

## Notice of Meeting

# Children, Families, Lifelong Learning & Culture Select Committee



**Date & time**  
Monday, 13  
December 2021 at  
10.00 am

**Place**  
**REMOTE &  
INFORMAL MEETING**

**Contact**  
Benjamin Awkal, Scrutiny  
Officer  
Democratic Services  
Tel 07816 091463

**Chief Executive**  
Joanna Killian

We're on Twitter:  
@SCCdemocracy

benjamin.awkal@surreycc.gov.uk



**Please note:** that due to the COVID-19 situation the Chairman has decided that this meeting will take place remotely and will therefore be an informal meeting of the Select Committee.

Please be aware that a link to view a live recording of the meeting will be available on the Committee's webcasting library page on the Surrey County Council website. This page can be accessed by following the link below: <https://surreycc.public-i.tv/core/portal/webcasts>

If you would like a copy of this agenda or the attached papers in another format, e.g. large print or braille, or another language please either call 07816 091463 or email [benjamin.awkal@surreycc.gov.uk](mailto:benjamin.awkal@surreycc.gov.uk).

### Elected Members

Ayesha Azad (Vice-Chairman), Liz Bowes (Chairman), Fiona Davidson, Jonathan Essex, Alison Todd, Rachael Lake, Andy Lynch, Michaela Martin, Mark Sugden, Liz Townsend, Chris Townsend (Vice-Chairman), Jeremy Webster and Fiona White

### 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

## **AGENDA**

### **1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

To report any apologies for absence and substitutions.

### **2 MINUTES OF THE PREVIOUS MEETINGS: MONDAY, 18 OCTOBER 2021**

(Pages 5  
- 28)

To review the minutes of the previous meeting of the Children, Families, Lifelong Learning and Culture Select Committee as a true and accurate record of proceedings. These minutes will be agreed at the 18 January 2022 meeting of the Committee.

### **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, 7 December 2021*).
2. The deadline for public questions is seven days before the meeting (*Monday, 6 December 2021*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

The public retain their right to submit questions for written response, with such answers recorded in the minutes of the meeting; questioners may

participate in meetings to ask a supplementary question. Petitioners may address the Committee on their petition for up to three minutes. Guidance will be made available to any member of the public wishing to speak at a meeting.

**5 SCRUTINY OF 2022/23 DRAFT BUDGET AND MEDIUM TERM FINANCIAL STRATEGY TO 2026/27** (Pages 29 - 62)

***Purpose of the report:***

To provide details of the draft budget and medium-term financial strategy for scrutiny.

**6 ACTIONS AND RECOMMENDATIONS TRACKER AND FORWARD WORK PLAN** (Pages 63 - 76)

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

**7 DATE OF THE NEXT MEETING**

The next public meeting of the Select Committee will be held on Tuesday, 18 January 2022.

**Joanna Killian  
Chief Executive**

Published: Friday, 3 December 2021

**MINUTES** of the meeting of the **CHILDREN, FAMILIES, LIFELONG LEARNING & CULTURE SELECT COMMITTEE** held at 10.30 am on 18 October 2021 at Woodhatch Place, 11 Cockshot Hill, Reigate, RH2 8EF.

These minutes are subject to confirmation by the Committee at its meeting on Monday, 13 December 2021.

**Elected Members:**

- \* Ayesha Azad (Vice-Chairman)
- \* Liz Bowes (Chairman)
- \* Fiona Davidson
- \* Jonathan Essex
- \* Rachael Lake
- Andy Lynch
- \* Michaela Martin
- \* Mark Sugden
- Alison Todd
- \* Liz Townsend
- \* Chris Townsend (Vice-Chairman)
- \* Jeremy Webster
- \* Fiona White

**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

**28/21 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Alex Tear, Tanya Quddus and Alison Todd.

**28/21 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Alex Tear and Tanya Quddus.

**29/21 MINUTES OF THE PREVIOUS MEETINGS: 11 MARCH 2021 AND 15 JULY 2021 [Item 2]**

Minutes dated 11 March 2021 and 15 July 2021 were agreed as true records of the meetings.

### **30/21 DECLARATIONS OF INTEREST [Item 3]**

None received.

