpose of the report:*
- To provide the Children, Families, Lifelong Learning and Culture Select Committee with an update on progress in implementing the recommendations of the Special Educational Needs and Disabilities Task Group which was established to evaluate the support provided to children with Special Educational Needs (SEN).
- 6 CABINET RESPONSE TO THE REPORT OF THE NO WRONG DOOR TASK GROUP** (Pages 23 - 28)
- Purpose of the report:*
- To apprise the Select Committee of the Cabinet Response to the Report of the No Wrong Door Task Group and provide opportunity for the Select Committee to make further recommendations.
- 7 SCRUTINY OF 2021/22 DRAFT BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY TO 2025/26** (Pages 29 - 48)
- Purpose of the report:*
- To provide details of the draft budget and medium-term financial strategy for scrutiny.
- 8 CHILDREN'S IMPROVEMENT UPDATE** (Pages 49 - 90)
- Purpose of the report:*
- To provide an update on the improvement of Surrey's children's services and the impact of the COVID-19 pandemic on the improvement programme and the delivery of frontline services. This report provides further information on the services and activity outlined in the last report to the Select Committee on 28 July 2020.
- 9 ACTIONS AND RECOMMENDATIONS TRACKER AND FORWARD WORK PLAN** (Pages 91 - 100)
- Purpose of the report:*
- For the Select Committee to review the attached actions and recommendations tracker and forward work programme, making suggestions for additions or amendments as appropriate.

10 DATE OF THE NEXT MEETING: WEDNESDAY, 20 JANUARY 2021

The next public meeting of the Select Committee will be held on
Wednesday, 20 January 2021.

Joanna Killian
Chief Executive

Published: Friday, 4 December 2020

MINUTES of the meeting of the **CHILDREN, FAMILIES, LIFELONG LEARNING & CULTURE SELECT COMMITTEE** held at 10.00 am on 21 September 2020 at REMOTE MEETING.

These minutes are subject to confirmation by the Committee at its meeting on Monday, 14 December 2020.

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
- * Dr Andrew Povey

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

10 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Simon Parr.

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11 MINUTES OF THE PREVIOUS MEETING: 28 JULY 2020 [Item 2]

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

12 DECLARATIONS OF INTEREST [Item 3]

Members of the Select Committee held personal interests in Item 5. Those interests were not considered to be prejudicial and thus did not prevent the Members from participating in the discussion of the report.

Declarations:

- Chris Botten – Local Leader of Governance; Chair of Governance at Holland Junior School and Burstow Primary School.
- Robert Evans – Vice-Chair of Governors at Stanwell Fields C of E School.
- Tanya Quddus – Parent Governor at Grovelands Primary School.

- Peter Martin – Chairman of Governors at St Catherine’s School, Bramley.
- Richard Walsh – Governor at Littletons C of E Primary School.
- Chris Townsend – Governor at City of London Freeman’s School.

13 QUESTIONS AND PETITIONS [Item 4]

1. A Member asked how many, and what proportion of, looked-after children and care leavers lived in unregulated accommodation and what steps were taken to safeguard such young people from criminal exploitation.
2. The Assistant Director – Children’s Resources responded that the provision of a sufficient number of suitable placements for looked-after children and care leavers was a statutory duty. It was acceptable to place young people above the age of sixteen in unregulated accommodation when they needed support to achieve independence. If an accommodation provider was also providing care, then that setting would be regarded as an unregistered children’s home. It was the responsibility of the council to quality assure supported accommodation provision; a provider must submit a statement of purpose and a location risk assessment that details issues such as the risk of criminality. The Quality Assurance Team had oversight of all semi-independent providers and the council’s dynamic purchasing system invited providers to submit applications to the system, which are the subject to a quality assurance process. A child with care needs can only be placed in unregulated provision with the agreement of the Director – Social Care and with additional layers of quality assurance and supervision arrangements in place. The shortage of placements, particularly for children with the most complex needs, was a national issue.
3. The Member asked whether the council carried out regular visits to these settings. The Assistant Director stated that children’s’ social workers visited looked-after children at least every six weeks and more frequently visited those in unregulated or unregistered provision. An Independent Reviewing Officer had oversight of care plans and carried out regular statutory reviews for looked-after children in regulated placements. The role of regulator is fulfilled by the council for unregulated or unregistered accommodation settings. In the case of unregulated or unregistered accommodation, the council is subject to its own internal quality assurance assessments, i.e. due diligence and unannounced visits.

Action:

- i. For the Assistant Director – Children’s Resources to provide the proportion of looked-after children and care leavers living in independent accommodation and the steps taken to safeguard young people from criminal exploitation.

14 SCHOOL GOVERNOR SUPPORT [Item 5]

Witnesses:

Julie Iles, Cabinet Member for All-Age Learning

Liz Mills, Director – Education, Learning and Culture
Jane Winterbone, Assistant Director – Education
James Durrant, School Governor at Oakwood School
Doris Neville-Davies, Member of the Executive Committee of the Surrey
Governance Association and School Governor at Cleves School, Weybridge

Key points raised during the discussion:

1. A Member asked what the main challenges faced by school governors were and what support was in place to enable governors to overcome these challenges. The Cabinet Member responded that the role of school governor was a demanding position that placed many responsibilities and a significant workload on the volunteers undertaking the role: including the requirement to keep up to date with legislative changes, the variety of skills required of governing bodies, and holding schools to account regarding the discharge of their duties owed to looked-after children and children with additional needs. The Cabinet Member highlighted that governors freely volunteer their time in the best interests of their school communities. A school governor commented that there was a wide range of places from which school governors could access information and support, and that, before reading the report, she had been unaware that support from Cognus was available, and asked how governors were made aware of such support. The Director assured members that the Service was constantly trying to improve the accessibility of information and support available to governors.
2. A Member queried whether academy schools received the same level of support as local authority funded schools. The Director explained that the council's statutory duties were different for non-maintained schools, and that the council had a responsibility to appoint local authority governors to community schools. The council, however, went beyond its statutory responsibilities by endeavouring to provide accessible governance information and support to schools of all types, as part of a holistic approach to maintaining strength in Surrey's entire school system.
3. A Member who was a governor of an independent school commented that he had never received governance information from the council in that role. The Assistant Director explained that all independent schools received a weekly information bulleting from the Schools Relationships Team, but it was then the responsibility of the schools to disseminate that information. The Assistant Director offered to add the Member to the bulletin's circulation list. A member of the Surrey Governance Association (SGA) asked if it would be possible for such information to be disseminated directly to representatives of governing bodies, as the council maintained a database of governors.
4. A Vice-Chairman asked whether governors would like to receive support in any additional areas. The Cabinet Member explained that webinars provided throughout the COVID-19 pandemic had

been a positive additional resource and were well attended by governing bodies; subsequently, recordings of the briefings had been made available for retrospective viewing. The council was working with the SGA to increase the schedule of availability through the Schools Alliance for Excellence (SAfE) in order to make information more accessible. The Assistant Director added that a number of webinars had been scheduled for the following school term and these would focus on usual governance business, rather than purely on COVID-19 related issues. At the webinars, governors could provide feedback on topics they wanted to be covered in future sessions and SAfE was receptive to these requests – the next webinar was to look at finance, as this had been requested at a previous session.

5. A Member stated that, out of the 5,600 school governor posts in Surrey, approximately 400 (1 in 14 governors) attended the webinars. The Member questioned how those who did not attend were communicated and engaged with. The Cabinet Member informed the Select Committee that she met with Cognus on a termly basis to discuss these matters and the importance of governors keeping their training records up to date. The Director stated that the Service was in its second year of working with Cognus; this organisation was not well known, and the Service would be seeking feedback for how they could improve joint working. The Assistant Director stated that the recordings of webinars could be viewed retrospectively, so viewing figures could be higher than the 1 in 14 who attend the live sessions.
6. A Member commented that SAfE had proved invaluable during the pandemic and that they were pleased with the level of support provided. However, in cases of children with safeguarding needs, when a timely response regarding the delivery of social support was required, school governors lacked support. The Member asked what was being done to improve support for governors with this challenge and improve the council's response times. The Director replied that there was an embedded family resilience system across children's social care. The Children's Single Point of Access (C-SPA) was the first point of contact for all concerns regarding children and where safeguarding concerns should be escalated. Schools had a statutory responsibility to lead in respect of early help and understanding their pupils' needs. Nevertheless, where further support was required, the Safeguarding Partnership would consider requests for support and connect them to interventions appropriate to the level of need. Governors had an important role in ensuring such arrangements were in place in schools; to help them in this role, Strictly Education (with whom the council had a non-compete clause in this respect) offered training on safeguarding and inclusion to lead governors of safeguarding. In the upcoming school term, council officers would be leading on the provision of training on trauma-informed practice and looked-after children via a webinar hosted jointly by SAfE and the Head Teacher of Surrey's Virtual School. Online training through the Safeguarding Partnership and Designated Safeguarding Lead Network meetings was also available and led by the Education Safeguarding Team. Questions from head teachers or governors

were encouraged to ensure that governors received the support with safeguarding queries.

7. A Member expressed concern over the number of sources of information and support for governors. They asked how the council intended to provide a more strategic approach to improve the current fragmented system of governance support. The Director submitted that the fragmented system of governance support was due to the fragmented English education system, and informed the Select Committee that, in Surrey, there was a review of governance arrangements underway in order to ascertain how arrangements could be streamlined to improve access of information for governors. The Member welcomed the review and requested that its outcome be reported to the Select Committee.
8. A Member asked what was being done to recruit school governors. The Director stated that the difficulties of recruitment were largely caused by the increasing responsibilities, time commitments and level of accountability placed upon school governors. The recruitment methodology and campaigns were to be improved over the coming year and the Leaders in Governance programme was ongoing. The COVID-19 pandemic and resulting lack of face-to-face meetings could further change the recruitment landscape. The Cabinet Member informed the Select Committee that she met with Cognus on a termly basis to discuss governor vacancies; the skillset of a person put forward to be a governor and recommendations from associated contacts were all considered during the recruitment process.
9. A Member asked how many school governor vacancies there were. The Assistant Director agreed to provide this information to the Select Committee.
10. A Member asked what was being done to increase the diversity of school governing boards. The Director agreed that there was a lack of diversity across Surrey's education system and work needed to be undertaken to increase workforce diversity and ensure that all children felt represented in their schools. Conversations regarding this issue had taken place with school leadership councils and SAfE, and the council had extended the offer of unconscious bias training to schools. The Director assured the Select Committee that encouraging greater diversity in the work force would be a priority over the coming year.
11. A Member asked whether head teachers who sat on their school's board of governors had a conflict of interest making it difficult for governing boards to hold the head teachers to account and what advice was given to governors in this regard. The Director stated that it was important that a governing body held head teachers to account and had real oversight of the operation of school whilst avoiding conflicts of interest. The Assistant Director stated that an effective head teacher would help a governing body to be strategic in its role in order to avoid generating a conflict of interest. It was critical that governors could triangulate information received from different sources to corroborate information provided by head

teachers, to avoid over-relying on the latter. A member of the SGA stated that head teachers had the right to be governors and governing bodies had a duty to challenge Head Teacher.

Actions:

- I. For the Assistant Director, Education to share the number of school governor vacancies with the Select Committee.
- II. For the Director – Education, Learning and Culture to report the outcome of the review of school governance arrangements in Surrey to the Select Committee.

15 VERBAL UPDATE ON THE REOPENING OF SCHOOLS [Item 6]

Witnesses:

Julie Iles, Cabinet Member for All-Age Learning

Liz Mills, Director – Education, Learning and Culture

Key points raised during the discussion:

1. The Director summarised that most Surrey schools had reopened as expected, but some had remained closed due to flooding. Some schools with a large number of high-needs children had initially adopted an approach of partial opening. Such schools were receiving targeted support to fully reopen. The council had published information encouraging parents to return their children to school. School attendance in Surrey was higher than the usual number of children. However, there had been a higher-than-average number of children being withdrawn from school to receive home education – targeted work on this issue was being undertaken. Social workers and Special Educational Needs teams were being equipped with materials to reinforce the back to school campaign. Some schools had experienced staff or student absences due to COVID-19, but all schools had risk assessment plans in place and were relying on 'bubbles' of children in school. Overall, the Director was pleased with the work that was ongoing between school leaders, the Schools Alliance for Excellence (SAfE), and public health teams, despite the receipt of Department for Education guidance at a late stage. Work to encourage vulnerable learners to attend school was continuing to go well, with a dedicated team monitoring this. Throughout the summer term, the Learners Single Point of Access (L-SPA) had launched and provided parents and professionals with guidance and support and had proved a positive addition, with 60% of enquiries resolved at first contact – the launch of the L-SPA was welcomed by the Chairman. Some of the additional central government funding obtained through the COVID-19 grant was being used to provide a support package to assist the narrowing of the learning gap that resulted from extended school absences and closures during the pandemic. Support pathways for vulnerable learners with anxiety who were struggling to return to school were being developed. Some concerns remained; for example, the Test and Trace system had created unsatisfactory waiting times

for testing. The Chair of the Surrey Safeguarding Children Partnership had relayed these concerns to the Department for Education. Family interventions for vulnerable children and further targeted work with schools were needed; and the impact of the COVID-19 pandemic on the wellbeing of children was also a concern – enhanced training on domestic abuse was being provided to Designated Safeguarding Leads.

2. The winter flu season was a concern in terms of workforce resilience. The Service was supporting health colleagues with the delivery of the immunisation programme.
3. A Member asked what proportion of pupils who were expected to return to school had done so. The Director informed members that attendance was slightly lower than at the same time last year, albeit this figure was higher in Surrey than the national average. The Director assured the Select Committee that more work would be done to ensure all pupils who were expected to attend school were doing so.
4. A Member asked how many children and staff across the county had tested positive for COVID-19 since the beginning of the new school term and what the standard guidance was for schools when a child tested positive. If a child or teacher was displaying symptoms of COVID-19, then the guidance was for them to self-isolate for fourteen days and seek a test. If the test returned positive, a conversation would take place with Public Health England; Public Health England would undertake a rapid risk assessment and a decision would be made on what the course of action should be, which could range from no further action to whole school closure. The Cabinet Member informed the Select Committee that, alongside the Local Resilience Forum and the Surrey Safeguarding Children Partnership, they had made representations to the Department for Education to express how difficult it was to keep school settings open if relevant tests were not prioritised.
5. A Member asked how the narrowing of the learning gap was to be achieved, particularly for children from disadvantaged backgrounds. The Director stated that there were a number of things happening to support disadvantaged learners and children with additional needs. Government funding was available for the recruitment of tutors and other support staff and each school had plans for how this would be spent. There was to be a particular focus on literacy as the subject enabled access to the rest of the school curriculum. A number of webinars were to be delivered to school leaders; an audit tool had been made available for schools; and a targeted plan was in place and was supported by the national leader for education. Over 1,500 laptops had been received from the Department for Education and had been distributed to relevant pupils by schools, although over double that number had been requested by schools; the Service was continuing to work with the Department to source additional devices. The Director foresaw at least some of children's education being delivered digitally until the conclusion of the COVID-19 pandemic; the Service was to continue its focus on home-based learning, and SAfE

had focused resources on understanding evidence-based best practice in this respect.

6. A Member stated that some bus drivers were having to turn away children who were waiting for public transport to or from school and asked whether this could be explored to ensure that all children were able to attend school. The Director stated that she would make enquiries and inform the Select Committee of her findings. The Cabinet Member added that there was a campaign in Surrey for getting back to school safely, with targeted posts being used on social media. There had been a high number of late applications for home-to-school transport and an increased amount of government funding had been received to help the council address any capacity issues. The Cabinet Member was eager to promote active travel to school.
7. A Member asked for further information on the reopening of special schools. The Assistant Director commended the response of special schools and informed the Select Committee that all pupils expected to return to these settings had done so. Guidance on personal protective equipment and the delivery of personal care had been provided to special schools by the Service in collaboration with health colleagues. The impact of limited testing under Test and Trace was being seen primarily in special schools due to the larger numbers of staff needed to support pupils. In special education settings, 7 children and 21 staff had tested positive between the beginning of term to 7 September. The Assistant Director offered to share the most recent figures with the Select Committee.
8. A Member stated that schools had incurred extra costs due to COVID-19 and asked what financial reimbursements would be made to help compensate schools. The Director commented that much of those costs were associated with increased cleaning (noting that teachers were cleaning classrooms between lessons), the provision of free school meals to eligible pupils who were self-isolating, and the provision of personal protective equipment and hand sanitiser. The Service had received government guidance to continue fully paying providers throughout the COVID-19 pandemic, even where services were not being delivered. Schools had been asked to use their surplus balances before making claims for the reimbursement of increased costs that were not met by specific government schemes. The Service would continue to lobby the Government for additional funding where necessary.

Actions

- I. For the Select Committee to maintain a watching brief regarding transitions within and from education.
- II. For the Assistant Director, Education to share with the Select Committee the numbers of children and staff in special education settings who had tested positive for COVID-19 since the reopening of schools.

- III. For the Director – Education, Learning and Culture to ascertain why some children in Epsom and Ewell had been turned away from public transport to school.

16 NO WRONG DOOR TASK GROUP REPORT [Item 7]

Witnesses:

Mary Lewis, Cabinet Member for Children, Young People and Families
Lesley Steeds, Chairman – No Wrong Door Task Group and Vice-Chairman of the Select Committee

Jo Rabbitte, Assistant Director – Children's Resources

Key points raised during the discussion:

1. The Chair of the Task Group explained that the Task Group had been formed at the suggestion of the Cabinet Member for Children, Young People and Families. The key reason for adopting the No Wrong Door model was that children entering care as teenagers generally had a worse experience than younger entrants. Adolescent entrants often experienced wide ranging social and emotional needs and greater placement instability and tended to attain worse outcomes than young entrants, particularly regarding education, employment, training, and post-care accommodation stability. Looked-after children often reported that they would like better communication between staff, to remain with their birth family where possible, to receive more consistent support, and to be able to access support more easily. The No Wrong Door model sought to address those needs and mitigate the challenges experienced by adolescent entrants to the care system. The Task Group primarily utilised targeted requests for information, public surveys, and remote meetings with witnesses to gather the information required to assess the suitability of No Wrong Door for introduction into Surrey.
2. The Task Group found that the model had been effective at reducing care episodes, improving outcomes for service users and creating cost savings elsewhere; and was consistent with the priorities and policies of Surrey County Council. The introduction of the model had strong support at Member and senior officer levels within the Children, Families, Lifelong Learning and Culture Directorate. Fundamental issues continued to persist in children's services. However, despite the presence of some barriers, the conditions in Surrey were such that the model would likely be efficacious if introduced in the county.
3. The Chair of the Task Group thanked its Members, supporting officers and inquiry respondents.
4. The Cabinet Member for Children, Young People and Families thanked the Task Group for the Report. She stated that work with teenagers needed to improve and would be increasingly important over next few months due to the increased number of adolescents entering care under Section 20 of the Children Act 1989 during the COVID-19 pandemic. This was cause for concern as outcomes for young people entering care in their teenage years were generally

poor; the No Wrong Door provided a way of preventing adolescent entry to care. The Cabinet Member stressed that it was important for an organisation to make sound and timely judgement when adopting a new model and stated that the council was well placed to do so, due to and the council's high-quality residential care homes.

5. A Member questioned how the more sceptical views on the No Wrong Door Model held by Cambridgeshire and Wiltshire County Councils had been considered against the positive feedback received from Rochdale Borough Council. The Chairman of the Task Group assured the Member that the Task Group had taken very careful consideration of all evidence received.
6. The Member added that they would like to recommend that the implementation of the No Wrong Door model in Surrey be brought forward. The Chair of the Select Committee stated that the report was going to the October meeting of Cabinet and that the Select Committee could add suggestions to encourage the development of the policy.

17 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 8]

Key points raised during the discussion:

1. The Chairman proposed that a standing six-monthly high-level performance report be added to the Forward Work Programme. The Select Committee was in agreement.
2. A Member requested that updates on (1) the Virtual School and (2) the provision of support on careers education for vulnerable groups be provided at a future meeting.
3. The Cabinet Member for All Age Learning stated that the best governance arrangements were being looked at for the Virtual School and suggested that the Select Committee consider the findings of the review of governance arrangements. The Cabinet Member added that the timing of the consideration of alternative provision at a future meeting was important as work in this area was ongoing.

18 DATE OF THE NEXT MEETING: 14 DECEMBER 2020 [Item 9]

The Committee noted its next meeting was to be held on 14 December 2020.

19 PRIVATE WORKSHOP [Item 10]

Meeting ended at: 12:10pm

Chairman

CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE
SELECT COMMITTEE MEETING

MONDAY 14 DECEMBER 2020



UPDATE ON SEND TASK GROUP RECOMMENDATIONS

Purpose of report:

To provide the Children, Families, Lifelong Learning and Culture Select Committee with an update on progress in implementing the recommendations of the Special Educational Needs and Disabilities Task Group which was established to evaluate the support provided to children with Special Educational Needs (SEN).

Introduction:

1. In October 2019, the CFLC Select Committee established a SEND Task Group to review the provision of SEND places, the support available for early intervention and the resourcing available for SEND services. During October – December, the Task Group held three evidence sessions attended by senior Council officers, Special Educational Needs Co-ordinators (SENCOs) and other senior education leaders including special and mainstream Headteachers and the Chief Executive of the Schools Alliance for Excellence (SAfE).
2. The findings and recommendations of the Task Group were presented to Cabinet in March 2020 and were accepted. There were nine recommendations, the final of which is to report back to the CFLC Select Committee by December 2020 on progress. This report provides a progress update on actions that have taken place to implement each of the Task Group's recommendations.

Progress on implementing the Task Group recommendations

3. Throughout the coronavirus pandemic, there has been tremendous partnership working across the Council and with schools and settings to maintain educational provision for all children and particularly the most vulnerable. In Surrey, during the first lockdown in the Spring, children with an Education, Health and Care plan (EHCP) continued to attend school where it was safe to

do so. 23% of Surrey children with an EHCP attended school compared to 16% nationally.

4. Despite the continued challenges of the pandemic and new lockdown arrangements, work continues to ensure that the vital programmes introduced pre-coronavirus are delivering the benefits anticipated, including additional places for children with SEND closer to home and early support without the requirement for a statutory Education, Health and Care plan.
5. The Task Group's recommendations and the progress made are as follows:
6. **Recommendation 1:** That, as soon as is reasonably practicable, nurseries be supported to provide appropriate support to children in early years through commissioning of outreach early interventions into nursery settings.
7. **Progress update:** The new Early Intervention Funding (EIF) was launched in April 2020 and is managed by the Early Years Governance Panel, which is made up of multi-disciplinary professionals from Education and Health teams. The funding is a supplement of Early Years Funded Entitlement and is designed to address the barriers to young children reaching their full potential. This includes special educational needs and disabilities as well as environmental factors such as early trauma and social and economic deprivation. The funding can be used to enhance the staff ratio, to provide training for the workforce, to support transitions into school and for other specific interventions all of which are focused on closing the attainment gap between the most disadvantaged and their peers. The panel process has built in review, monitoring and evaluation and is in the process of measuring success and impact on outcomes. The clear expectation is that through enabling early identification of need and interventions, there will be fewer unnecessary requests for Education Health and Care plans; there will be a reduction in the level and duration of future support later in children's school careers; and more children will be supported in mainstream rather than specialist provision. So far, over 250 schools and settings have accessed EIF with 427 children receiving early support.
8. **Recommendation 2:** That the funding arrangements for specials schools that provide outreach services for SEN children in mainstream schools be reviewed; and that the Executive Director of Children, Families, Lifelong Learning and Culture Directorate report with the findings of that review to the Children, Families, Lifelong Learning and Culture Select Committee no later than September 2020.
9. **Progress update:** The Outreach Review and options paper was completed in February 2020. The next steps, including the re-design of the offer, was paused as a result of the COVID 19 lockdown in March 2020. Council officers have

now restarted the process and are beginning the re-design of the Outreach offer for mainstream schools and expect to have a proposed model for consultation by the end December 2020.

10. **Recommendation 3:** That, with immediate effect, the Children, Families, Lifelong Learning and Culture Directorate work with independent providers of SEN support to ensure that there is adequate, cost-effective provision to meet the needs of service users; and officers work with independent providers of SEN support to develop robust systems for contract management to prevent supply-driven demand caused by the overstatement of service users' educational needs.
11. **Progress update:** The Council has now implemented the latest version of the National Schools and College Contract with all independent providers. These are model standard contracts recommended by the Association of Directors of Children's Services. These contracts enable robust contract management of these providers and monitoring of their service delivery. Furthermore, as part of this process of rolling out these contracts, the Council has issued 1143 Schedule 2 agreements with independent providers which set out clearly the funding arrangements for each individual pupil in an independent setting. This insight into individual pupil needs and their provision has informed the Council's Capital Strategy and the agreement by Cabinet on 29 September 2020 to expand maintained special school provision for September 2021. This will enable the Council to place children closer to home and to reduce placements in the independent sector, with its associated higher costs, other than in exceptional circumstances where a pupil's needs cannot be met in Surrey special schools and units within mainstream schools.
12. **Recommendation 4:** That, to reduce journey times for service users, the commissioning of SEN provision closer to demand and the development of outreach services in mainstream schools under the capital programme be accelerated with immediate effect.
13. **Progress update:** In Phase 1 of the SEND Capital Programme, Cabinet approved £33.2m investment in expanding local area specialist provision by 883 additional places on 24 September 2019, as well as agreement for three new DfE Free Schools, one of which is funded by Surrey County Council from the £33.2m investment. The new Free Schools will come on-line between 2021-2023 and create 532 places of the 883 planned.
14. More than 100 additional places have already been created for September 2020 through agreed reorganisation with local schools, with little or no requirement for capital investment. The remaining planned places of the 883 Phase 1 Programme will be delivered through SEND Capital Projects by 2023.

15. Analysis completed over the summer of 2020 revealed that priority expansion was necessary for Secondary and Post 16 special school provision in the South East, North West and North East quadrants. Specialisms in the following need types were also identified: Autism/ Communication & Interaction Needs, Social Emotional and Mental Health Needs and Cognition & Learning Needs (Moderate Learning Difficulties). The analysis revealed long-term deficits in planned places and an increase in forecast growth for these three need types.
16. For Phase 2 of the SEND Capital Programme, Cabinet approved a further £36m investment on 29 September 2020 for expansion and development of local special schools and specialist centres to create 213 additional permanent expansion places to meet the need identified in Summer 2020. There are a further six SEND Capital Projects in Phase 2, taking the total additional planned places to 1114 at an investment of £69.2m.
17. Analysis and planning for Phase 3 the SEND Capital Programme is underway. The forecasting tools have been further refined following Phase 1 and Phase 2, and provide robust technical data to inform proposals. All schools will be contacted in Spring 2021 about the specific requirements for Phase 3. Subsequent phases of the SEND Capital Programme will also be subject to further stakeholder engagement activity with the view to creating a new sustainable, co-produced and quality assured decision-making framework, to ensure that SEND System interdependencies across education, health and social care are considered fully in the SEND Capital Programme.
18. **Recommendation 5:** That, with immediate effect, commissioners work with SEND case officers to provide alternative pathways to support that do not require an Education, Health and Care plan.
19. **Progress update:** In July 2020, the Council introduced a new 'front door' for vulnerable learners, their parents and the professional who support them to access advice, information and support. The Learners' Single Point of Access (L-SPA) provides parents and professionals with direct access to advice on how to access the support they need. It has received nearly 3000 calls already, with up to 60% resolved at this first point of contact. From October, all Requests for Assessment are now coming through the L-SPA. Through the new Request for Support pathway, professionals or families can request support for a child or young person to access a wide range of support without the need for a statutory assessment, or if they are unsure of whether a child or young person's needs would meet statutory levels.
20. The L-SPA helps to navigate to services, support and specialist advice quickly so that children and young people can be supported faster and earlier. Their needs are holistically assessed through a multi-disciplinary lens to identify the best package of support for a child or young person and their family. The

attached video explains the L-SPA further:

<https://www.youtube.com/watch?v=BiF2vkTh56g>

21. With all requests coming through the L-SPA, the multi-agency team is able to analyse data in much greater detail; looking at the calls and requests coming through and identifying trends and themes by age group, by primary need, by geographical area, or by school. This insight will then be used to inform commissioning and to work proactively with schools to offer earlier intervention to meet needs earlier and to prevent EHC needs assessment requests.
22. **Recommendation 6:** That a review of the implementation and effectiveness of the Graduated Response be conducted; and that the Executive Director of Children, Families, Lifelong Learning and Culture Directorate report with the findings of that review to the Children, Families, Lifelong Learning and Culture Select Committee no later than October 2020.
23. **Progress update:** The implementation of the Graduated Response was evaluated, and the report finalised in July 2020. The key findings were that the use of professional expertise from SENCOs within the team, alongside Early Years Advisers and school-age funding through the Local Learning Fund (LLF), enabled a rapid introduction of the Graduated Response within the education sector. The mechanism of distributing funding to schools and settings, using multi-agency panels, also built key relationships and strengthened the engagement of settings with the Graduated Response.
24. The Graduated Response Advisers played a crucial role in the pandemic. They supported school-based SENCOs with undertaking risk assessments for all learners with EHCPs or who were considered vulnerable. Work has continued to monitor and understand the impact of the LLF funding to schools. As schools resumed in September, the Graduated Response team has re-established its 'business as usual' work with schools, and a new School-age Manager has been recruited and is in place to build further capacity.
25. Areas for development this year are to broaden the reach of the Graduated Response within the secondary and post 16 sectors. This will require targeted work with sector representatives in order to be able to further adapt the Graduated Response according to the needs of pupils within those settings.
26. **Recommendation 7:** That, with immediate effect, the development of, and communication with, Special Educational Needs Coordinators be improved to support the implementation of the Graduated Response Approach.
27. **Progress update:** Each Graduated Response Adviser is based within one of the four Surrey quadrants and, being locally based, has built a network across SENCOs for that quadrant. Each Adviser offers training, support and school

visits to SENCOs, using an analysis of the specific training needs of the SENCOs and the support they have requested. The impact of this has been demonstrated through higher quality LLF funding applications which better identify how the funding will build the capacity of the school for the longer term to deliver the Graduated Response.

28. **Recommendation 8:** That, with immediate effect, to assist schools to use their budgets to appropriately resource SEND provision, Special Educational Needs Coordinator networks be invested in to ensure SEND staff and Governors are engaged and aware of the challenges faced by the education system.
29. **Progress update:** Surrey's school-led partnership, Schools Alliance for Excellence (SAfE), has been commissioned to run refreshed SENCO networks for Surrey, the first meeting of which was due to take place, unfortunately, on the day of national lockdown in March 2020. Approximately 200 SENCOs had signed up, which is a greater volume than had attended previous meetings organised by the former commissioned provider. The meeting was re-scheduled for May, delivered by Zoom and focussed on the Graduated Response. Over 400 SENCOs attended. Further SENCO network meetings were held in September outlining the new L-SPA and SENCOs provided valuable feedback which was used to adjust the new service. With SAfE, the Council's senior education and vulnerable learners officers have since lockdown held regular virtual briefings for Governors, with attendance of up to 400 Governors.
30. **Recommendation 9:** That the Children, Families, Lifelong Learning and Culture Directorate report by no later than December 2020 to the Children, Families, Lifelong Learning and Culture Select Committee on the implementation of recommendations 1, 3, 4, 5, 7 and 8 of this Report.
31. **Progress update:** This report fulfils this recommendation.

Conclusions:

32. Despite the challenges of coronavirus pandemic, significant progress has been made on implementing the Graduated Response and Learners' SPA to support schools with new pathways to earlier support for children with SEND, on building the capacity of SENCOs as a crucial workforce in schools and on extending the SEND Capital programme to provide specialist provision based on robust evidence of need. Where some work was paused due to lockdown, such as the work with schools to redesign the Outreach offer to mainstream schools, this has now been resumed and is progressing as planned.

Recommendation:

33. The Select Committee is asked to note the significant work underway to implement the SEND transformation programme and the recommendations of the SEND Task Group.

Report contact

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14 DECEMBER 2020

CABINET RESPONSE TO THE REPORT OF THE NO WRONG DOOR TASK GROUP

Purpose of report:

To apprise the Select Committee of the Cabinet Response to the Report of the No Wrong Door Task Group and provide opportunity for the Select Committee to make further recommendations.

Introduction:

1. Between July and September 2020, the No Wrong Door Task Group, established by the Children, Families, Lifelong Learning and Culture Select Committee, assessed the suitability of the No Wrong Door model with regard to its potential introduction in Surrey.
2. The [Report of the No Wrong Door Task Group](#) contains nine recommendations (listed below), which are informed by written submissions received from, and the oral evidence of, council officers and a range of partners, stakeholders, and local authorities with experience of the No Wrong Door model. Some independent research was also undertaken by the Task Group. The Report was presented to the Children, Families, Lifelong Learning and Culture Select Committee on 21 September 2020.
3. On 27 October 2020, [the No Wrong Door Task Group reported to the Cabinet](#).
4. The No Wrong Door Task Group recommended:
 1. *that Corporate Parenting not agree to terms of accreditation which will prevent the further development of Surrey County Council's No Wrong Door service.*
 2. *that Corporate Parenting not agree to an accreditation fee which it considers to be disproportionate to the benefits of accreditation.*
 3. *that the development and introduction of a No Wrong Door service in Surrey continue.*

4. *that Corporate Parenting undertake targeted work to foster a shared culture between No Wrong Door staff at an early stage of the implementation of the model; and develop clear lines of accountability for staff.*
 5. *that Corporate Parenting have regard to the importance of the consistency of No Wrong Door key workers when developing those roles and the job descriptions therefore; and explore ways to promote the retention of key workers and other NWD staff.*
 6. *that consistent support from the No Wrong Door team be emphasised, rather than consistent support from individual No Wrong Door staff members.*
 7. *that designs for No Wrong Door hubs not be finalised until after the service has been operational for at least six months, including operating in shadow form.*
 8. *that Corporate Parenting work with User Voice and Participation to agree a name for Surrey's No Wrong Door service other than 'No Wrong Door', if doing so is compatible with any terms of accreditation agreed with North Yorkshire County Council and will not significantly impair the recruitment of No Wrong Door staff.*
 9. *that the Cabinet Member for Children, Young People and Families report on the development, implementation and impact of the No Wrong Door, with reference to the recommendations of this report and agreed performance measures for the No Wrong Door, to the Children, Families, Lifelong Learning and Culture Select Committee in October 2021, subject to the implementation of the No Wrong Door by April 2021.*
5. At Cabinet on 27 October 2020, the Cabinet Member for Children, Young People and Families presented a [Cabinet Response](#) to the recommendations of the No Wrong Door Task Group. The Response accepted recommendations 3 to 7 and 9 in their entirety. The Response should be read in conjunction with this Report, which does not exhaustively restate or summarise the content of the former.
 6. On consideration of the Report of the No Wrong Door Task Group and the Cabinet Response, the Cabinet resolved:

That the No Wrong Door Task Group report and the Mental Health Task Group be noted. Cabinet responses to the task group recommendations were included in the supplementary agenda.

Recommendation 1 of the No Wrong Door Task Group

7. Recommendation 1 of the No Wrong Door Task Group:

that Corporate Parenting not agree to terms of accreditation which will prevent the further development of Surrey County Council's No Wrong Door service.

8. In respect of recommendation 1, the Cabinet Response stated that nothing in Corporate Parenting's discussions with North Yorkshire County Council had, to date, indicated that accreditation will prevent Surrey County Council from being innovative or developing the service to meet local need. The ten distinguishing features of the model and the model's core offer to young people as outlined by North Yorkshire County Council were compatible with any future development of the service in Surrey.

Recommendation 2 of the No Wrong Door Task Group

9. Recommendation 2 of the No Wrong Door Task Group:

that Corporate Parenting not agree to an accreditation fee which it considers to be disproportionate to the benefits of accreditation.

10. In respect of recommendation 2, the Cabinet Response stated that, since the publication of the Task Group's Report in September, further information had been provided by North Yorkshire County Council in respect of the model's accreditation. The accreditation package was likely to be a two-year period of support under a Service Level Agreement, which would include a specified number of days of support and quality assurance as well as use of North Yorkshire County Council's intellectual property:
- Planned support for implementation and sustainability of the model, including quality assurance activity
 - Critical friend role at project boards, including sharing of learning experience in North Yorkshire and elsewhere
 - Final review closer to the end of the two-year period, including a report and recommendations for continued success
11. North Yorkshire County Council had indicated that the accreditation fee was likely to be in the region of £50,000 across the two-year period. The Cabinet Response added, for context, that the average cost of an externally commissioned residential placement for a teenager with complex needs was £4,374 per week (£227,448 per year) and the most expensive placement was £8,065 per week (£419,380 per year). During 2020, the Council had averaged

between 70 and 75 of such placements and had a total budget of £16.1 million for external residential placements. The Cabinet Member anticipated direct savings of at least £682,000 in the first year of the No Wrong Door's operation in Surrey and to avoid further costs of children becoming looked after of £1.2 million. Accreditation was also said to provide access, beyond the lifetime of the formal support, to a network of No Wrong Door practitioners which North Yorkshire County Council was seeking to establish.

Recommendation 8 of the No Wrong Door Task Group

12. Recommendation 8 of the No Wrong Door Task Group:

that Corporate Parenting work with User Voice and Participation to agree a name for Surrey's No Wrong Door service other than 'No Wrong Door', if doing so is compatible with any terms of accreditation agreed with North Yorkshire County Council and will not significantly impair the recruitment of No Wrong Door staff.

13. Recommendation 8 was made by the Task Group as looked-after children and care leavers had described the name 'No Wrong Door' as 'misleading, overpromising and unrealistic'.

14. In respect of recommendation 8, the Cabinet Response stated agreement with the 'spirit of the recommendation' but that the name 'No Wrong Door' was renowned and may help attract staff and partners due to its successful history. It is the name of the model, rather than the name of a building and location, and therefore service users would not necessarily be aware of the name in their day-to-day interaction with the Hub and Hub staff. Corporate Parenting would fully consult with young people on the matter.

Conclusions:

15. The Cabinet Member for Children, Young People and Families has provided assurances in respect of recommendations 1, 2 and 8 of the Report of the No Wrong Door Task Group and has accepted recommendations 3 to 7 and 9 in their entirety.

Recommendations:

1. The Children, Families, Lifelong Learning and Culture Select Committee note the assurances provided by the Cabinet Member for Children, Young People and Families in the Cabinet Response to the Report of the No Wrong Door Task Group and agree that those assurances satisfactorily address the concerns underlying recommendations 1, 2 and 8 of the Report of the No

Wrong Door Task Group. The Select Committee endorse the Cabinet Member's decisions to proceed with the accreditation of Surrey County Council's No Wrong Door service by North Yorkshire County Council and to maintain the name 'No Wrong Door' for the service.

Next steps:

Early 2021 – No Wrong Door service becomes operational in shadow form.

April 2021 – No Wrong Door service becomes fully operational.

October 2021 – The Select Committee reviews the initial impact of the service.

Councillor Lesley Steeds, Chairman of the No Wrong Door Task Group and Vice-Chairman of the Children, Families, Lifelong Learning and Culture Select Committee.

Report contact

Benjamin Awkal, Scrutiny Officer

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Sources/background papers

Report of the No Wrong Door Task Group:

<https://mycouncil.surreycc.gov.uk/documents/s69980/Final.pdf>

Report of the No Wrong Door Task Group to Cabinet:

<https://mycouncil.surreycc.gov.uk/documents/s70483/NWD%20Task%20Group%20Cabinet%20Report.pdf>

Cabinet Response to the Report of the No Wrong Door Task Group:

<https://mycouncil.surreycc.gov.uk/documents/s71773/Item%2005%20A-%20Cabinet%20response%20to%20No%20Wrong%20Door%20TG%20Reccs.pdf>

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MONDAY 14TH DECEMBER 2020

Scrutiny of 2021/22 Draft Budget and Medium-Term Financial Strategy to 2025/26

Purpose of report: Scrutiny of the Draft Budget and Medium-Term Financial Strategy

Introduction:

1. Attached is a summary of the 2021/22 Draft Budget and Medium-Term Financial Strategy (MTFS), particularly focussing on the budgets for Children, Families, Lifelong Learning and Culture (CFLC).
2. The 2021/22 Draft Budget and MTFS to 2025/26 was presented to Cabinet on 24th November 2020. The Final Budget for 2021/22 will be approved by Cabinet in January 2021 and full Council in February 2021. It is good practice to, as far as possible, set out in advance the draft budget to allow consultation on and scrutiny of the approach and the proposals included.
3. The production of the 2021/22 budget has been developed through an integrated approach across Strategy, Transformation and Finance, ensuring that revenue budgets, capital investment and transformation plans are all aligned with each Directorate's service plans and all four corporate priorities of the organisation.

Context:

4. Continuing a trend set over several previous financial years, Local Government funding remains highly uncertain, with a number of factors likely to result in significant changes to the draft funding position over the medium-term, in particular; a one-year Spending Review on 25th November (in lieu of an anticipated three-year settlement) and clarity on the treatment of the DSG High Needs Block (HNB) deficit. The provisional settlement is expected to be released close to Christmas with a final settlement in January 2021. Government spending to combat Covid-19 and mitigate its impact on business and individuals has led to record levels of public sector borrowing; this may well influence the level of funding available for Local Authorities.

5. Despite the funding uncertainty, the overall outlook for 2021/22 is one of stability; with Directorate budget envelopes currently projected to remain largely at 2020/21 levels. There remain significant challenges in managing growth in demand, inflationary pressures and the ongoing impact of Covid-19 within those envelopes. In terms of living within the principles of a budget envelope approach, Directorates have been tasked with identifying efficiencies to close their element of the overall budget gap.
6. Good progress has been made over the last few months in reducing the original budget gap from £63.7m to the current provisional budget with a gap of £18.3m. There still remains work to be completed to close this gap but it is recognised that the funding element of the budget has not yet been finalised and the final budget will only be completed on the Local Government Finance Settlement which is due in December 2020.

Budget Scrutiny

7. Annex 1 sets out the budget proposals for CFLC including the latest calculated revenue budget requirement compared to the current budget envelopes based on the Council's estimated funding, the service budget strategy, information on revenue pressures and efficiencies and a summary of the Capital Programme. Each Select Committee should review in the context of their individual Directorate, exploring significant issues and offering constructive challenge to the relevant Cabinet Members and Executive Directors.
8. Members should consider how the 2021/22 budget supports the Council in being financially stable whilst achieving Directorate and Corporate priorities and the Council's Vision for 2030. The budget aims to balance a series of different priorities and risks, and between investment, efficiencies and increases in the rate of Council Tax. It is appropriate for the Committee to consider how successful the budget is in achieving this.