### **31/21 QUESTIONS AND PETITIONS [Item 4]**

1. A question had been received from Fiona Davidson.
2. Asking a supplementary question, the Member asked what was now being done differently to accommodate more LAC within Surrey, highlighting that the proportion of looked after children (LAC) placed within the county had been increasing incrementally from a low point of 47.1% in April 2019 to 54.2% in October 2021.
3. The Director – Corporate Parenting explained that the Service had a comprehensive sufficiency strategy and aimed to significantly increase the number of foster placements available within the county, as they wanted the majority of children to live within families, and whilst they had been successful at recruiting more foster carers during the COVID-19 pandemic, many had also left for reasons such as ill-health or retirement. Additionally, there were two frameworks used to commission third-party placements including foster carers, children's homes and supported accommodation. The Director agreed that the rate of change was slower than she would like and cautioned that it was unlikely that 100 per cent of LAC would be placed within the county as, for some children, the best placement would be outside of Surrey, such as when living with extended family. Eighty per cent of LAC living within the county was described as an ambitious but realistic target. There was a balance to strike between accommodating more LAC in Surrey and moving them at a time which met their care needs.

### **32/21 SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) TRANSFORMATION UPDATE [Item 5]**

**Witnesses:**

Denise Turner-Stewart, Cabinet Member for Education and Learning

Liz Mills, Director – Education and Lifelong Learning

Mary Burguières, Assistant Director – Systems and Transformation

Benedicte Symcox, Chief Executive Officer – Family Voice Surrey

Kate Goode, Participation Manager – Family Voice Surrey

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

1. The Cabinet Member explained that the report built upon previous updates to the Committee and Cabinet in December 2020 and February 2021 respectively. It outlined further progress in the year to date and highlighted the next phase of delivery – building system wide momentum and cultural change and securing financial trajectories over the next five years.
2. The Director added that 290 additional school places for children with SEND had been delivered – a mixture of expansions of existing schools and new specialist units and centres, plus one entirely new school. There was a focus on operational improvements: the Service was seeking to improve the timeliness and quality of Education and Health and Care (EHC) planning and communication with families. They wanted to make sure all children received the right support without necessarily relying on a statutory plan. There had been a reduction in requests for statutory plans, attributed to recent investment in early intervention – Surrey had a high number of statutory plans compared to regional and statistical neighbours. The Service was working with education, health and care partners to ensure children’s needs were met more holistically. From early years, the Service was focused on preparing children for adulthood and was creating additional pathways into adulthood – 70% of young people were on a pathway to independence or employment, a 13% increase on the previous year.
3. The Vice-Chairman asked what the Programme’s key risks were and asked whether it had been affected by ongoing disruption within the construction industry. The capital programme had delivered 23 schemes in year and there had been a six-week delay to occupying the new school, but temporary provision was accommodating pupils in the meantime. The Land and Property Service’s approach to capital delivery was to secure a longer-term delivery partner to facilitate smoother delivery. The delivery of one free school, Betchwood Vale, had been delayed for a year for planning reasons and the Service was working with partners to ensure delivery and provide interim places.
4. A Vice-Chairman asked how the Programme reflected the SEND Code of Practice and Partnership Strategy and the Written Statement of Action’s four key focus areas and would support children to attain better outcomes. The Director explained that the Transformation Programme was outcome focused and everything the Service did was centred on relevant statutory provisions and the SEND Code of Practice. The Strategy reflected local consultation and ran from 2019 to 2022 and the Service was to co-produce a new strategy for 2022 onwards, for which the development of the All-Age Autism Strategy provided an improved model of co-production. The

key focus areas were borne out of the original Code of Practice and were reflected in the now more-joined-up SEND system and increasingly holistic approach to SEND support; however, the Director acknowledged that those changes would not have been felt by all families yet. Elements of the Strategy relating to community also reflected the Community Vision for Surrey in 2030 principle of 'no one is left behind' by aiming for children to be educated and supported closer to home wherever possible. The SEND Code of Practice required the efficient, effective and equitable use of resources and the Director highlighted this was an area of focus where further work was required; increasing the sufficiency of local provision under the Transformation Programme would support the implementation of that principle as well as better outcomes for children and their families.