Conclusions:

9. The provisional Local Government Finance Settlement in December 2020 will clarify the funding position for the Council, albeit for only one financial year. Once the funding position is clear, Directorate pressures, efficiency requirements and the Capital Programme will be finalised.

Recommendations:

10. That each Select Committee agrees a set of recommendations to the Cabinet, pertinent to their area, which will be included in the Final Budget Report to Cabinet in January 2021.

Next steps:

11. The recommendations resulting from Select Committee scrutiny process will be compiled and reported to the Cabinet meeting on 26 January 2021.

Report contact

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Annexes:

Annex 1: 2021/22 Draft Budget Report and Medium-Term Financial Strategy to 2025/26 – Scrutiny Report for CFLC

Sources/background papers

- 2021/22 Draft budget and medium-term financial strategy report to Cabinet 24th November 2020

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Children, Families, Lifelong Learning and Culture Select Committee

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2021/22 Draft Budget Report and Medium-Term Financial Strategy to 2025/26

14th December 2020

Introduction – 2021/22 Draft Budget and Medium-Term Financial Strategy

Purpose and content

- Set out to Select Committee the 2021/22 Draft Budget and MTFS, setting out:
 - 2021/22 budget gap
 - 2021/22 – 2025/26 summary position
 - Detailed Directorate progress

The process to date

- Stabilise the 2020/21 budget following the immediate CV-19 crisis through budget resets
- Establish Core Planning Assumptions and funding projections
- Convert the assumptions into the Draft Budget position
- Identify efficiencies to contribute towards closing the gap for 2021/22 and the medium-term
- Draft budget presented to Cabinet 24th November with a gap to close of £18.3m

Next Steps

- Closing the gap
 - Refine core planning assumptions, funding assumptions and Directorate gaps
 - Finalise the efficiency and transformation proposals
- Finalise the 2021/22 – 2025/26 Capital Programme
- Consultation with residents on draft proposals and Equality Impact Assessments
- Final Budget to Cabinet in January 2021
- Final Budget to Council February 2021

Our Focus for the Next 5 Years: 2021 – 26

Community Vision 2030

We want Surrey to be a uniquely special place where everyone has a great start in life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community and where no one is left behind. Where our economy thrives and grows, in balance with our beautiful natural environment. While many residents and businesses thrive in Surrey, not everyone has the same opportunities to flourish so our focus for the next five years will be guided by the principle of **tackling inequality and ensuring no-one is left behind**

Four priority objectives ('dial up' areas)

Growing a sustainable economy so everyone can benefit

Support people and businesses across Surrey to grow during the economic recovery and re-prioritise infrastructure plans to adapt to the changing needs and demands of residents at a time of financial challenges

Tackling health inequality

Drive work across the system to reduce widening health inequalities, increasing our focus on addressing mental health and accelerating health and social care integration to reduce demand on services while improving health outcomes for residents

Enabling a greener future

Build on behaviour changes and lessons learnt during lockdown to further progress work to tackle environmental challenges, improve air quality and focus on green energy to make sure we achieve our 2030 net zero target

Empowering communities

Reinvigorate our relationship with residents, empowering communities to tackle local issues and support one another, while making it easier for everyone to play an active role in the decisions that will shape Surrey's future

Transforming the Council

Customer experience

We will get better at seeing things from a resident's perspective, giving customers a simpler and more consistent experience

Stronger Partnerships

We will focus on building stronger and more effective partnerships with residents, other public services and businesses to collectively meet challenges and take opportunities

Transformation and reform

We will continue our comprehensive transformation programme to improve outcomes for residents, deliver efficiencies and make sure financial sustainability underpins our approach

Digital and Data

We will embrace digital solutions and take a data-driven approach to transforming our organisation and services we deliver for residents

Agile, diverse and motivated workforce

We will embed new agile ways of working and provide staff with the tools and support to be high performing and outcomes-focussed. We will put equality, diversity and inclusivity at the heart of everything we do, valuing the strength of a diverse workforce

Financial Management

We will spend our money in the most efficient and effective ways, so we can have the greatest impact on improving people's quality of life and ensure we provide the best value for money to our residents

2021/22 Draft Budget

- The table shows the overall picture for the Council for 2021/22 against estimated funding
- Pressures, efficiencies and funding will continue to iterate over November and December
- In particular, funding estimates are subject to clarification as our understanding of the impact of CV-19 on Council Tax Collection continues to develop
- Announcements from Government expected on 24th November - further detail before Christmas
- The draft budget includes net pressures of £59.3m, with efficiencies of £41m, leaving a net gap of £18.3m

	Base Budget £m	Pressures £m	Efficiencies £m	Directorate Total £m	Directorate Gap £m
Adult Social Care	372.1	16.5	(11.5)	377.1	5.0
Public Health	32.6	0.0	0.0	32.6	0.0
Children, Families, Lifelong Learning and Culture	245.2	26.8	(20.9)	251.2	5.9
Environment, Transport and Infrastructure	132.8	9.4	(3.5)	138.8	5.9
Community Protection	36.2	1.8	(0.5)	37.4	1.2
Resources	66.6	3.9	(4.4)	66.1	(0.5)
TPP Services	17.4	0.9	(0.2)	18.1	0.7
Central Income and Expenditure	65.4	3.2	0.0	68.6	0.0
Directorate Sub-total	968.4	62.5	(41.0)	989.9	18.3
Projected Funding	(968.4)	(3.2)	0.0	(971.6)	
Net Gap	0.0	59.3	(41.0)	18.3	

2021-2026 Medium Term Financial Plan

- Directorates were tasked with costing the core planning assumptions and scenarios to arrive at a **pressures and efficiencies** for the MTFS from 2021/22 to 2025/26 to include alongside the Draft Budget
- **Draft estimates of likely funding over the medium-term** from Council Tax, Business Rates and Government Grants have been developed – these will need to be updated for funding announcements expected in November and December
- Pressures may iterate as further information on CV-19 becomes clearer
- The Capital Programme will continue to be refined to present the final programme to Cabinet in January, recommended to full Council in February

2021-2026 Council Summary Position

- The table shows the overall picture for the Council against estimated funding
- The estimates in some cases are indicative at this early stage and will require review
- 2021/22 shows a gap of £18.3m, growing to £170.1m over the 5-year MTFS
- Funding estimates are based on the most likely outcome but will be kept under review

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	Total					
	2020/21	2021/22	2022/23	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m
Budget Envelope	968.4	971.6	960.3	933.8	929.0	
Brought forward budget	968.4	968.4	989.9	1,034.5	1,066.8	
Plus growth (inc inflation)		62.5	47.6	44.5	43.9	243.9
Less identified efficiencies		(41.0)	(29.7)	(12.3)	(11.5)	(113.2)
Total budget requirement		989.9	1,007.7	1,066.8	1,099.1	
Reductions still to find		18.3	29.1	50.2	37.0	170.1

Children, Families, Lifelong Learning and Culture

Services provided

Our purpose is to ensure that Surrey's children and families get the help and support they need at the right time, enabling children and young people to be safe and feel safe, healthy, have great education, skills and employment opportunities and make good choices about their wellbeing. Our ambition is that children and young people can live, learn and grow up locally.

The directorate aims to work with all our multi-agency partners and in true partnership with children and families to provide them with access to a range of services that tackle inequalities in outcomes, support independence and enhance their lives.

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There are seven strategic priorities for 2020/21 alongside ongoing, business as usual, responsibilities within the Directorate. These seven are:

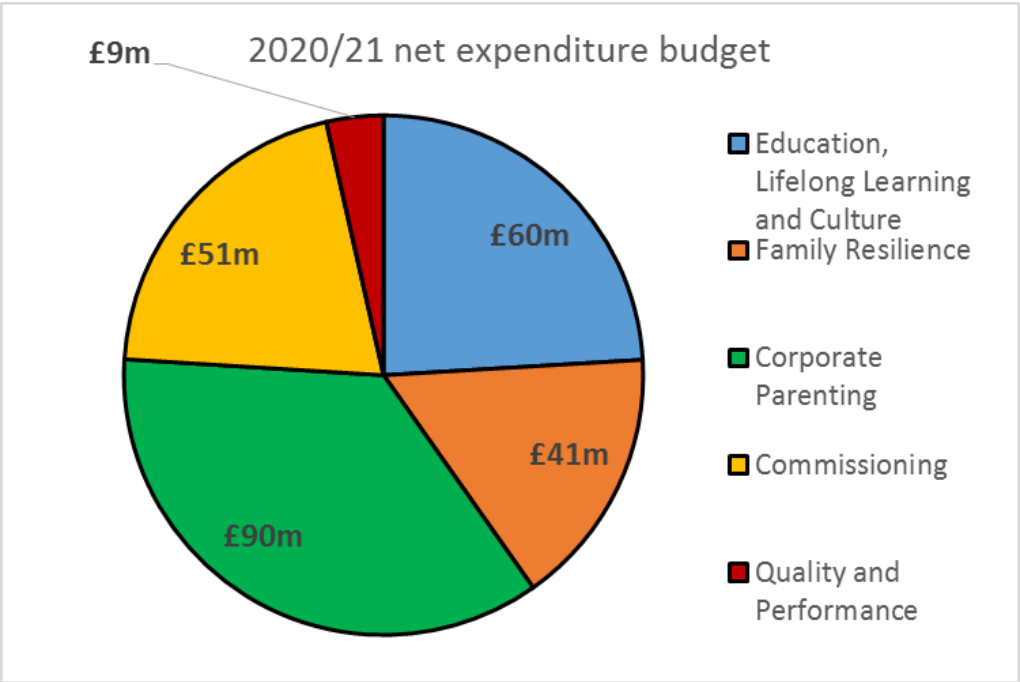
- Response to the Coronavirus Pandemic
- Starting well: first 1000 days
- Children's Services Improvement
- SEND and additional needs transformation
- Emotional Health and Wellbeing
- Libraries and Cultural Services transformation
- Enabling our people, utilising our technology and embedding equality and diversity for all

How is the service budget spent?

Care package net expenditure	2020/21 budget
Education, Lifelong Learning and Culture	£60m
Family Resilience	£41m
Corporate Parenting	£90m
Commissioning	£51m
Quality and Performance	£9m
Exec Director central costs	£1m
Total	£251m

The net expenditure budgets do not show the expenditure funded through the Dedicated Schools Grant (DSG) which is held within ELLC.

This accounts for another £920m of expenditure including the schools, high needs, early years and central services blocks.



Service strategy for 2021-26 MTFS

CFLC’s 2021-26 MTFS strategy is focused on the key areas of transformation and financial pressure within the Directorate. The transformation and transition of Children’s Services within the Council and its partners following the Ofsted inadequate rating continues to be an primary focus but there are other emerging financial issues this strategy looks to address.

- **Expenditure on placements** within both Education and Childrens Social Care are the cause of the main cost pressures within the directorate. A number of approaches including expanding the Council’s internal provision through the Capital programme are being brought forward to mitigate the impact of increasing demand.
- As well as the pressures on placements, **SEND expenditure** through the DSG High Needs Block (HNB) continues to impact on the Council’s General Fund. Increases in demand through Education Health and Care Plans (EHCPs) significantly outstrips funding increases in this area so additional management action is required to try and limit the impact.
- Changes continue to be made to **Integrated Commissioning** that will strengthen the way we integrate, deliver and continue to develop our Integrated Care System (ICS) to improve outcomes for our residents. It aims 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. The Emotional Wellbeing and Mental Health (EWMH) contract re-procurement is progressing to be implemented in April 2021 and will represent the first major piece of work undertaken as part of these new integrated commissioning arrangements.

2021-26 MTFS Budget Summary

Children, Families, Lifelong Learning and Culture									
	2019/20 Budget	2019/20 Outturn	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	243.4	244.6	250.9	250.9	256.9	252.0	247.9	244.5	
Pressures				61.6	22.0	24.1	23.6	22.9	154.3
Efficiencies				(55.7)	(26.9)	(28.1)	(27.0)	(26.6)	(164.3)
Current calculated budget requirement				256.9	252.0	247.9	244.5	240.9	
Pressures vs Efficiencies				5.9	(4.9)	(4.0)	(3.4)	(3.7)	
Indicative share of medium term gap					8.7	6.1	11.6	6.2	
Reductions still to find				5.9	3.8	2.1	8.2	2.5	22.6

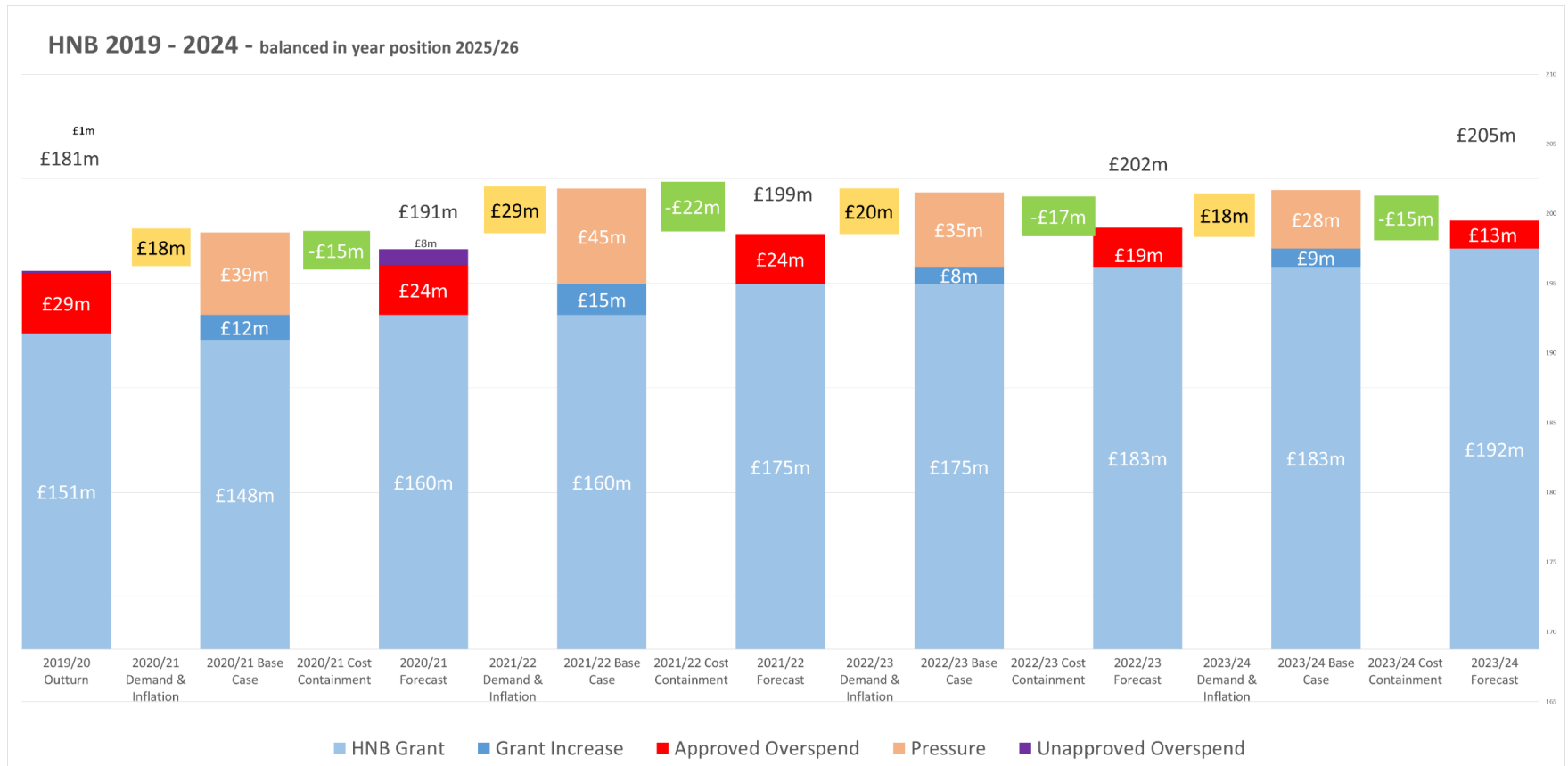
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Although significant progress has been made in developing more financially sustainable budget proposals in recent months a gap of £6m still remains in 2021/22 compared to the Council’s currently estimated available funding.

The cumulative gap over the five year period is £22.6m, however that is on the assumption that a spike in Looked After Children referrals caused by COVID-19 reduces from 22/23 creating a year on year reduction in financial requirement.

The funding available in 2021/22 for all Council services will be reviewed when the Local Government Finance Settlement for 2021/22 is published (expected in December 2020). This combined with any changes to CFLC’s current estimated pressures or efficiencies will determine the budget gap for 2021/22 that CFLC will need to be close.

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The green segments represent the cost containment required to achieve the planned position over the next three years. Any reductions in the assumed grant increases would result in additional cost containment activity being required.

Summary of budgeted pressures

Pressure	2021/22 £m	2021-26 £m	Comments
Increase in CSC referrals and LAC	13.1	4.6	Increase in Looked After Children (LAC) numbers due to impact of COVID-19 pandemic in addition to a c4% year on year growth rate. 20/21 pressure of £2.9m also adds to the requirement in 21/22.
SEND High Needs Block	34.8	66.8	Projected growth and demand pressures within the DSG HNB. The 21/22 position includes a b/f £7.6m overspend from 20/21 which needs to be found.
Pay inflation	2.5	11.3	Corporate allocation for pay inflation but this will also need to cover any changes in pay structure or restuctures.
Contract and other inflation	2.1	8.0	Projected inflation on key contracts within the directorate.
Integrated Commisioning	3.0	0.0	Additional SCC contribution to the Emotional Wellbing and Mental Health contract.
Lost COVID-19 cultural income	3.1	0.0	Income loss is being funded in 20/21 through the COVID-19 grant. This will not be available in 21/22 so any reductions in income will need to be mitigated.
Existing at risk efficiencies	3.0	2.0	Additional health contribution efficiencies have not been achieved in 20/21.
Total budgeted pressures	61.6	92.6	

Planned efficiencies

Efficiency proposals	Transformation programme	2021/22	2021-26	RAG
		£'000	£'000	
Libraries and cultural services transformation	Libraries	600	1,100	G
Reunification Project		200	400	A
Health integration		1,000	2,000	R
Systems development and automation		0	450	A
Transport inflation containment	SEND	1,292	5,791	A
Transport stretch target	SEND	1,750	0	R
ELLC 20/21 underspends		500	0	A
HNB Cost Containment	SEND	20,004	53,715	R
HNB Additional Grant	SEND	14,820	34,191	G
Increase vacancy factor in non social work roles		1,300	0	R
Travel allowances/other supplies given remote working		500	0	A
Quality & Performance savings		0	200	A
Reduction in 20/21 in year overspend		1,000	0	A
Inflation containment/commissioning savings		500	0	A
Key lines of enquiry; e.g s20 charges etc.		500	0	A
Impact of new practice models on LAC numbers		1,000	10,755	A
Increase in SC referrals - treat through work spreading	Family Resilience	7,590	0	R
Managing lost income due to COVID-19 within culture		3,146	0	A
Total efficiency proposals		55,702	108,603	

CFLC - Capital Programme

- The CFLC Capital Programme totals £3.0m over 5 years, as set out below:

Project	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Education Management System	0.8	-	-	-	-	0.8
Adaptions For CWD	0.3	0.3	0.3	0.3	0.3	1.7
Foster carer grants	0.2	0.2	0.2	0.2	0.2	1.1
School Kitchens	0.3	-	-	-	-	0.3
Children Services Total	1.7	0.5	0.5	0.5	0.5	3.8

- These amounts represent schemes directly delivered by CFLC.
- The EMS project also sits in the IT & D programme
- In addition, a number of CFLC projects are included in the Property Capital Budget or Pipeline

The CFLC schemes of £270.4m are also included in the Property Capital Budget, as set out below:

Project	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Schools Basic Need	30.6	38.4	43.7	5.7	5.7	124.0
Recurring Capital Maintenance Schools	13.5	17.3	17.3	17.5	18.0	83.5
Priority Schools Building Programme 2	2.2	-	-	-	-	2.2
SEND Strategy	22.0	29.3	9.4	-	-	60.7
CFLC Schemes Delivered by Property	68.3	85.0	70.3	23.2	23.6	270.4

- Property Pipeline allocations for CFLC include:
 - Looked After Children (£40m)
 - Pupil Referral Unit Schemes (£23m)
 - Children's Centres and Family Centres (£1m)

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CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE
SELECT COMMITTEE MEETING

MONDAY 14 DECEMBER 2020



CHILDREN'S IMPROVEMENT UPDATE

Purpose of report:

To provide an update on the improvement of Surrey's children's services and the impact of the COVID-19 pandemic on the improvement programme and the delivery of frontline services. This report provides further information on the services and activity outlined in the last report to the Select Committee on 28 July 2020.

Introduction:

1. Following the major restructure of children's services completed in 2019, the Family Resilience improvement programme has continued in 2020 throughout the Covid-19 pandemic and while some resources have shifted to support other parts of the service, improving frontline practice is critical and it therefore remains a priority for the CFLLC directorate. The improvement programme is in the final year of delivery and is embedding the new ways of working to ensure profound and rapid improvements to children's services in Surrey so that all children in the county receive the right help at the right time.
2. Since the last report in July, the next iteration of the improvement plan - the 'Getting to Good' plan - has been developed and this goes beyond the inspection findings from 2018; Effective Family Resilience is an entirely new practice model and therefore a more ambitious and innovative improvement plan is required.
3. The third Mockingbird Hub was launched as planned in August helping to provide more, and more stable, homes with foster families. Our Universal Youth Work consultation concluded in the summer and we are now focussed on enabling the community, voluntary and faith sector (CVFS) to use the youth centres for the benefit of young people and acting as an enabler and facilitator of open access universal youth work in Surrey. Ensuring there is one single point of access for families to our services has moved a step further with the Learners Single Point of Access (SPA) merging with the Children's SPA in September. We are also fortunate that, with agreement from the Department for Education (DfE), Essex County Council has been appointed as a Partner in Practice (PiP) for Surrey's children's service and we welcome their support on our improvement journey.

4. Despite continuing to drive improvement, the Covid-19 pandemic has inevitably had a major impact on delivery of frontline services. We have seen demand increase dramatically across almost all services with referrals increasing by over 30% since February, children subject to Child Protection Plans up 15% and over 100 children coming into the care system in the last 3 months alone. The increase in demand is leading to increased caseloads for social care practitioners and combined with 30 social work vacancies, a high turnover of staff and 25% agency rate, we expect to see an impact on timeliness and quality if increased levels of referrals continue through the autumn and winter. We have a renewed focus on improving the recruitment and retention of social work staff across our services however the challenge is made more difficult due to the pandemic and should not be underestimated.
 - 4.1 Annex 1 (Performance Information for Select Committee December 2020) contains key reports and performance information from the October 2020 Performance Compendium and the Children's Services Analysis Tool. This is referenced in paragraphs 10-13.
5. A summary of the Monthly Case Audit Programme, Thematic Auditing and Mock Inspections was shared in July and a further update is provided in this report in response to the Committee's recommendation. Disappointingly the overall quality of frontline services shown in the recent audits does not demonstrate any significant improvement in the level of inadequate practice. We are re-doubling our efforts on improving this and have identified several key priorities that our frontline managers, social workers and quality assurance staff will be focussing on over the next few months.
 - 5.1 Annex 2 (Audit Highlight Report Nov'18 to Sep'20) contains the latest update from the Monthly Case Audit Programme. Key practice findings are outlined from auditing in August and September 2020. The report also includes the results of all monthly audits from November 2018 to September 2020. This is referenced in paragraphs 32-34.
 - 5.2 Annex 3 (QA & Inspection Readiness Thematic Overview Report Sept 2020) contains an update on the themed auditing activity taking place across children's services. This is referenced in paragraphs 35-37.

Impact of Covid-19 on Children's Services

Children's Services and the Second 'Lockdown'

6. The second national lockdown starting in November presents additional challenges for the delivery of children's services however arrangements have been put in place quickly to reduce the impact. Our focus continues to be on delivering the essential work to support Surrey's residents, to safeguard children and to maintain consistency across frontline services wherever possible.

7. We have continued to restore services with most now up and running in a 'normal way' (under Covid-19 restrictions) and nearly all of our children and families will continue to be seen face to face rather than virtually - in line with government guidance. As of 12 November 2020, 82% of Looked After Children have been visited (face to face) within timescales, 81% of children subject of a Child Protection Plan and 70% of children subject of a Child in Need Plan.
8. We have been supporting the reopening of Surrey schools, colleges and early years settings for all children since September, providing guidance on risk assessments and what to do in the event of symptomatic staff or pupils. Close partnership working through SAfE, the schools-led improvement partnership, has been important to develop catch-up programmes for children who have fallen behind in their learning and development as a result of Covid-19.
9. Our staff have proved to be incredibly resilient and worked very hard to ensure children are kept safe and supported throughout the pandemic and we continue to ask managers to risk assess any team members returning to offices and are regularly reviewing these to ensure that new concerns and questions are picked up. There are currently approximately 20 staff across children's services that are absent due to Covid-19.

Increases in Demand & Pressure on Frontline Services

10. This section of the report outlines the impact of Covid-19 on the demand for – and delivery of – frontline children's services. The commentary here should be read alongside the attached performance report providing more detailed charts & data (see *ANNEX 1 - Performance Information for Select Committee December 2020*).
11. The increase in contacts to the Children's Single Point of Access (C-SPA) during lockdown has led to a similar increase in referrals to social care. This has impacted on the re-referral rate and the number of children subject to a repeat assessment, Section 47 and Initial Child Protection Conference (ICPC). Whilst this has not impacted on timeliness for a child to progress through the system, where targets are being achieved, we continue to see increases in the number of children subject to a child protection plan for a subsequent time. See *ANNEX 1, slides 3 – 9* for further information.
 - 11.1 The increased numbers of contacts from our statutory partners to the C-SPA continued in September, with 49% of contacts having an outcome of 'information and advice'. Average timeliness to progress to Early Help (three working days) or from the MAP team to the Assessment Service (two working days) has remained consistent. We have also worked with Police and Health colleagues to reduce the lower level contacts. The service co-hosted 2 webinars with the voluntary, faith and community

sector to share challenges and support each other to reach to more families during the pandemic. We have engaged the support of the Surrey Safeguarding Children's Partnership (SSCP) to challenge partners to take more responsibility for sourcing support at Level 2 instead of going through the C-SPA. SSCP has requested a report on the progress of this initiative in December 2020.

- 11.2 The increase in contacts has led to a 17% increase in referrals as at 30th September when compared to the previous two months. During this time the number of re-referrals has also increased from 19% in May (174 children) to 26% in September (289 children).
 - 11.3 There are currently over 1500 open assessments in social care teams, the number of open assessments has incrementally increased since April and is now the highest number since February 2020.
 - 11.4 Recent months have seen an increase in strategy discussions and Section 47 Enquiries taking place which has led to a 15% increase in the number children subject to Initial Child Protection conferences. The number of children subject to a CP plan has increased from 696 in April to 770 in September. This is a 30% increase compared to September 2019 (593 children).
12. There has been an increase in children coming into care during lockdown, specifically teenagers on section 20 (voluntary) agreements. Comparisons with national, regional and statistical neighbours suggests Surrey is potentially an outlier in this area. See *ANNEX 1, slide 10* for more information.
- 12.1 Excluding 10 Unaccompanied Asylum Seeking Children (UASC), there have been 102 new entrants to the care system between July and September 2020. Over two thirds of these children and young people started with a voluntary, Section 20 agreement. There were 19 (28%) children aged between 10 and 15 years of age in this cohort and 20 (29%) young people aged 16 or 17 years of age when they entered care on a S20 agreement.
 - 12.2 As at 30th September 2020, there were 1004 children looked after by Surrey, 77 of these are UASC, all under 18 years of age. The rate per 10,000 is 38 children and young people. This remains significantly below statistical neighbours (48), the region (53) and national figures for 2018/19 (65).
13. The increase in demand is leading to increased caseloads, specifically in Assessment, Safeguarding and Care Leaver service (in addition to the legislative changes that enable young people to have a service extended up to their 25th birthday, when previously 21st). Combined with 30 social work vacancies, a high turnover of staff and 25% agency rate, the increase in demand will start to impact on timeliness and quality if increased levels of referrals continue through the autumn and winter. See *ANNEX 1, slide 11* for more information.

13.1 Average caseload numbers across all services appear to be manageable at 16 children per worker. However, there is significant variation in this numbers at service and quadrant level:

- a) There are many social workers in assessment teams with caseloads between 25-30 children, some with 35 or more, one with over 40 children. However, it is usual for assessment teams to have higher caseloads than teams providing longer-term support. There are specific workers and teams whose caseloads have increased, and we are supporting these teams; it is encouraging that performance across the assessment teams remains high despite the challenges with workload.
- b) There are a few examples where CP and LAC social workers have more than 15 children and young people allocated to them, though the data indicates this is an exception to the rule.
- c) Care Leaver caseloads average 18 young people, some Personal Advisors have 20+, the highest recorded number of allocations is 24.

13.2 We have appointed 40 newly qualified Social Workers recently however these practitioners do not have a full caseload until the latter part of their first year in social work employment. Some additional funding specifically to mitigate the impact due to Covid-19 has been used to add capacity to the teams in the medium-term.

Children's Improvement Update

14. As previously reported to the Select Committee, the service has embarked upon a comprehensive transformation programme with a major restructure of children's services completing last year to support the shift to the Effective Family Resilience model based on early support and prevention. The significant internal and external scrutiny of the improvement programme shows the huge amount of progress made to improve services. The overall aims of the Family Resilience Programme remain the same; to ensure that all children in the county receive the right help at the right time to enable them and their families to develop resilience to face future life challenges independently.
15. The key goals that drive the programme are the need to change the culture and practice in pursuit of consistently better outcomes for children, young people and their families. We aim to:
- a) Be smarter in terms of how we utilise the full partnership network – to provide more robust and resourced services at an earlier stage in the child's journey. We will use our leadership position to coordinate, promote cooperation and direct work to protect and safeguard children in this area.

- b) Commission an effective Universal Services and Early Help offer in Surrey to promote and improve the wellbeing and welfare of children in our area through increased coordination, recording and ownership of early intervention activity with partner agencies.
- c) Reduce the overall cost of services for children in Surrey through reallocation of resources to focus on earlier intervention and reduced demand (and spend) on higher cost, higher need services.
- d) Have smarter allocation of resources within the county, stepping down children to lower levels of need with smarter case management and follow-up/follow-through of care planning.
- e) Realign the workforce to enable the effective operation of the new Surrey Family Resilience and Safeguarding operating model.
- f) Achieve an overall Ofsted rating of Good or Outstanding for Surrey's children's services within 5 years from the last inspection.

Inspections & External Scrutiny

16. **Ofsted Inspections:** Following the suspension of routine inspections in March 2020 due to COVID-19, they have now outlined their interim plans for a phased return to routine inspections. These interim arrangements will run initially from late September until March 2021 and Surrey's children's services look forward to hosting Ofsted for a Focussed Visit during this period and will welcome feedback on how the local authority has supported children, young people and families throughout the pandemic. The national inspection activity is expected to resume from April 2021 and we are anticipating a full re-inspection of Surrey's children's services later in 2021.
17. **A Partner in Practice:** We are fortunate that, with agreement from the Department for Education (DfE), Essex County Council has been appointed as a Partner in Practice (PiP) for Surrey's children's services. Essex CC is rated as 'Outstanding' for Children's Services and specialises in working alongside other authorities to improve social work practice, and outcomes for children and their families. In September they carried out a full stocktake of our services and their initial feedback shows how far we've come since 2018 and their feedback has reinforced our improvement plans and the priorities set out in the 'Getting to Good' plan. We are excited to be working with Essex CC and welcome the support on our journey to delivering Good and Outstanding services for our residents.

Improvement Updates Since July 2020

18. Over the 2021-2022 period, all remaining transformation work planned as part of the Family Resilience programme is expected to be fully implemented. There are several work-streams that are continuing from the previous year along with one or two additional projects starting in the latter part of 2020 or early 2021:
19. **Getting to Good:** While the Covid-19 pandemic has put a strain on resources across children's services and we are seeing an increase in demand in most parts of the 'system', the focus on improving practice has not stopped. The next iteration of the improvement plan - the 'Getting to Good' plan - has been developed over the summer with input from all services through a collaborative approach and with strong buy-in from across the management and senior leadership team. The plan incorporates the learning from previous inspections, peer reviews, feedback from children and families and the significant amount of quality assurance work. The plan goes beyond the inspection findings from 2018; Effective Family Resilience is an entirely new practice model and therefore a more ambitious and innovative improvement plan is required to 'Get us to Good' and as previously reported, we are driven by improving outcomes for children and families and not simply on solving the issues highlighted by Ofsted, the DfE and the Commissioner.
20. **Children's Services Workforce:** Our workers within children's services are our most important and valuable strength and the ability to recruit and retain an excellent workforce also remains the greatest risk to our improvement plan; the impact of Covid-19 combined with 30 social work vacancies, a high turnover of staff and 25% agency rate reinforces the need to focus our efforts on our staff. We have a comprehensive plan to develop our workforce strategy and improve our employee value proposition. This is a transformation project and is headed by a talented HR consultant and the implementation of the plan is overseen by the Director for Safeguarding and Family Resilience. This strategy will enable us to retain, develop and attract the best workers to Surrey and to cultivate a positive culture that is positive, supportive and meets the needs of our practitioners and managers. In addition, the Council's People, Performance and Development Committee (PPDC) recently agreed a new financial package to attract and retain qualified social workers to join our service and this includes a £2000 retention payment to eligible social workers who have been in the service from 2 years or more.
21. **L-SPA & C-SPA Integration:** We are merging the Children's Single Point of Access (C-SPA) and the Learners Single Point of Access (L-SPA) to ensure there is one route for families to contact us, where there is a concern about the child or young person's needs, whether safeguarding, Early Help, learning and/or developmental needs. The C-SPA was set up in Spring 2019 and has been working successfully since and we've built on this and the lessons learnt to help launch the integrated L-SPA in summer 2020 alongside a relocation of these services to a larger workspace in Woking. The impact of Covid-19 both on the ability for teams to work together on a day-to-day basis and the significant increases in contacts and referrals has put additional challenges on the C-SPA and L-SPA. We are working closely with our partners including

schools, police and health as tackling these difficulties and increased workload using a complete partnership approach is the best way to ensure the needs of our most vulnerable residents are met.

22. **Emergency Duty Team (EDT):** We boosted capacity in EDT to manage the increased pressures of lockdown. This included youth workers, family group conference coordinators, the Gateway team (placements), additional social workers and a mental health triage nurse. We were able to prevent family breakdown at evenings and weekends by immediately sending the team to work directly with families and then directing the right support to them from day teams. We have evaluated the impact of this model of delivery, researched other counties' EDT models and have agreed a new service model that enables us to continue the extended level of out-of-hours support as our business as usual model.
23. **Family Safeguarding Model:** In Surrey, the Family Safeguarding Model brings together under one roof all the professionals needed to help children and this ground-breaking approach has proved highly successful in other authorities around the country. The specialist workers for domestic abuse, substance misuse and mental health expertise have now joined the teams, we're shifting to more multi-disciplinary case discussions and have new tools to support our direct work with children and their families. Motivational Interviewing techniques are key to this practice model and the training offer has continued over the last few months with a new rollout being planned for SCC staff and our partners in the new year. This new practice model has proven to be highly effective throughout the pandemic as keeping families together is an important focus of the model and our Family Safeguarding teams work openly and honestly with families about their difficulties and how we can support them to change.
24. **Mockingbird:** The third Mockingbird Hub was launched as planned in August and feedback from those foster carers involved indicates that it provides a truly supportive network to the benefit of both children in care and their carers. Providing comfortable and safe homes for our children is a priority of all parents, no less of SCC as corporate parents, and various projects have continued apace linked to this aspect of our Strategy. Providing more, and more stable, homes with foster families is what our Mockingbird Family Model is all about. Recruitment of new fostering families has been challenging this year however we have quickly shifted to virtual fostering panels and making better use of technology to stay in contact with our carers and provide the much needed support during such a difficult time.
25. **Helping Families Early Strategy:** A critical recommendation from Ofsted was that partners should do more to support families through early help. The launch of our Helping Families Early Strategy was delayed by the pandemic but we went live 3rd November through a Webinar which was attended by in excess of 170 people. The strategy is supported by Family Resilience Networks in each of our quadrants. These Networks meet at least quarterly and SSCP will receive a

quarterly report on the progress of the strategy. All 4 quadrants have now hosted their first Network which were well attended with representatives from across the sector.

26. **Universal Youth Work:** In June, our Universal Youth Work consultation concluded after running for over 6 months and as a result we have agreed that:

We enable the community, voluntary and faith sector (CVFS) to use the youth centres for the benefit of young people at little or no cost. We act as an enabler and facilitator of open access universal youth work rather than providing the service directly. The SCC expertise that is valued by residents - and in particular young people - can then be remodelled to continue to support specific vulnerable groups.

26.1 Our priority is to make sure the centres are first and foremost benefiting young people in the community but there will also be opportunities in some centres for wider community use as the plans for each of the centres are progressed. It is a difficult time to be offering youth activities at the moment as children and young people over the age of 11 are required to wear face coverings, as are youth workers, and the groups are limited in size. While this is slowing things down in the signing of leases and our work with the Lead Providers, it will not dampen the enthusiasm of our voluntary sector partners in the medium term.

26.2 During the latest national lockdown some education, training and childcare is permitted in youth centre buildings and also supports one-to-one work where it's necessary. We continue to provide frontline services for young people wherever the guidance allows for it and some of the centres are being used for alternative education provision as has been the case since restrictions were first put in place in March.

27. **No Wrong Door:** With the support of the Members' Reference Group which is reporting at this meeting, our Corporate Parenting teams are developing a local 'No Wrong Door' service, a well-evaluated short term residential model that was first developed in North Yorkshire in 2015 and offers an integrated approach to supporting some of the most vulnerable teenagers who are either in care, or at risk of coming into care. The service will be up and running by April 2021 and will initially operate from two of our current children's homes before two purpose-built hubs are completed in 2022 under the capital development programme. Further detail is contained in the reports to Select Committee (from the Member Reference Group) for this meeting.

28. **IT & Digital Services:** With support from colleagues in IT & Digital we have continued throughout the summer to innovate and implement new and improved systems and IT solutions to support our residents.
- 28.1 As a result of some focused work earlier this year, the council identified the need to make it easier for parents/carers to find helpful information, advice and support for themselves, their children or their family. The **‘Surrey’s Little Help Shop’** project, (the name was chosen by young people), has been set up in response to this need, to try and develop a digital solution that helps navigate the complexity and scale of information that parents are faced with when looking for help.
- 28.2 In October we signed an agreement with Liquid Logic to procure their **EYES system** that can integrate fully with their Early Help and Social Care modules that are already in use across Children Services. This is an ambitious change programme which will enable a ‘single view of the child’ across multiple systems. Allowing professionals across the span of Children’s Services to spend more time with children and their families, better understand the whole of their journey and ensure sustainable high-quality evidence-based interventions and support to meet children’s needs, particularly our most vulnerable, and accurately record, analyse and project costs.
- 28.3 The [Surrey Virtual Wellbeing Hub](#) is a singular place where you can view and access a range of online sessions and activities to support your mental health and wellbeing during Covid-19 and beyond. Partnering with third sector providers including The Richmond Fellowship, Catalyst, the Mary Frances Trust, Age UK Surrey and Surrey Coalition of Disabled People, any Surrey resident can now easily access local support online and from the comfort of their own home.
- 28.4 **Parenting Guides:** Children and Family Health Surrey in partnership with Surrey County Council have a range of [free online parenting guides](#) available to access from their website. These guides have been written by experts and offer families the opportunity to understand their child’s emotional development to support relationships and parenting challenges as they grow. They contain advice relevant to expectant parents, parents and carers of children of all ages including those with Special Educational Needs and Disabilities (SEND).

Quality Assurance of Children’s Services Practice

29. As reported to the Committee in July 2020, the focus of the improvement work has shifted this year to have a greater focus **on the impact of the work** on

children and families and the quality of practice across children's services. A summary of the Monthly Case Audit Programme, Thematic Auditing and Mock Inspections was shared in July and a further update is provided in this report in response to the Committee's recommendation.

30. A key part of our work to quality assure frontline practice is seeking feedback from parents, carers, partners and children (where appropriate). This feedback is shared with individual social workers and their managers to build on positive feedback and to learn from the areas identified as needing improvement.

30.1 Some of the strengths highlighted in these conversations include:

- a) Open and transparent relationships between social workers and parents.
- b) Very positive feedback about Social workers being committed to families and their needs – from children, parents and carers.
- c) Social workers taking the time to explaining the direct work they are undertaking, the goals and the support to move to a position of independence.

30.2 We did hear about areas for improvement in our frontline practice as well though:

- a) Some children and families have had multiple social workers over months and years.
- b) Unnecessary delays receiving information from social workers. A common theme running through the feedback was that communication needed to improve.
- c) Join-up between social care services and SEND and CAMHS services could be improved

Monthly Case Audit Programme

31. The audit programme introduced in November 2018 provides the opportunity to review the quality of practice and effectiveness of the work being undertaken with children and their families. A selection of cases identified from a cross-section of children's services teams are audited each month along with several re-audits (of cases previously judged to be 'inadequate'). Due to the importance of this quality assurance work, we have not reduced or paused auditing since the last report in July.
32. Regular highlight reports continue to be produced outlining the findings of the programme and importantly – the actions taken as a result. The most recent highlight report is attached here (see *ANNEX 2 - Audit Highlight Report Nov'18 to Sep'20*).