5. The Vice-Chairman asked what improvements would be achieved through the introduction of an assistant director in each quadrant and why this was an effective use of resource. The Director explained that the posts were funded from the General Fund, rather than the High Needs Block. The appointment of assistant directors to quadrants mirrored the structure used in social care and they were to galvanise cultural change by developing and maintaining relationships with early years providers, schools and health and social care partners. They were also driving cultural change in relation to safeguarding and emotional wellbeing and mental health.
6. The Vice-Chairman asked whether there had been any significant change to the SEND level of need during the COVID-19 pandemic. The Director explained that children's mental health needs had been flagged to her and colleagues when they had visited educational settings and the Service was working with the mental health alliance. The Director explained that the Service was concerned that some children with additional needs may have had too little educational input and thus development during the pandemic; however, she cautioned it was too early to know the extent to which this was true, and that increased need would likely occur in relation to specific places or individual children, rather than across the board.
7. A Member asked how educational support for children with SEND was aligned with social care needs and placements. The Cabinet Member explained that the Service had a close relationship with children's social care, with which they shared a Director of commissioning, and that the new mental health alliance contract took into account sufficiency planning for social care and education. The Director added that education and social care colleagues worked together closely at all levels and further training and development initiatives were to be provided to new starters on such joined-up working. Joined-up care planning was highly important as few children would have either social or educational needs alone. The introduction of the single view of a



child system would further enhance joint working. The implementation of the Early Years and Education Management System (EYES) Liquidlogic module was progressing well and was to be fully implemented by the 2022/23 academic year.

8. A Member asked why the development and reviews of a significant proportion of EHC plans still took longer than the targeted timescales, how long overdue plans took to complete/review on average, what was being done to address plan lateness and whether timeliness varied between quadrants. The SEND Code of Practice required that EHC plans should be developed within 20 weeks with few, rarely used exceptions, which the Service did not account for in performance reporting. Overdue plans were typically one to two weeks so but could be as late as four weeks. The EHC plan monitoring system enabled strong management oversight of plan timeliness, down to individual plan level. The timeliness of advice from health and care services, which had been under significant pressure during the pandemic, could impact plan timeliness and the Service worked flexibly with families when specific advice was outstanding. Caseworker turnover and vacancies could lead to delays and the Service was taking steps to stabilise the workforce; the Director aimed for the Service to be fully resourced in Autumn 2021. Changes to the irregular pattern of requests for plans could impact timeliness and there had been unusually high demand for plans in the 2021 Summer Term, which was challenging as children's needs could not be evaluated during the summer. Some quadrants had achieved 100 per cent timeliness in recent months and the quadrants in which poor timeliness periodically arose differed. There was monthly oversight of the reasons for plan lateness at senior officer level.
  
9. A Member asked how the council's ability to effectively support children with SEND was affected by the continuing shortfall of High Needs Block (HNB) funding, how this impacted Directorate and council finances, and how confident the Service was that it would be able to deliver effective SEND support without overspending on the High Needs Block within five years' time. The Cabinet Member explained that recently, externally reviewed demand modelling and financial analysis confirmed that SEND services would be delivered to budget within five years' time. The Director explained that the council's maintenance of a financial reserve to offset HNB overspends presented an opportunity cost as those funds could not be invested in other services. The Service was building capacity in the SEND system through its inclusion agenda and culture and practice improvements to ensure that children's needs were met at an early stage before they increased. There was a large degree of inconsistency between the size of different school's cohorts of children with SEND and EHC plans, and an objective of ongoing schools-led work was to increase the number of children with SEND educated at their local schools.

10. A Member asked how children with SEND who were not eligible for EHC plans were supported, how often their support was reviewed, and who was involved in those reviews. The Director explained that 'SEND Support Arrangements' were set out in the SEND Code of Practice and schools, which published the SEND support they provide on their websites, were responsible for documenting needs and agreeing support plans with parents/carers, and were expected to regularly review support, usually on a termly or half-termly basis. All the help and support available to children with SEND was recorded in the Graduated Response and the Service was providing relevant training and support to staff. The Service was piloting a 'team around the school' model which brought council and partnership resources together around individual schools and was focused on providing non-statutory SEND support, a benefit of which was that council would be aware of children with additional needs and the support they had been receiving if requests for ECH plans were made for them.
11. A Member asked how funding for early intervention made available to early years settings from April 2020 had been utilised and what its impact was. The Director explained that following a series of termly evaluations which showed a positive impact, the Schools Forum had agreed to extend the provision of that funding. The funding was often used to deliver skills training, capacity building and SEND support planning and arrangements in early years settings, enabling young children with SEND to be included in settings closer to home. Meeting young children's needs earlier also enabled settings to close gaps in respect of speech, learning and communication development and better prepare them for school.
12. The Member asked for an overview of the post-18 destinations for young people with SEND. Seventy per cent of young people with SEND were in education, employment or training (EET), and approximately 11 per cent of the cohort would move into adult social care. The Service was exploring how to provide pathways into EET for the remaining nine per cent of young people with SEND; the Service was delivering informative events outlining the wide range of options available to young people and supported similar work by Family Voice Surrey. Six apprenticeships had been provided for young people with SEND and the Service was to provide a further 25 going forward; the Service was encouraging employers to consider how they could provide apprenticeships for young people with SEND. The Cabinet Member added that, in connection with the council's strategy for economic growth, the Service was exploring further employment opportunities for young people with SEND with the council, partners and industry.