33. Disappointingly the overall quality of frontline services shown in the recent audits does not demonstrate any significant improvement in the level of inadequate practice since our last report to the Select Committee in July. The majority of practice is judged to be 'requires improvement' with roughly 20% judged as 'good' and 15% judged as 'inadequate' (see ANNEX 2, pages 2-3). This is not good enough for the children and families we work with and we are re-doubling our efforts on improving this and have identified several key priorities that our frontline managers, social workers and quality assurance staff will be focussing on over the next few months.
34. While auditing is key to ensure we 'know ourselves', highlight best practice (that we can learn from) and highlight practice needing improvement it is essential that this is followed through and leads to real change in the quality of frontline practice experienced by the children and families we support. The high-priority practice recommendations for the months August and September 2020 are:
- 34.1 Managers to ensure that supervision is held in line with expected timescales and evidences reflective discussion, impact of intervention, proactive decision making where there is drift and delay and review of decision / actions that support driving the plan forward.
- 34.2 Management oversights / case discussions are recorded to respond to significant events/ changes in circumstances/ how overdue task will be addressed together with the rationale for the decision making and timescales.
- 34.3 Managers, Social Workers, CPC's and IRO's to ensure that planning and review for children is timely and that any drift or delay is responded to with a clear plan of how this will be managed and addressed.
- 34.4 All teams to review and reflect on the key learning identified for children that go missing and are vulnerable to exploitation and hidden crimes, including:
- a) Response and timeliness to children who go missing;
 - b) Timeliness and quality of CSE risk assessments, so that they are pertinent to the current risks, include a plan of intervention to reduce risks and evidence the child's and parent's contribution;
 - c) Risk assessments for children who are at risk from sexual harm both within and outside their homes and how we engage partner agencies to support the child, their family and us in the resulting plans.

Thematic Audit Programme

35. Since the last report, three thematic audits have been completed and we are in a position to report on the key findings and actions being implemented for these services. The findings from these thematic reviews are attached here for the Select Committee (see *ANNEX 3 - Quality Assurance and Inspection Readiness Thematic Overview Report September 2020*) and include emerging themes on the following practice areas:
- Placement Stability
 - Family Group Conferences and Family Network Meetings
 - Youth Offending Service Review
 - Independent Chair Engagement with Children, Young People, Parents and Carers (emerging themes only)
36. It is essential that the learning and identified improvements are embedded in the operational services as a result. The Audit & Practice Standards Leads and the Inspection Leads within the QA Division are working alongside frontline teams to support and monitor the embedding of the recommendations & improvements in frontline practice. Updates are reported to the Practice Leadership Team on regular basis to ensure the services can respond quickly when challenges arise.
37. The thematic audits are a key part of the QA forward plan and we will continue to conduct these on a mix of practice areas to ensure we have a comprehensive understanding of the challenges and the strengths in each area. These will also be key for the ongoing scrutiny of the improvement work by providing the Select Committee detailed understanding of the impact on frontline practice for these areas. The following audits are currently in progress and can be reported to the Select Committee in early 2021 if requested:
- Following the mock inspection of CWD in August 2020 further thematic work will be undertaken (October to December 2020)
 - Supervision – led by the Principal Social Worker (to begin October 2020 and will be ongoing on a quarterly basis)
 - Connected Person/SG (October/November 2020)
 - Re-audit on permanency and pathway plans (November/December 2020)

Long Term Impact of Covid-19 on Future need for Children's Services

38. Work has been ongoing to understand the likely impact of Covid-19 for the next 12-18 months for our frontline teams in Children's Services. This has involved data modelling work within a wider framework of recovery planning for the directorate. To compliment council-wide operational responses and the Local

Resilience Forum (LRF) structures in response to the Covid-19 outbreak, a set of workstreams were established in the summer within Children's Services to focus on returning service delivery to normality as far as possible.

39. In addition, we have undertaken data modelling to understand likely demand increases on our services and are holding multiple workshops with VCFS (Voluntary, Care & Faith Sector) partners to discuss how best we can meet the challenges over the next year.
40. As reported above in paragraphs 11-13, we have seen demand increase dramatically across almost all services with referrals increasing by over 30% since February, children subject to Child Protection Plans up 15% and over 100 children coming into the care system in the last 3 months alone. If this increased demand continues then it will inevitably impact our ability to keep to timescales and ensure we're able to support all of our children and families in the way they deserve. Risks around staffing levels – particularly with the heightened risk of illness and related absences over the winter months – are at the forefront of our contingency planning.
41. We will continue to take a pragmatic and risk-based approach when making decisions on service delivery and this will always put children and families first.

Conclusions:

42. Covid-19 continues to have a significant effect on the day-to-day work across children's services – in the increases in demand and workload coming into the service, the challenges we have around staffing compounding the workload issue and the practical difficulties in delivering frontline services during a pandemic. Despite this we are continuing to fulfil our statutory safeguarding obligations however the impact cannot be underestimated and as the situation continues we are likely to see the quality and timeliness of social work practice deteriorate further.
43. The challenges related to the pandemic are at a time when we are in the middle of a major transformation and improvement programme in Surrey. This cannot stop due to its importance in improving services and we are anticipating a full re-inspection from Ofsted in 2021 – it does however mean that we may need to prioritise our efforts across the improvement work-streams.
44. Quality assurance across children's services is highlighting some frontline services where we're still seeing too much 'inadequate' practice so we are renewing our efforts on tackling the underlying issues and supporting social workers, managers and service leaders to focus on the impact for children and families.

45. Further detail on the content of the report and the attached annexes is available if required along with information regarding the actions being taken by the service.

Recommendations:

46. The Select Committee acknowledges the challenges presented by the Covid-19 pandemic, the risks highlighted in this report as a result of these challenges and the actions being taken to continue focussing on deliver of frontline services.
47. The Select Committee notes the overall findings and feedback from the recent quality assurance activity included in this report and the impact on frontline children's services resulting from delivery of the Children's Improvement Plan.
48. The Select Committee receives a further report in the spring 2021 – to include an update on the children's improvement activity and the continued impact of the Covid-19 pandemic and the response from Surrey's children's services

Next steps:

We are expecting a short 'Focussed Visit' from Ofsted between January and March 2021 however dates cannot be confirmed to the Committee as this will be an unannounced visit. Although the national restrictions in place from 5 November 2020 have led to Ofsted pausing all Focussed Visits until the New Year, at the time of writing this report the service is still expecting a Focussed Visit to take place by March 2021.

Oversight and scrutiny of the improvements to children's services will continue to take place at the Surrey Safeguarding Children's Partnership (Executive group) and the Corporate Parenting Board as appropriate.

Report contact 1: Jacquie Burke, Director for Family Resilience & Safeguarding - Children, Families, Lifelong Learning & Culture

Contact details 1: 01483 404 666 / jacquie.burke@surreycc.gov.uk

Report contact 2: Howard Bromley, Programme Manager - Children, Families, Lifelong Learning & Culture

Contact details 2: 0208 5419 236 / howard.bromley@surreycc.gov.uk

Sources/background papers:

- Children's Improvement Update – [Item 5 at the 28 July 2020 meeting](#) of the Children, Families, Lifelong Learning & Culture Select Committee

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CFLLC

Performance Information

**Provided for Children, Families, Lifelong Learning &
Culture Select Committee**

Version 1.2

Monday 14th December 2020

ANNEX 1

Children's Services Analysis Tool (ChAT) headlines 12th October 2020

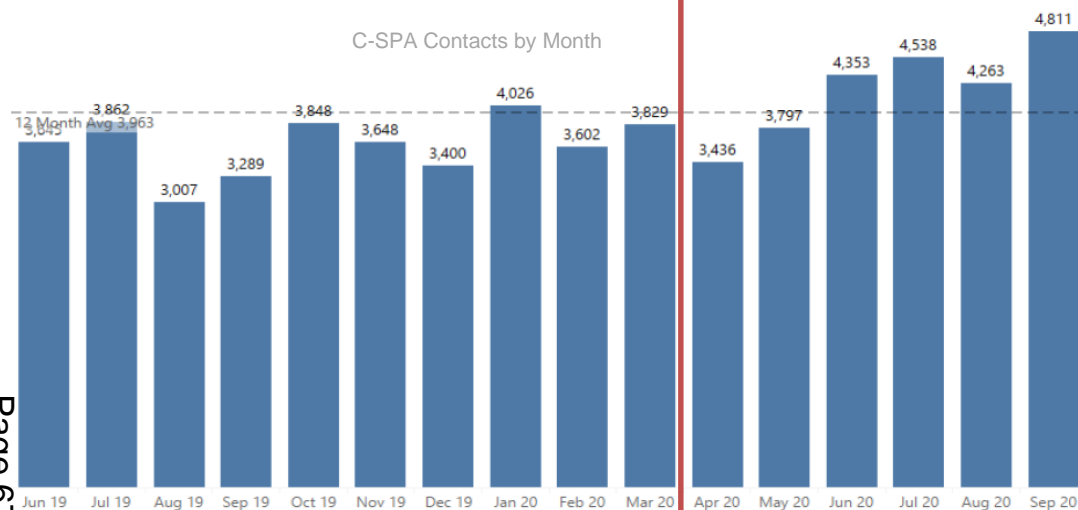
Contacts		Child Protection Plans (CPP)	
Contacts in the last 6 months	26,618	Total CPP in the last 6 months	1,174
Early Help / Common / Targeted Assessments		CPP started in the last 6 months	466
Early Help in the last 6 months	833	CPP ceased in the last 6 months	384
Referrals		Current children subject of a child protection plan (snapshot)	790
Referrals in the last 6 months	5,733	Children Looked After (CLA)	
Social Care Assessments		Total CLA in the last 6 months	1,184
Total assessments in the last 6 months	6,551	CLA started in the last 6 months	193
Assessments completed in the last 6 months	5,122	CLA ceased in the last 6 months	179
Ongoing assessments	1,429	Current children looked after (snapshot)	1,003
Section 47 enquiries and Initial Child Protection Conferences (ICPCS)		Care leavers	
Section 47 enquiries in the last 6 months	1,753	Care leavers currently in receipt of leaving care services	727
ICPCs that started from an S47 in the last 6 months	483	Children in Need (CIN)	
Total CIN in the last 6 months	9,892		
CIN started in the last 6 months	5,275		
CIN ceased in the last 6 months	4,331		
Current children in need (snapshot)	5,561		

ANNEX 1

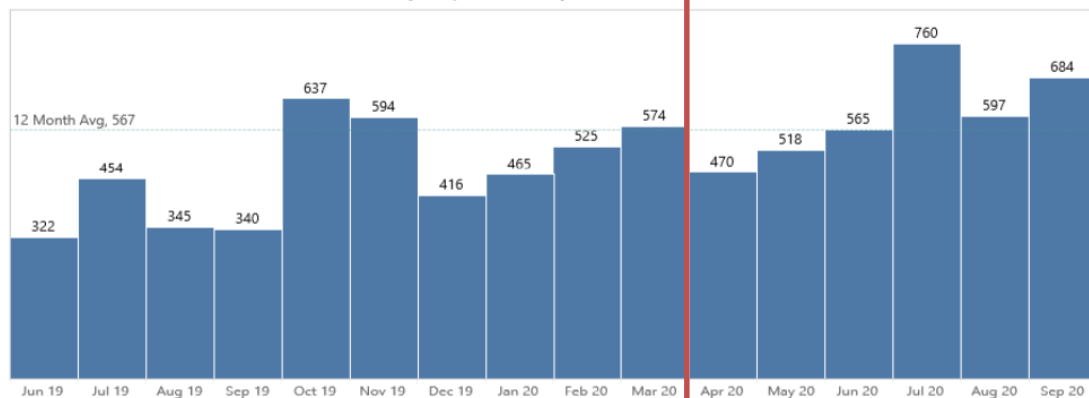
Contacts to the Children's Single Point of Access (C-SPA)

Page 67

C-SPA Contacts by Month



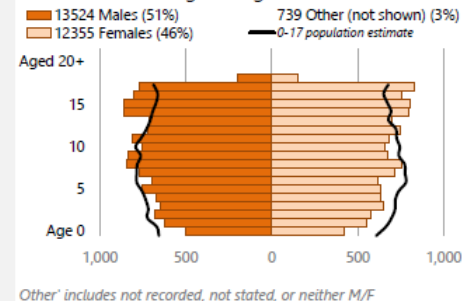
Early Help Contacts by Month



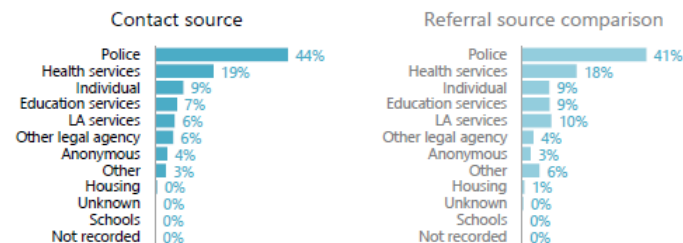
Contacts that also appear on the Referrals list



Age and gender



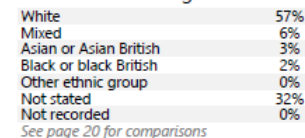
Source of contacts compared to source of referrals



Children with multiple contacts in period



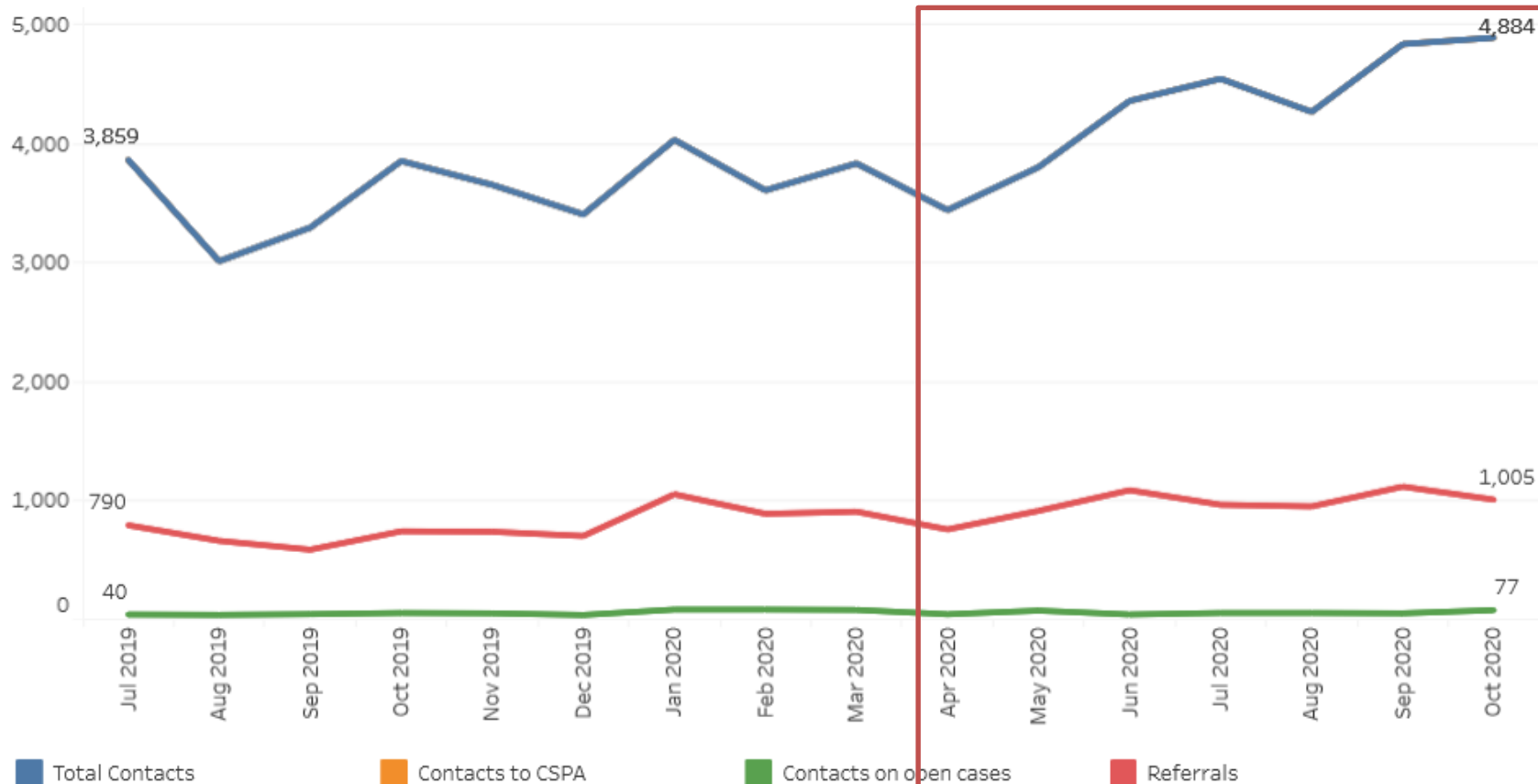
Ethnic backgrounds



ANNEX 1

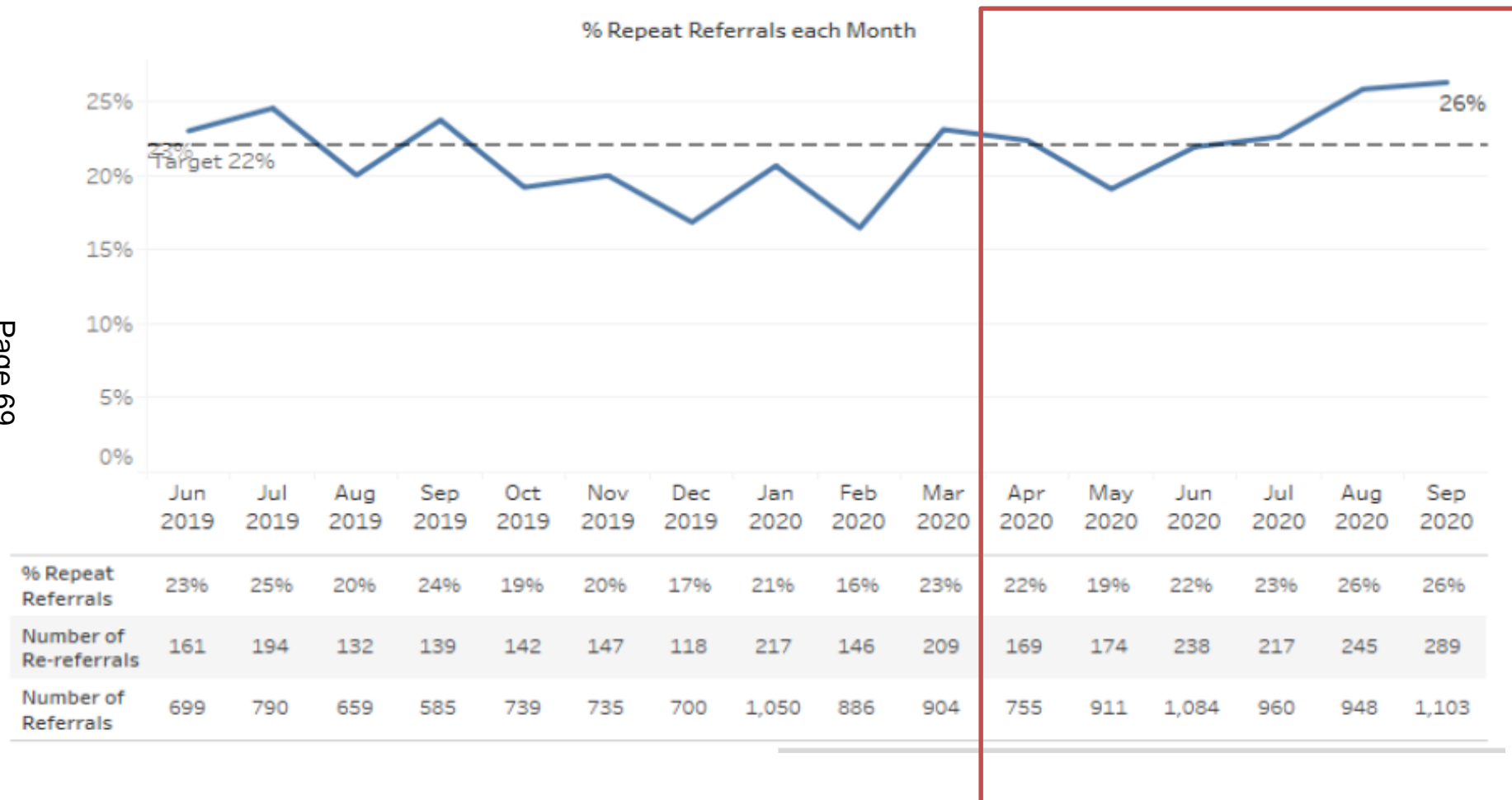
Contacts & Referrals to Children's Services

Page 68



	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020
Total Contacts	3,859	3,007	3,289	3,848	3,648	3,400	4,026	3,602	3,828	3,436	3,797	4,353	4,539	4,261	4,830	4,884
Contacts to CSPA	3,859	3,007	3,289	3,848	3,648	3,400	4,026	3,602	3,828	3,436	3,797	4,353	4,539	4,261	4,830	4,884
Contacts on open cases	40	37	43	53	50	36	82	82	79	42	73	40	53	53	50	77
Referrals	790	659	585	739	735	700	1,050	886	904	755	911	1,084	962	948	1,114	1,005
Referrals per 10,000 pop	362	302	268	339	337	321	481	406	414	346	417	497	441	434	510	460
Open Assessments	1,400	1,279	1,221	1,193	1,201	1,277	1,568	1,651	1,511	1,040	1,123	1,314	1,314	1,397	1,584	1,594

Re-Referrals to Social Care



ANNEX 1

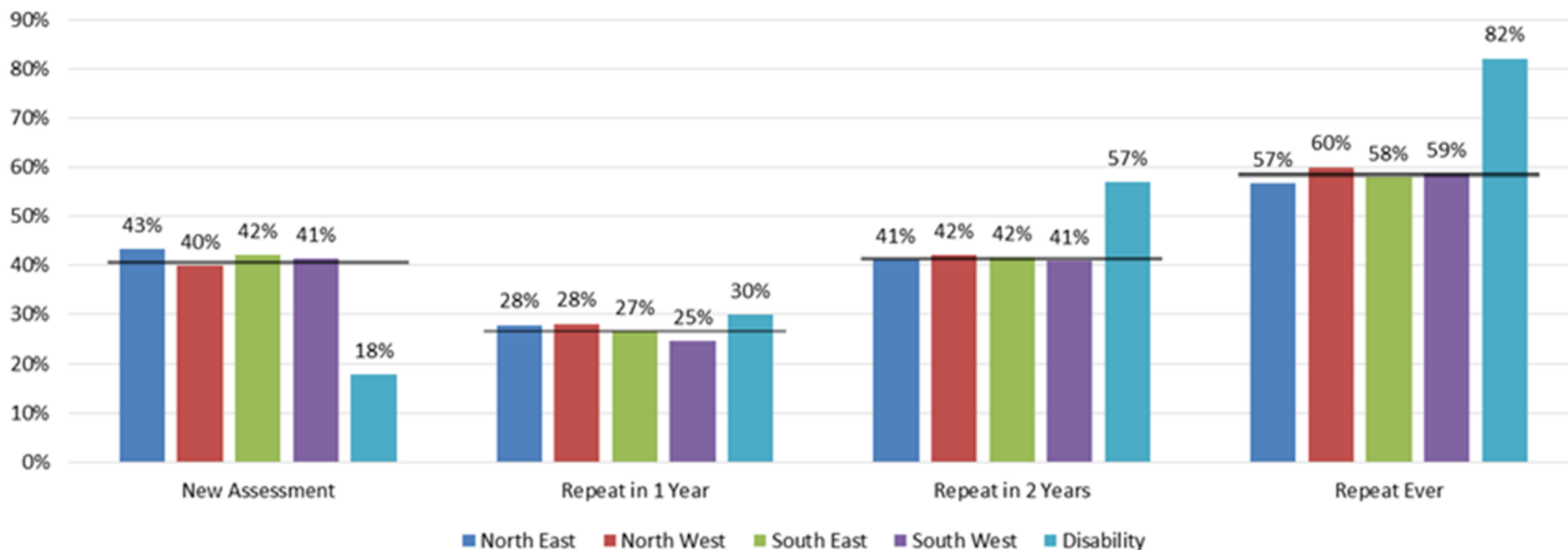
Repeat Social Care Assessment

All assessments since Lockdown

	Total Assessments	New Assessment	Repeat in 1 Year	Repeat in 2 Years	Repeat Ever
North East	1492	646	416	613	846
North West	1414	565	398	596	849
South East	1448	609	385	602	839
South West	890	368	219	364	522
Disability	174	31	52	99	143
Other	127	53	16	30	74
Total	5545	2272	1486	2304	3273

New Assessment	Repeat in 1 Year	Repeat in 2 Years	Repeat Ever
43%	28%	41%	57%
40%	28%	42%	60%
42%	27%	42%	58%
41%	25%	41%	59%
18%	30%	57%	82%
42%	13%	24%	58%
41%	27%	42%	59%

Assessments Since Lockdown - New or Repeat

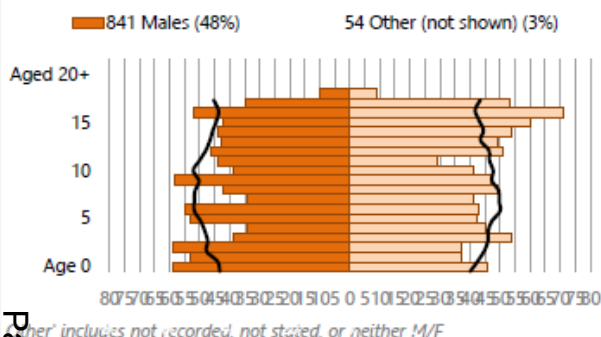


ANNEX 1

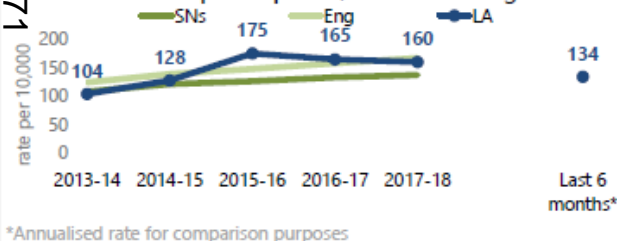
Children's Services Section 47 Enquiries and Initial CP Conferences

1753 Section 47 enquiries

Age and gender

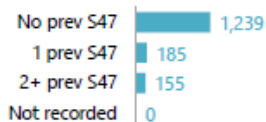


Rate of S47 enquiries per 10,000 children aged 0-17



120 S47s (7%) for children with a disability

Children with a repeat S47 within 12 months of latest



Ethnic background

White	76%
Mixed	11%
Asian or Asian British	4%
Black or black British	3%
Other ethnic group	0%
Not stated	5%
Not recorded	0%

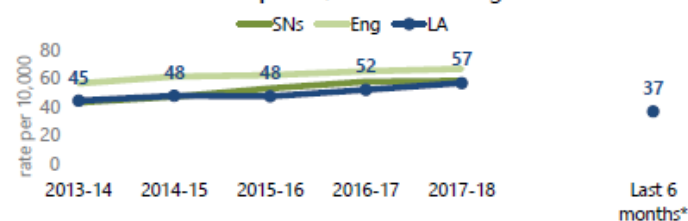
See page 20 for comparisons

483 Initial Child Protection Conferences (from S47 in period)

69% of completed S47s **did not require an ICPC**

ICPC not required may include S47s for open CPP where ICPC was not required, and may exclude children where an ICPC was required but has not yet occurred

Rate of ICPCs per 10,000 children aged 0-17

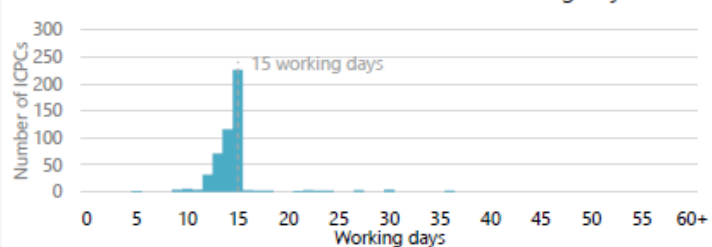


25 child(ren) with a repeat ICPC within 12 months of latest

84%

of ICPCs resulted in a child protection plan

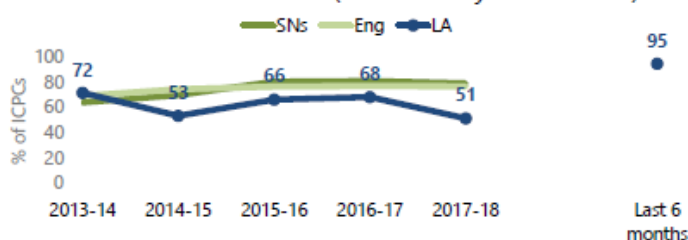
ICPCs occurred within 15 working days of the strategy discussion date



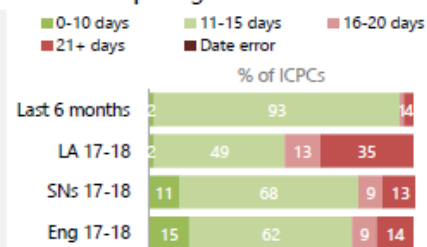
In time
Not in time
Date error



Trend of ICPC timeliness (within 15 days of S47 start)

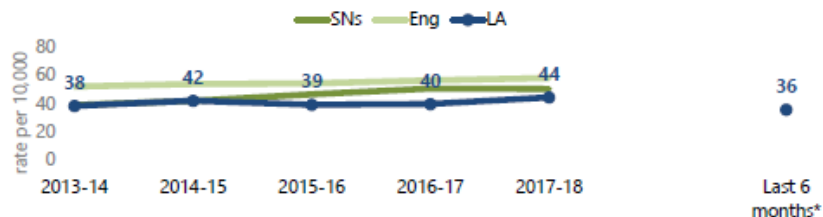


Comparing ICPC durations



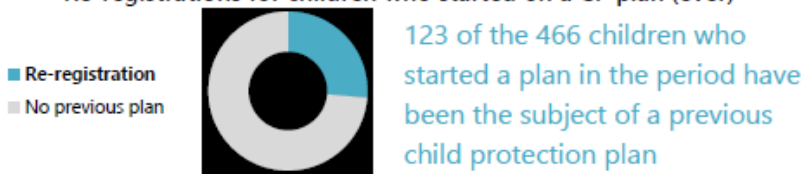
466 CPP started in 6 months

Rate of children who started a CP plan per 10,000 children

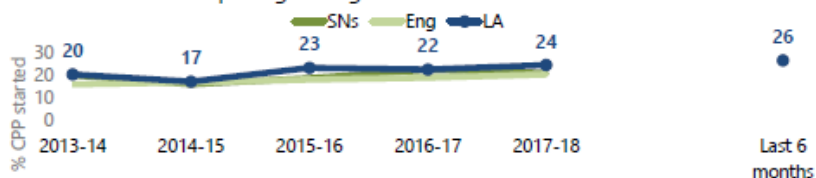


*Annualised rate for comparison purposes

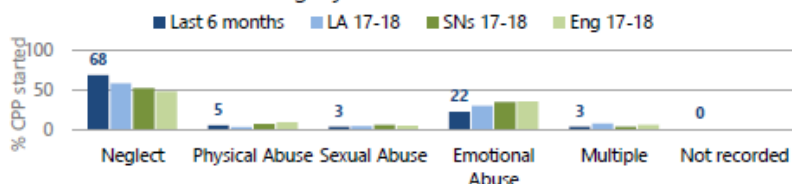
Re-registrations for children who started on a CP plan (ever)



Comparing re-registrations for CPP started

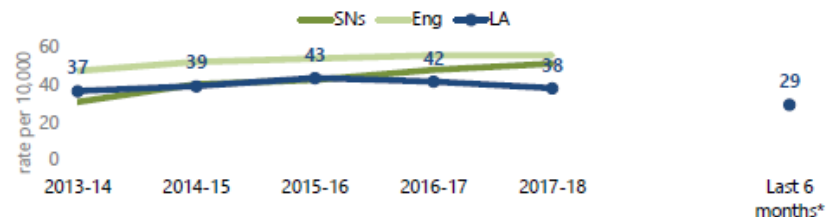


Initial category of abuse for CPP started



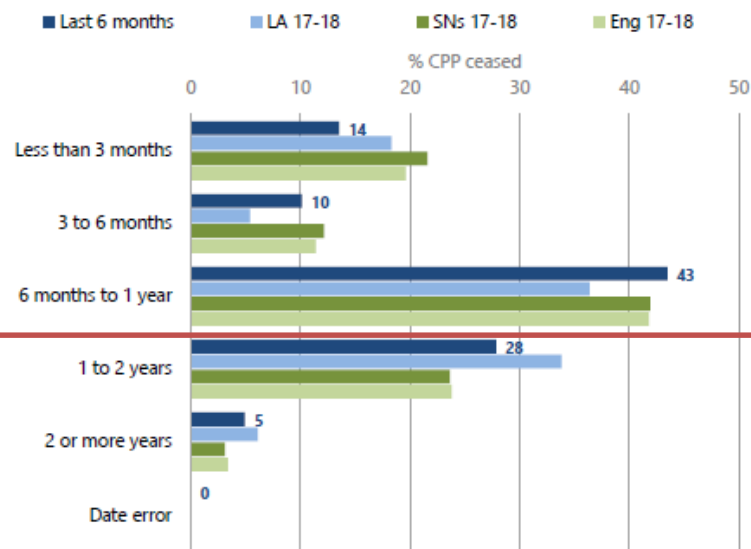
384 CPP ended in 6 months

Rate of children who ended a CP plan per 10,000 children



*Annualised rate for comparison purposes

Comparing plan durations for CPP ended

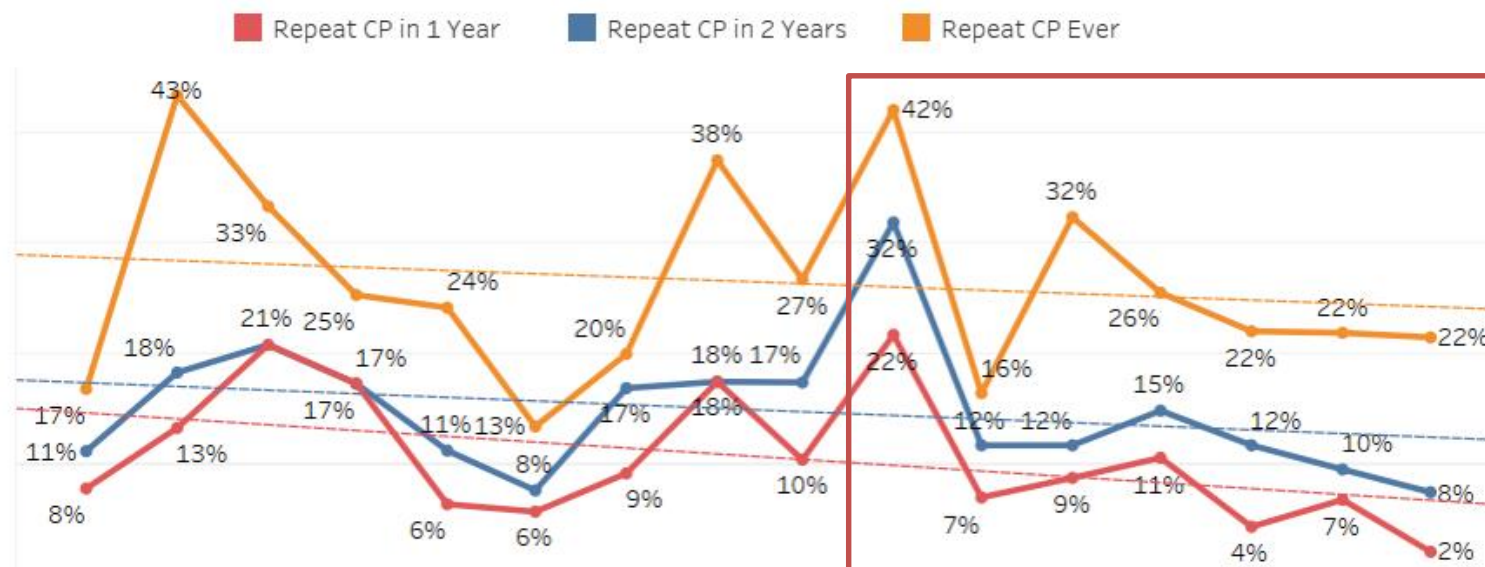


19 of 384 children ended a CP plan after 2 years or more

Children's Services Repeat Child Protection Plans

Proportion of children subject of a child protection (CP) plans starting each month that are either:

- Repeat with in 2 years of a previous CP plan ending
- Repeat CP plan ever



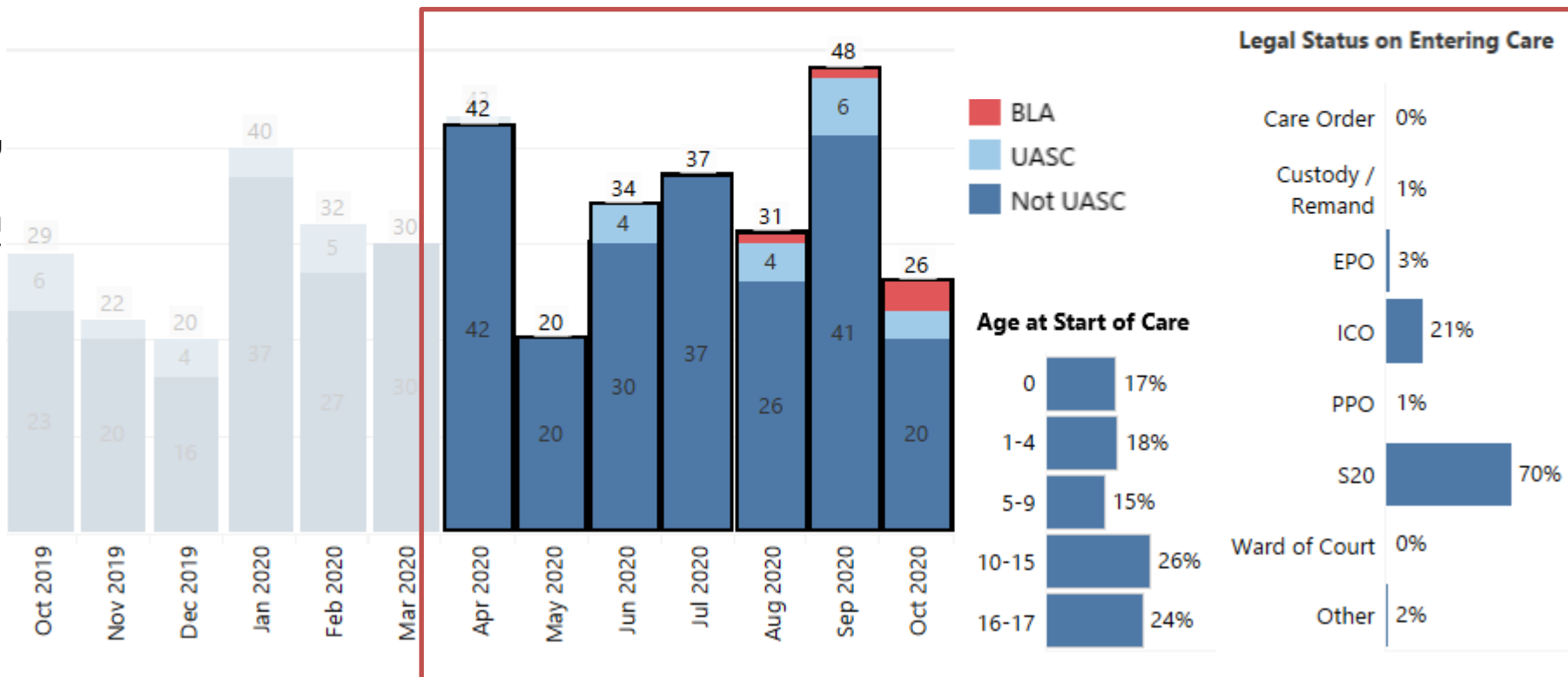
	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020
Repeat CP in 1 Year	8%	13%	21%	17%	6%	6%	9%	18%	10%	22%	7%	9%	11%	4%	7%	2%
Repeat CP in 1 Year	7	8	10	13	4	3	6	14	9	15	6	6	10	3	5	2
Repeat CP in 2 Years	11%	18%	21%	17%	11%	8%	17%	18%	17%	32%	12%	12%	15%	12%	10%	8%
Repeat CP in 2 Years	10	11	10	13	7	4	11	14	15	22	10	8	14	8	7	7
Repeat CP Ever	17%	43%	33%	25%	24%	13%	20%	38%	27%	42%	16%	32%	26%	22%	22%	22%
Repeat CP Ever	15	26	16	19	15	7	13	30	23	29	14	22	24	15	16	20
Total CP Starts	89	60	48	75	62	52	65	80	86	69	85	68	94	68	73	93

Newly Looked After Children - All Children

This report contains all children who have become looked after between 1 October 2019 and 31 October 2020. The list of children can be filtered by clicking on any individual month in the bar chart.

Acronyms: BLA = Becoming Looked After, UASC = Unaccompanied Asylum Seeking Child

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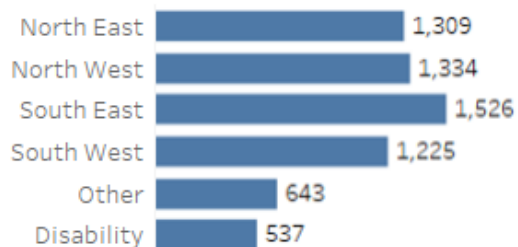
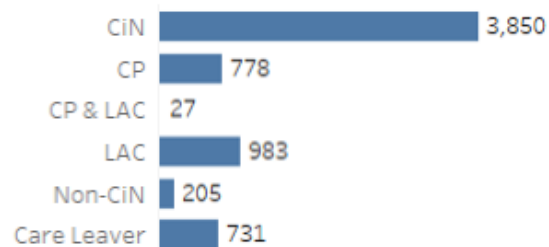
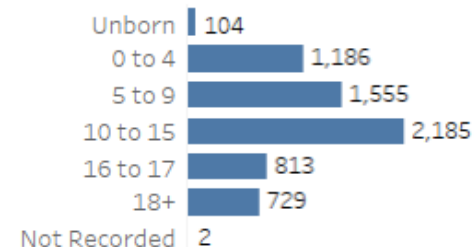


Caseload Lists

This report shows all active cases as at 05/11/2020.

6,574
children

729
aged 18+

Cases by Area *(Click to filter)*Cases by Type *(Click to filter)*Cases by Age *(Click to filter)*

END

Audit Highlights Report – November 2018 – September 2020

1. Introduction

The monthly audit programme is a critical element in learning and improvement. Audits provide an opportunity to look at the quality of work undertaken with children and families and inform the ongoing improvement plans. We appreciate the challenges at present with remote working and changing landscape of how we effectively safeguard children in a virtual world. **With that said, audits remain a critical and essential priority in our journey of improvement to good.**

Due to the COVID-19 pandemic and subsequent 'stay-at-home order', the decision was made on 24th March 2020 to place the monthly case audit programme on-hold until June 2020. A further decision was made in late April 2020 that the monthly audit programme would resume on the 1st June 2020 and there have been no further 'pauses' to the auditing activity since then.

Since December 2018 and up to and including September 2020, 1632 children's cases have been allocated to Team Managers. Of the 1632 cases that have been allocated, 1298 audits have been completed. **The audit programme has an overall compliance rate of 80.**

Since March 2019, 456 re-audits have been allocated and 361 completed, **giving an overall re-audit compliance rate of 79%**

2. Practice Recommendations: August & September 2020

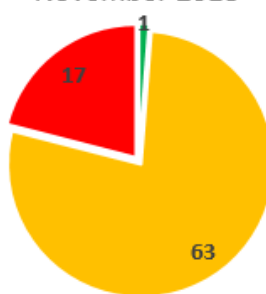
While auditing is key to ensure we 'know ourselves', highlight best practice (that we can learn from) and highlight practice needing improvement it is essential that this is followed through and leads to real change in the quality of frontline practice experienced by the children and families we support.

The high-priority practice recommendations for the months August and September 2020 are:

- Managers to ensure that supervision is held in line with expected timescales and evidences reflective discussion, impact of intervention, proactive decision making where there is drift and delay and review of decision / actions that support driving the plan forward.
- Management oversights / case discussions are recorded to respond to significant events/ changes in circumstances/ how overdue task will be addressed together with the rationale for the decision making and timescales.
- Managers, Social Workers, CPC's and IRO's to ensure that planning and review for children is timely and that any drift or delay is responded to with a clear plan of how this will be managed and addressed.
- All teams to review and reflect on the key learning identified for children that go missing and are vulnerable to exploitation and hidden crimes:
 - a. Response and timeliness to children who go missing;
 - b. Timeliness and quality of CSE risk assessments, so that they are pertinent to the current risks, include a plan of intervention to reduce risks and evidence the child's and parent's contribution;
 - c. Risk assessments for children who are at risk from sexual harm both within and outside their homes and how we engage partner agencies to support the child, their family and us in the resulting plans.

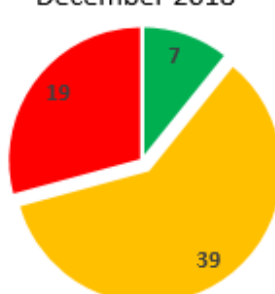
4. Overall Judgements – November 2018 to September 2020

Overall Judgements
November 2018



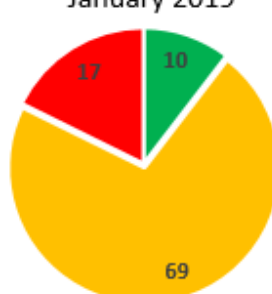
1% Good
78% Requires Improvement
21% Inadequate

Overall Judgements
December 2018



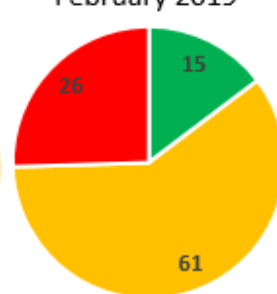
11% Good
60% Requires Improvement
29% Inadequate

Overall Judgements
January 2019



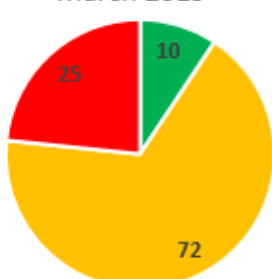
15% Good
60% Requires Improvement
25% Inadequate

Overall Judgements
February 2019



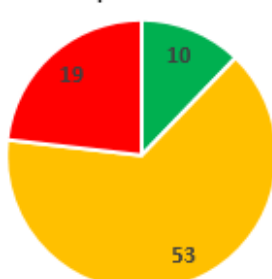
29% Good
51% Requires Improvement
19% Inadequate

Overall Judgements
March 2019



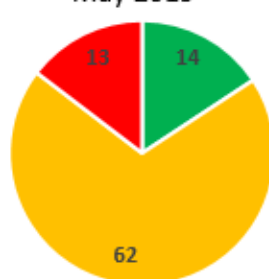
9% Good
67% Requires Improvement
23% Inadequate

Overall Judgements
April 2019



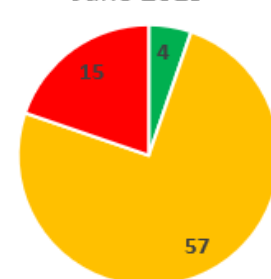
12% Good
65% Requires Improvement
23% Inadequate

Overall Judgements
May 2019



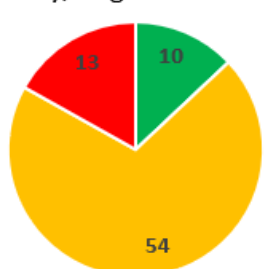
16% Good
70% Requires Improvement
15% Inadequate

Overall Judgements
June 2019



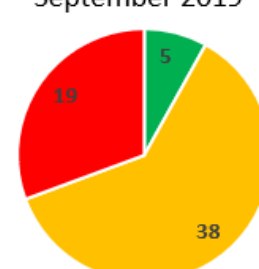
5% Good
75% Requires Improvement
20% Inadequate

Overall Judgements
July/August 2019



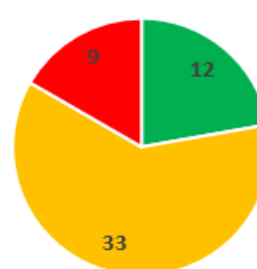
13% Good
70% Requires Improvement
17% Inadequate

Overall Judgements
September 2019



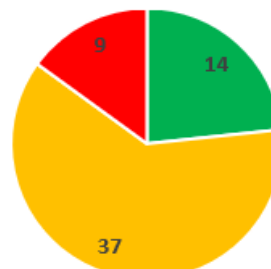
8% Good
61% Requires Improvement
31% Inadequate

Overall Judgements
October 2019



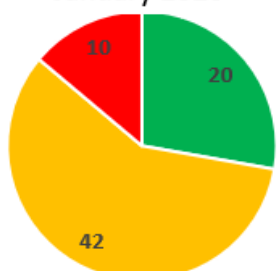
22% Good
61% Requires Improvement
17% Inadequate

Overall Judgements
November 2019



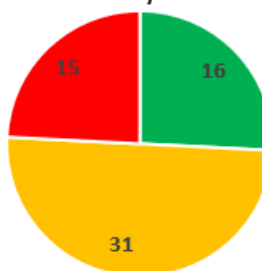
23% Good
52% Requires Improvement
15% Inadequate

Overall Judgements
January 2020



28% Good
58% Requires Improvement
14% Inadequate

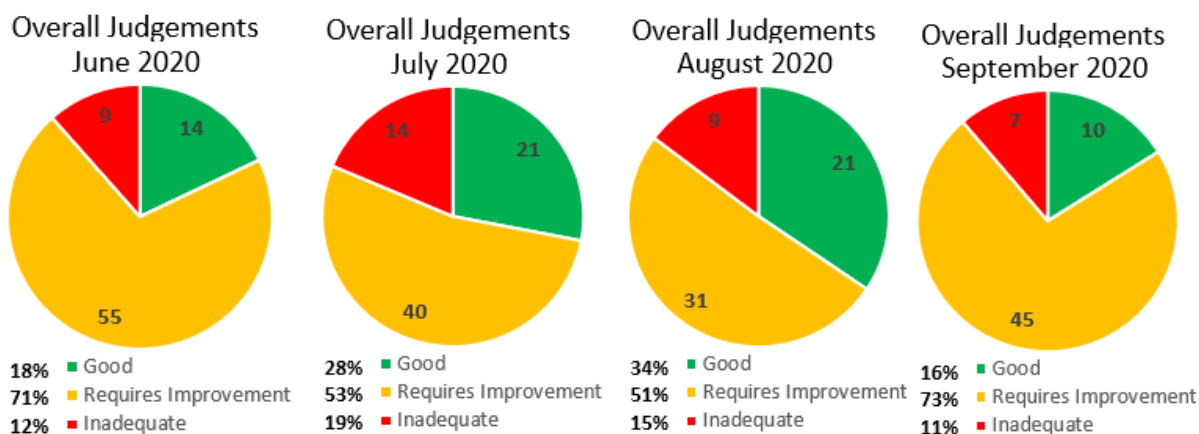
Overall Judgements
February 2020



26% Good
50% Requires Improvement
24% Inadequate

March, April and May 2020

Monthly auditing programme
paused. Covid RAG ratings and
MOs audited instead

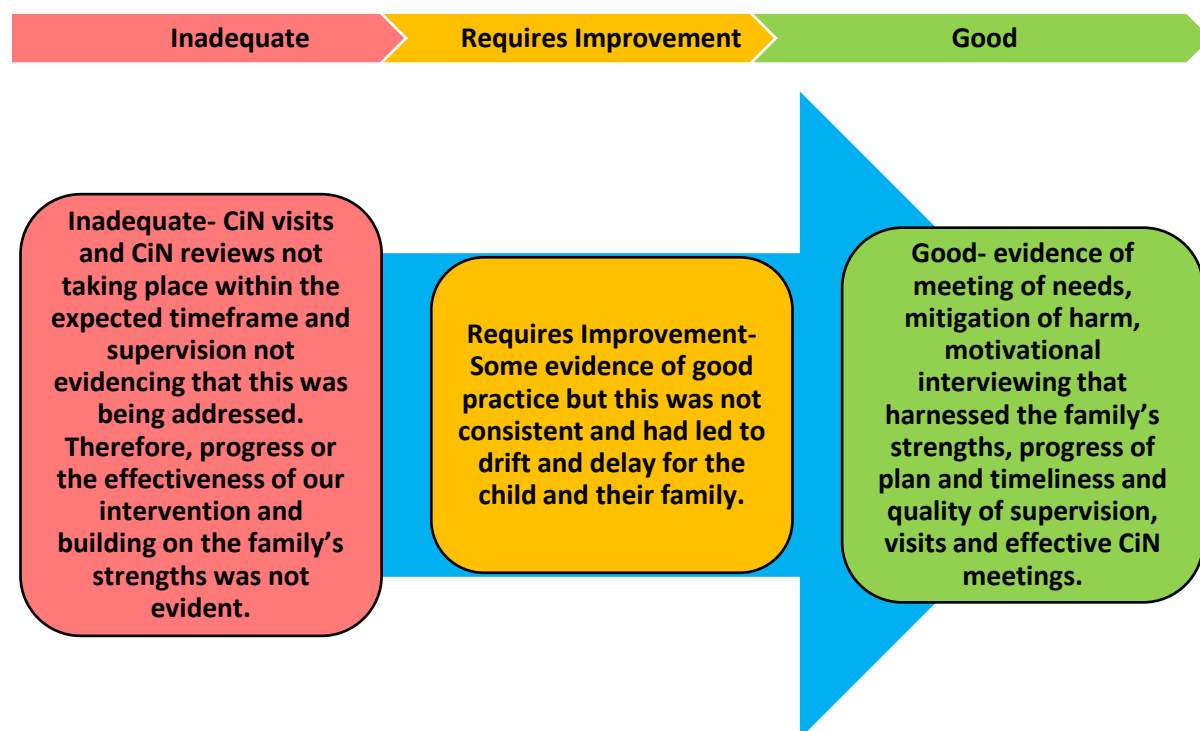


6. Practice Themes

We are still seeing too much 'Inadequate' practice with 7% of cases audited in September and 15% in August falling into this category. We are re-doubling our efforts on improving this and have identified several key priorities that our frontline managers, social workers and quality assurance staff will be focussing on over the next few months.

For several high-priority areas we have outlined below the critical actions we are asking practitioners and managers to focus on to achieve the needed improvement in practice:

Children in Need (CiN)



Children under 5 subject to a Child Protection plan

Inadequate- CP plan has not been progressed and assessments that are key in having a better understanding of the risks and strengths have not been completed. Supervision has not been pivotal in evaluating the work carried out or the effectiveness and impact of this for the child.

Requires Improvement- CP plan is progressing, but this has been delayed due to CGM's and supervision not taking place on a regular basis and assessments not fully reflecting or analysing the information available, which would have led to a more focused intervention.

Good- The social worker has provided good levels of intervention with the family and continues to work with them to bring about the changes that are needed. CGM's are timely and evidence progress of the plan and partner and family contribution to solutions for the areas that are not progressing.

Children who are subject to a CP plan under the category of sexual abuse

Inadequate-When there is a the lack of consistent supervision and oversight this leads to an unclear analysis and a lack of triangulation of information to monitor/reduce risks/ progress/ avoid drift. Actions are not tracked / timescales are not applied.

Requires Improvement- The safety plan agreed at the strategy meeting does give an overview of the risks, but is not explicit regarding how the child will be supported, who will contribute to this support and how harm will be reduced.

Good-Participation of SARC at strategy meetings. The decision making at the strategy discussion and ICPC was clear, with an immediate action plan and an evolving safety plan.

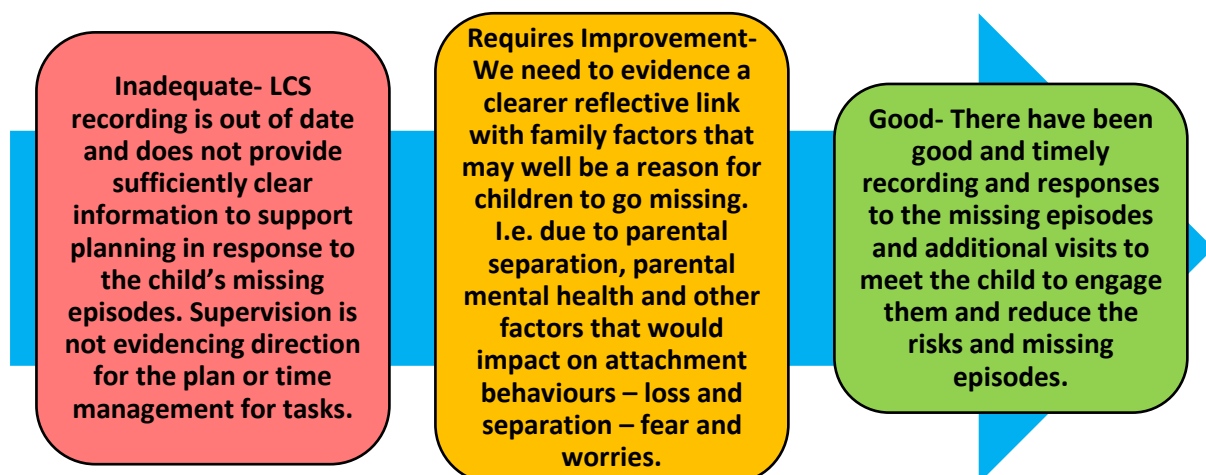
Children identified at risk of CSE under the categories of; experiencing, emerging, significant

Inadequate-Actions and plans to safeguard the child were significantly delayed and did not address the risks. Reviews are not taking place, which would have provided an update and a more coherent and joined up response to the risks and needs of the child.

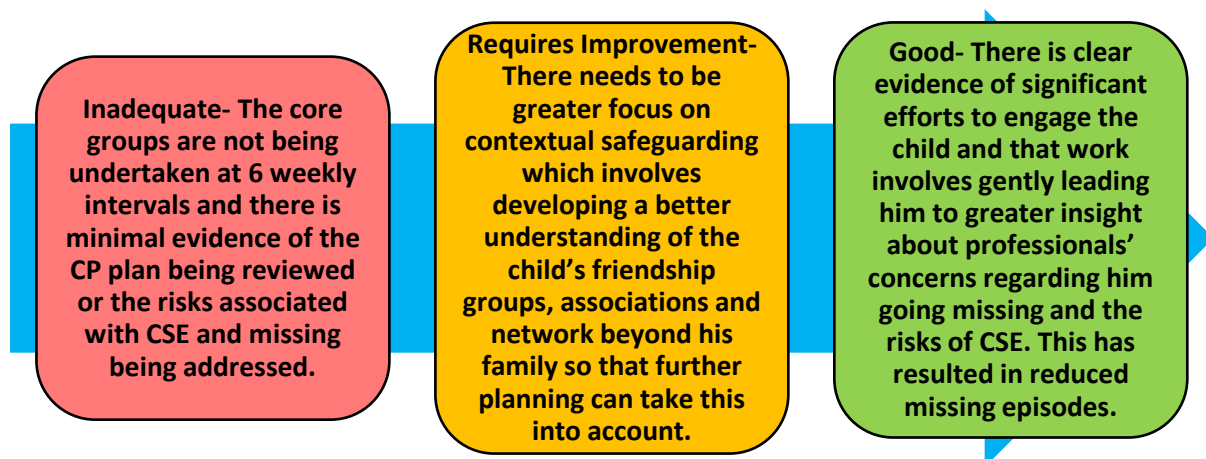
Requires Improvement- Whilst the plan was detailed and proportionate it did not fully address how to engage the child, which is essential in reducing the risks.

Good-The risk assessment was thorough and detailed. It provided a good sense of the risks and protective factors. It consulted all agencies and there was clear reference to a Safety Plan being implemented and how direct work with the child and their family would support in reducing the risks.

Children identified as being reported missing in the last 6 months



Children identified as being reported missing in the last 6 months and at risk of CSE



10. Parent / Child / Partner Agency Feedback

A key part of our work to quality assure frontline practice is seeking feedback from parents, carers, partners and children (where appropriate). This feedback is shared with individual social workers and their managers to build on positive feedback and to learn from the areas identified as need improvement.

11.1 Practice Strengths:

- ✚ “Mother spoke positively about the SW stating she had an open transparent relationship with him, and he is proactive in his support of the family. Prior to this she had 14 other SW’s who worked with her son”.
- ✚ “A young person reported that he had the best social worker in the world. She had just taken him and his grandmother to view a residential unit where he would be going. Both his grandmother and the young person were pleased with the social workers commitment to their family”.
- ✚ “Generally positive feedback for the social worker and the intervention. Child and her father praised the social worker for enabling them to have contact after 10yrs and supporting

reunification. Foster carer reported having a good relationship with the social worker who she finds supportive”.

- ✚ Extremely positive feedback received from mum and child's mentor about work undertaken by social worker.
- ✚ “Mother was very complimentary about both SW and DA practitioner and their approach to working with her. She said that she has found the SW so easy to work with as she talks to her like she is an adult and spends time explaining the work so that she understands what is happening. Mother is also enjoying the sessions with DA practitioner and finding them very helpful. Mother was very positive about the service and motivated to make changes to her parenting and move towards being independent in the future”.
- ✚ “Mother felt that she had got the right support to help her end her relationship with her violent partner when she was pregnant. She praised the social worker for the help support and direction she has now obtained and feel that she can really enjoy focusing on her child and her future”.

11.2 Areas for improvement:

- ✚ A theme that was identified was from education who identified communication from the social worker as an area which could be improved.
- ✚ A Foster carer stated that they “would have benefited from more information about a child at the start of placement”.
- ✚ One child told us that he has had “several different social workers”. For this child, he has not yet achieved permanency or stability and has an inadequate audit.
- ✚ A theme that was repeatedly commented on was the “frustration” that both parents and partner agencies feel due “social workers not responding to them and they then have to chase them up for updates”.
- ✚ Two different parents reported they have children with significant special needs. One with behavioural problems and the other with mental health issues. Both parents reported that they received “poor support at the early intervention stage which lead to their children suffering needless delay of services”.
- ✚ A common theme running through feedback was that communication from the social work team needed to improve.

10. Social Worker Reflection Feedback

It is the expectation that in completing an audit that this includes meeting with the social worker. As part of this process it is the expectation that the auditor completes a reflection sheet that entails 4 questions focused on practice.

What do you think you have done well on this case?

Worker's feel that they are building open and honest relationships with children and their parents /carers. However, as one of the cohorts was children who go missing, it was identified that this can impact the SW building a relationship and supporting the child and their plan.

Working closely with partner agencies with regards to CSE and missing.

“Regular risk intervention meetings support me as the worker and ensures a cohesive multiagency response and support plan for the child”.

Non statutory organisations support in working with children who are at risk of CSE and go missing. I.e. “The culturally matched mentor from Sporting Chances

What have been the challenges in this case?

"A clear and consistent transfer process"

This is a reoccurring theme being feedback through audit reflection.

"The impact of high caseloads on direct work, ensuring LCS is up to date and progressing intervention in a meaningful way" ***This is a reoccurring theme being feedback through audit reflection.***

"Children and their families having visits from different SW's due to people leaving, isolating or being unwell".

"Positive partner agency support/response (police) regarding children who go missing on multiple occasions".

"Getting CAMHS/ ACT/ Wise on board at critical times of trauma and disruption to support the child, family, their placement and the plan".

Do you have the enough tools to enable you to undertake your role?

Overall worker's feel that they have the necessary tools, skills, support and training to undertake their roles. However, a theme in this month's reflective feedback is regarding more training and information for SW's on how to improve their practice.

Life story work training.

If you had a case like this again, what would you do differently?

More shadowing experiences so that I have a greater understanding of the processes.

Thinking outside of the usual for engaging children who frequently go missing.

"Earlier and more purposeful intervention to prevent placement breakdown"

"Gain a greater knowledge of different cultural backgrounds to support my engagement with children"

Recommendations and Practice Standards for August 2020:

1. Managers to ensure that supervision is held in line with expected timescales and evidences reflective discussion, impact of intervention, proactive decision making where there is drift and delay and review of decision / actions that support driving the plan forward.
2. Management oversights / case discussions are recorded to respond to significant events/ changes in circumstances/ how overdue task will be addressed together with the rationale for the decision making and timescales.
3. Managers, Social Workers, CPC's and IRO's to ensure that planning and review for children is timely and that any drift or delay is responded to with a clear plan of how this will be managed and addressed.
4. All other teams to review and reflect on how to improve the quality and timeliness of recording within their teams. I.e. updating of case summaries, chronologies, involvement and family relationships.
5. Team Managers and Social Workers to raise any concerns with the quality of audits to the APS Team as soon as possible.

6. Team Managers to block out time for the audit each month, plan for the case reflection meeting, and request exemptions and extensions via the correct process and in a timely way.
7. Monthly highlight reports to be shared with Directors, Assistant Directors and all frontline teams in order to be used and discussed in area meetings.

Recommendations and Practice Standards for September 2020:

1. All teams to review and reflect on the key learning identified in this month's highlight report and to raise any feedback, service needs, or key barriers to Kasey Senior, Audit and Practice Standards Manager or Mike Hall, Child Exploitation and Hidden Crimes Manager:
 - Response and timeliness to children who go missing, with increased confidence in the use of missing procedure.
 - Timeliness and quality of CSE risk assessments, so that they are pertinent to the current risks, include a plan of intervention to reduce risks and evidence the child's and parent's contribution.
 - Risk assessments for children who are at risk from sexual harm both within and outside their homes and how we engage partner agencies to support the child, their family and us in the resulting plans.
2. Review and signpost practitioners to the following key resources for CSE and Missing procedures.
 - [SSCP Safeguarding Children from Sexual Exploitation](#)
 - [Procedure for Children Missing from Home and Care 2019](#)
 - [Tri X Procedures and Documents for Missing](#)
 - [Return Home Interviews](#)
 - [CSE information on Healthy Surrey website](#)
3. Team Managers and Social Workers to raise any concerns with the quality of audits to the APS Team as soon as possible.
4. Team Managers to block out time for the audit each month, plan for the case reflection meeting, and request exemptions and extensions via the correct process and in a timely way.
5. Further Workbook training and workshops to establish a consistent standard of practice when completing. [Remember to utilise Workbook champions per area and video training guides on Share point].

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Quality Assurance and Inspection Readiness Thematic Overview Report

September 2020

1. Introduction

The Quality Assurance Service remains committed to working collaboratively to drive practice improvements through evidence-based learning and support. A key element of the thematic programme includes consulting with managers and practitioners, which also provides the opportunity and space to reflect on the work through their engagement. This informs our understanding of practice from their perspective and approach to the ways in which practice can be improved and become more consistent.

Throughout August 2020 there was the opportunity to focus on embedding learning from the themed audits completed as well as the Inspection Leads' work alongside their operational colleagues to provide support on practice areas specific to each Quadrant, as identified by Service Managers and Assistant Directors. The Inspection Leads along with the Audit and Practice Leads attend the Quadrant practice challenge meetings which is also the forum through which to share learning and engage in quality assurance discussions.

2. Placement Stability

As part of our inspection readiness programme this thematic audit provides the opportunity to review the effectiveness of practice in relation to children and young people who have experienced 3 placement moves or more in the last twelve months. This review will allow our services to better understand the quality of practice within these areas and progress any required improvements.

Placement instability affects children's ability to develop both secure attachments and may exacerbate any behavioural and emotional difficulties being exhibited by the child. For children who experience multiple placements, it is known this has a detrimental impact on their psychological, social and academic outcomes, alongside their ability to form meaningful attachments.

In April 2020 there were 75 children and young people who had experienced 3 or more placement moves in the last 12 months. At this time there were 972 children looked after.

Age Range	0-5	6-12	13-17
No. of children	7 (9%)	12 (16%)	57 (75%)

There are a number of factors that contribute to placement breakdown and instability. This audit highlighted placement moves were both planned and unplanned. In acknowledging placement changes can be necessary and inevitable the aim is to try to minimise the number of placements children experience due to the impact of the move.

Ways in which we can mitigate this is to use the processes we have in place through fully utilising and complying with,

- placement planning meetings
- placement stability and disruption meetings
- timely intervention when concerns arise robust care planning including contingency plans to limit drift and secure permanence
- placement choice (including skills set of carers and providers)

- multi-disciplinary support

For Surrey to increase its placement sufficiency, to gain more suitable in-house provision (including residential) and continue to develop the Mockingbird project to assist supporting placement stability.

The challenge will be for practitioners and managers to consider how best to respond to the audit findings, focusing on progressing plans to have in place a range of options with a view to being able to identify the right placement for a child or young person, thereby creating the conditions that will provide both stability and a sense of permanence for the child. As we know good relationships with carers/providers contribute to placement stability helping to build important relationships and secure attachments, strong sense of belonging and identity.

Involving children in decision making can improve the quality of decisions and leads to more stable placements. The views and wishes of the child (where appropriate) should be duly considered and informing this process should also be an up to date assessment and care plan.

Considerable work is already ongoing to address some of the key issues identified in this thematic audit; however, the challenge will be for practitioners and managers to improve the basic practice issues in their operational responsibilities and role in contributing to quality placements for children.

A meeting has been held with Jo Rabbitte (Assistant Director for Children's Resources) to discuss the key findings and current sufficiency strategy, where there is a project management and whole systems approach to placement stability and permanency.

3. Family Group Conference and Family Network Meetings

The Audit and Practice Standards Team worked together with the Family Group Conference Service to review children referred to the Family Group Conference Team (FGC). The sample consisted of 28 children who had been referred to the service between April to December 2019 from across all four quadrants.

The audit also sought to understand if an FGC did not take place whether a Family Network Meeting (FNM) took place, and whether supervision is present to drive and review the FGC/FNM process and review the family plan.

The positive practice within the review highlighted that there was only a very small percentage of families who experienced a delay in the FGC service accepting and/or processing a referral. The FGC meeting took place on average 3-5 weeks after the referral (which is within the 6-week practice standards guidance), and there is evidence of good outcomes achieved for families when the service was implemented as it is designed.

The review also highlighted that FGCs are not considered early enough in the child's journey within our service, there is a delay in referrals being made once it is discussed and agreed within the social work teams. There is limited evidence to support that FGC's and FNM's are being discussed with families at the assessment stage of intervention. If an FGC has taken place and a plan has been agreed, this plan is not included in the child CIN, CP or CLA plan. It is not routine practice to refer for an FGC before an ICPC, or if entering care proceedings, the court will request for an FGC to be convened. There is evidence of IRO's and CPC's promoting FGC's / FNM's, but this is not routine practice.

When an FGC does not take place, there is minimal evidence to support that an FNM is then discussed or arranged with the family by the social worker. The overall findings of this audit are that Family Group Conferences / Family Network Meetings are not being considered early enough within our intervention or life of the case.

The outcome of the report has been shared with the Practice Leadership Team and all frontline teams. The Audit and Practice Standards Leads have discussed the outcome of the report and practice improvements required in area manager's meetings.

Actions being implemented:

- I. The FGC Team will be continuing to deliver FNM training to frontline teams on a virtual basis as this has proven to result in good attendance. This is available to all frontline services.
- II. For Independent Chairs to have a more prominent role in quality assuring that FGC's and FNM's are considered throughout the CLA and CP process and that agreed family plans are included in CLA and CP plans.
- III. For all permanency planning meetings to evidence consideration of a referral to the FGC team and if this is not appropriate to evidence the rationale as to why no referral for an FGC was made.
- IV. Further review in 6 months.

4. Review of Youth Offending Service

In July 2020, The Audit and Practice Standards Team completed a review of the quality of service provided to children who are/have been made subject to Court and Out of Court Disposals (OoCD), including children subject to Youth Restorative Intervention programmes (YRI). The sample consisted of 27 children across all four quadrants and the tool was based on the Case Assessment Rules and Guidance (CARaG). The review was a fully collaborative process with the Youth Justice and Targeted Youth Service from the development of the tool, completion of audits, moderation, and follow up on every child audited.

The full thematic report outlined several key areas of practice within the Youth Offending Service and Targeted Youth Service but overall it found a trajectory of improvements made since the HMIP Inspection 2019, but the rate of improvements is variable.

The audit ratings assessed 18% of children receive a Good service, 39% of children receive a service that Requires Improvement, and 43% of children receive an Inadequate service.

One key area where practice needs to improve relates to the quality and timeliness of the assessments being completed for cases where the child is subject to a YRI or OoCD.

A second area of improvement is in relation to assessments in both cohorts which failed to comment sufficiently on the risk of harm to others as well as to the child.

Lastly, in a small number of cases the auditor was concerned regarding the workers understanding and analysis of factors for and against desistance which ultimately can impact planning and management grip. The recommendations and on-going work are to fully understand the practice inconsistencies across quadrants in order to create rapid improvement, consolidate improvements made so far, focus training on key practice areas identified, and re-assert the expectations of YOS case management guidance in order to reinforce robust management oversight.

Findings from this thematic audit were discussed with the YOS Senior Staff Team during moderation sessions and agreement was reached in respect of where improvements needed to be made. YOS Management Team have spent time revising their Training and Development Plan as a result of this review.

Actions being implemented:

1. Team Managers to review all the cases that remain open where a grade of inadequate was given and take urgent remedial action taken to address weaknesses identified.
2. The YOS learning and development plans should prioritise the delivery of learning opportunities to fill gaps in skills and knowledge.
3. The learning from this thematic review to be tabled at into the new Practice Development Working group, who will be responsible for addressing practice improvements required.
4. Establish joint YOS/ SATS action learning sets to establish better and more routine collaborative working between allocated social workers and TYS staff holding YOS work.

5. Independent Chair engagement with children, young people, parents and carers.

The Service Manager for Quality Assurance requested for a piece of work to be undertaken evaluating the quality and impact of the Independent Chairs engagement with children, young people, parents/carers. This is in the process of being concluded but the main areas of focus include;

- the level of preparation and engagement pre-conference/review meeting
- how children/families' culture and identity are addressed and used to inform the engagement process
- evidence of midway reviews and care progress updates and whether they are timely and progresses plans for the child
- if the child/parent/carers do not attend the conference/review meeting is feedback provided by the Chair
- if concerns are raised by the child/parent/carer how are they taken forward and addressed
- whether the engagement is effective in terms of securing good outcomes for children

The cohort sample comprised of 58 children, where the aim was for each Chair to have two children randomly selected.

Emerging themes:

- There is evidence of Chair's engagement outside of the conference and review process but this is not consistent practice undertaken by all Chairs.
- The Chairs footprint in terms of robustly driving plans is not always fully captured.
- Concerns raised by a child or parent with the Chair resulted in action being taken and the matter addressed.
- Examples of midway and care progress dates being set as part of the conference/review meeting.
- Good practice in terms of Chairs ensuring the young person fully understood their role and looked after review process.
- Chair convened an additional looked after review before the young person turned 18 due to concerns around the lack of clarity re post 18 arrangements.
- Escalation of concerns raised by Chairs led to and Service Co-ordinators chairing meetings with operational team colleagues. This is seen alongside evidence of where escalations could

be raised in more timely manner or where an escalation is closed too soon before the concerns have been fully addressed.

- There was one example of looked after minutes being written as if directly addressing the child.
- There was limited evidence that sufficient time is being given to speak with parents and children before conferences/reviews. But there was a good example where the Chair made arrangements to meet individually with parents to seek their views and provide updates.
- Efforts made to communicate with absent parents were limited.
- Mixed picture in terms of culture and identity being explored, understood and taken into account with the child protection and looked after process.

The full report will be completed by the 2nd October 2020 and the findings will be shared with the Service Manager and service co-ordinators with a view to agreeing an action plan in response to the audit findings.

Forward Plan:

- Following the mock inspection of CWD in August 2020 further thematic work will be undertaken (October to December 2020)
- Supervision – led by the principal social worker (to begin October 2020 and will be ongoing on a quarterly basis)
- Connected Person/SG (October/November 2020)
- Re-audit on permanency and pathway plans (November/December 2020)

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CHILDREN, FAMILIES, LIFELONG LEARNING AND
CULTURE SELECT COMMITTEE

MONDAY 14 DECEMBER 2020



Recommendation and Actions Tracker and Forward Work Programme

1. The Select 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 Forward Work Programme 2020

Children, Families, Lifelong Learning and Culture Select Committee (Chairman: Mrs Kay Hammond, Scrutiny Officer: Benjamin Awkal, Democratic Services Assistant: Bryony Crossland Davies)

Date of Meeting	Scrutiny Topic	Description	Outcome	Cabinet Member / Officer
20 JANUARY 2021	Schools Alliance for Excellence and Children's Educational Attainment in Surrey	An update on the work of the Schools Alliance for Excellence following its first year of delivering school-improvement services. Committee to review available data on the educational attainment of children in Surrey's schools and consider the impact of work undertaken by SAfE to identify and support vulnerable schools. Additionally, an update on the impact of SAfE's work to close the gap between the outcomes of pupils with SEND and of disadvantaged pupils when compared to their peers.	Committee receives assurance that the Schools Alliance for Excellence is meeting its objectives/making adequate progress towards meeting its objectives. Committee informed of Centre Assessed Grades received by pupils in 2020 and the impact of the COVID-19 pandemic on educational attainment measures.	<p>Julie Iles, Cabinet Member for All-Age Learning</p> <p>Liz Mills, Director – Education, Lifelong Learning and Culture</p> <p>Jane Winterbone, Assistant Director – Education</p> <p>Maria Dawes, CEO – Schools Alliance for Excellence</p>

	Education and careers support for vulnerable young people, including the Virtual School	The additional education and careers support received by vulnerable children and young people.	Review the support available; identify areas of good practice and areas for improvement.	<p>Julie Iles, Cabinet Member for All-Age Learning</p> <p>Liz Mills, Director – Education, Learning and Culture</p>
11 MARCH 2021	Alternative Provision	The alternative education provided for permanently excluded pupils, and for other pupils who – because of illness or other reasons – would not receive suitable education without such arrangements being made.	Review the support available; identify areas of good practice and areas for improvement.	<p>Julie Iles, Cabinet Member for All-Age Learning</p> <p>Liz Mills, Director – Education, Learning and Culture</p>
	Corporate Parenting Annual Report	The first annual report of the council's work with looked-after children following the adoption of a new strategy.	Assurance that the council is performing against the aspirations included in the Corporate Parenting Strategy	<p>Mary Lewis, Cabinet Member for Children, Young People and Families</p> <p>Tina Benjamin, Director – Corporate Parenting</p>

	Cultural Services	An update on the Council's cultural services.	Committee to understand available services, and challenges and opportunities; and review the impact of the COVID-19 pandemic on cultural services and the response thereto.	Julie Iles, Cabinet Member for All-Age Learning Liz Mills, Director – Education, Learning and Culture
	Adult and Community Education	An overview of the Council's adult learning services.	Committee to understand the role of adult and community education, including in respect of COVID-19 recovery, the available provision and how it is funded and delivered, and the challenges and opportunities faced by the Council in this area.	Julie Iles, Cabinet Member for All-Age Learning Liz Mills, Director – Education, Learning and Culture
	Library Transformation	Scrutiny of changes to the council's library offer to ensure value for money and benefit to residents.	<i>In development</i>	Julie Iles, Cabinet Member for All-Age Learning Liz Mills, Director – Education, Learning and Culture
18 OCTOBER 2021	EWMH services	To scrutinise the performance of the new EWMH services which are to commence in April 2021, having particular regard to the efficacy of early intervention.	To review the implementation and first six months of the new service to seek assurance that it is efficient and improving outcomes for service users.	TBC

	Update on the development, implementation and impact of the No Wrong Door service	Committee to be updated on the development and implementation a No Wrong Door service, and apprised of the impact of that service, following the report of the No Wrong Door Task Group.	Select Committee receives assurance regarding the implementation of the Task Group's recommendations and the efficacy of the service; and identifies learning opportunities.	Mary Lewis, Cabinet Member for Children, Young People and Families Tina Benjamin, Director – Corporate Parenting
Items to be Scheduled				
TBC	Outcomes of Family Resilience Service	To review the impact of the change in service approach following a period of embedding.	<i>In development</i>	Mary Lewis, Cabinet Member for Children, Young People and Families Jacquie Burke, Director – Family Resilience & Safeguarding
	Review of School Governance Arrangements	For the outcome of the review of school governance arrangements in Surrey to be reported to the Select Committee.	For the Select Committee to be apprised of the findings of the review	Julie Iles, Cabinet Member for All-Age Learning Liz Mills, Director – Education, Learning and Culture

Standing Items

- **Six-monthly performance report**

CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE

ACTIONS AND RECOMMENDATIONS TRACKER

DECEMBER 2020

The actions and 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 green to indicate that it will be removed from the tracker at the next meeting.

KEY			
	No Progress Reported	Action In Progress	Action Completed

Meeting	Item	Recommendations/Actions	Update/Response	Responsible Officer/Member
21 January 2020	Corporate Parenting Strategy [Item 6]	i. The Committee to review progress against aspirations in the strategy via an annual report in January and take evidence from partners.	This has been added to the Select Committee's Forward Work Programme for the March 2021 meeting of the Select Committee.	
28 July 2020	Children's Improvement Update [Item 5]	i. That, at the 21 September 2020 meeting of the Select Committee, the Cabinet Member for Children, Young People and Families provide an update on the children's improvement programme, including future audit findings, updates on the implementation of the recommendations of the audit programmes, and the outcome of any Ofsted monitoring.	This has been moved to the December meeting of the Select Committee.	Mary Lewis, Cabinet Member for Children, Young People and Families

		ii.	For the Director – Family Resilience and Safeguarding to circulate information regarding the number of 16- and 17-year olds residing in supported accommodation outside of Surrey; and how many of this cohort receive education, to Members of the Select Committee.	The Director's response has been circulated to the Select Committee.	Jacquie Burke, Director – Family Resilience and Safeguarding
		iii.	For the Director – Family Resilience and Safeguarding to share the KPIs relating to referrals to children's social care with the Select Committee.	The Director's response has been circulated to the Select Committee.	Jacquie Burke, Director – Family Resilience and Safeguarding
	Update on the Schools Alliance for Excellence [Item 6]	i.	For the Cabinet Member for All-Age Learning give an update on the work of the Schools Alliance for Excellence at the January 2021 meeting of the Select Committee.	A report will be presented to the Select Committee at its meeting on 20 January 2021.	Julie Iles, Cabinet Member for All-Age Learning.
		ii.	For the Director to provide information regarding exam results and education performance of disadvantaged children in Surrey to the Select Committee when the data became available (November 2020)	A report will be presented to the Select Committee at its meeting on 20 January 2021.	Liz Mills, Director – Education, Learning and Culture.
		iii.	For the Director to share the cost of consulting on the establishment of SAfE with the Select Committee.	Information requested. The Director is preparing a response.	Liz Mills, Director – Education, Learning and Culture.

	Preparations for the Reopening of Schools [Item 7]	i. That a verbal update on the implementation of the Recovery Plan supporting the reopening of educational settings is given to the Select Committee at its next meeting on 21 September 2020.	This item is on the meeting agenda for the September 2020 meeting of the Select Committee.	Liz Mills, Director – Education, Learning and Culture.
21 September 2020	Questions and Petitions [Item 4]	i. For a written response to be provided to: 'What proportion of looked after children and care leavers live in unregulated accommodation and what steps are being taken to safeguard such young people from criminal exploitation'.	A written response was circulated to the Select Committee.	Jo Rabbitte, Assistant Director – Children's Resources
		ii. For the proportion of looked-after children and care leavers living in independent accommodation, and the steps taken to safeguard such young people from criminal exploitation, to be shared with the Select Committee.	Information requested. The Assistant Director is preparing a response.	Jo Rabbitte, Assistant Director – Children's Resources
	School Governor Support [Item 5]	i. For the number of school governor vacancies to be shared with the Select Committee.	The Assistant Director provided information to the Select Committee regarding maintained schools governor vacancies.	Jane Winterbone, Assistant Director – Education
		ii. For the outcome of the review of school governance arrangements in Surrey to be reported at a future meeting of the Select Committee.	This has been added to the Select Committee's Forward Work Programme.	Liz Mills, Director – Education, Learning and Culture.
		i. For the Select Committee to maintain a watching brief		Select Committee

	Verbal Update on the Reopening of Schools [Item 6]	regarding transitions within and from education.		
		ii. To share the numbers of children and staff in special education settings who had tested positive for COVID-19 since the reopening of schools.	Information requested. The Assistant Director is preparing a response.	Jane Winterbone, Assistant Director, Education.
		iii. To ascertain why some children in Epsom had been turned away from public transport to school.	Information requested. The Director is preparing a response.	Liz Mills, Director – Education, Learning and Culture
	Action and Recommendations Tracker and Forward Work Plan [Item 8]	i. For a standing six-monthly high-level performance report to be added to the Select Committee's Forward Work Plan.	This has been added to the Committee's Forward Work Programme.	Benjamin Awkal, Scrutiny Officer.