13. The Chairman invited the representatives of Family Voice Surrey (FVS) to introduce themselves and the organisation. The Chief Executive Officer (CEO) explained that FVS was the official parent carer forum for Surrey, which provided a voice for parent carers of children with additional needs aged 0-25. The CEO welcomed improvements made in recent years, particularly the shift to coproduction and partnership working, but highlighted that those improvements were not reflected in the experiences of all families yet.
14. The Chairman invited the CEO to outline FVS's key focus areas. The CEO emphasised that the work of FVS was grounded in listening to the lived experience of children and parent carers. The feedback shared with FVS was both positive and negative. The CEO said that FVS repeatedly heard that communication needed to improve. The CEO welcomed the council's work to improve post-16 outcomes for children with additional needs. There was a focus on the Preparation for Adulthood Programme and FVS was promoting the council's message that preparation for adulthood starts from the beginning of children's lives. FVS had received highly positive feedback regarding supported internships. However, feedback from those who attended college was less consistent – the transition into the second year of college could be particularly challenging. The CEO noted the increase in co-production within the system; however, there was a desire for more co-production at individual level and at transitions into post-16 education and adulthood – the CEO shared the view of the Director that greater consistency at school level was required. The biggest problem parents raised with FVS was that they were not heard or believed by professionals such as, GPs, school staff and health visitors.
15. The Director recognised that the council's relationship with FVS was vitally important and highlighted that the council had invested in how it worked with the organisation. She agreed it was important that improvements were apparent at, and coproduction conducted, at individual level.
16. Improving communication remained a focus and the Director submitted that the Service had a good understanding of where improvement was required. The Service was to continue providing training and development initiatives to staff in a number of areas, including ensuring families were aware of handovers in advance and handovers were managed well, avoiding vacancies within teams, and improving the culture and ethos of collaborative working.
17. The Cabinet Member thanked the CEO for FVS's advocacy and collaboration with the council.

18. A Vice-Chairman asked about the challenges that children, young people, and their families experienced when seeking SEND support and at the transition from primary to secondary school, and how the placement of SEND children within or outside of the county affected them. The CEO explained that FVS worked closely with Surrey's User Voice and Participation team, which ensured that young people's voices were heard. She reiterated that the biggest challenge faced was for professionals to believe parent carers when they sought support. There were also challenges getting the different parts of the system to communicate with one another and services still seemed to families to be siloed. Finding the right information was often challenging for parents due to the number of single points of access available; the CEO described the Learner's and Children's Single Points of Access as helpful, and the Director later confirmed they were being merged. The CEO described how professionals would sometimes recommend certain support for children and then decision-making panels in the EHC plan process would take a different view – this could be confusing and upsetting for families and was described as potentially harmful to codesign/collaboration.
19. The CEO explained that it was difficult to see the improvement of incounty residential placements currently, but FVS had received positive feedback from parents whose children were receiving specialist provision close to home. FVS heard that families whose adolescent children could not live at home full time due to their highly complex needs would prefer their children to receive a residential placement close to home, rather than receive packages of respite care, which were described as less stable. The CEO highlighted a gap in local provision for girls and young women with autism who had experienced trauma and had learning needs.
20. The CEO explained that, in respect of transitions from primary to secondary school, schools and families often believed children needed additional hours of support but, in her view, the focus should instead be on how schools and families communicate, why transitions are difficult and what can be done to make a them easier, such as making support plans clearer and ensuring teachers had strong understandings of children's needs.
21. The Director highlighted the importance of FVS as a constructive and critical friend to the council.

**Action:**

- i. Director – Education and Lifelong Learning to share average times for overdue EHC plan development and reviews by quadrant; and any actions taken to respond to increase demand for EHC plans in the 2021 Summer Term.

**Recommendations:**

1. At an appropriate time, the Select Committee visit educational settings supporting children with special educational needs and disabilities.
2. The Director – Education and Lifelong Learning share the findings of the SEND Self-Evaluation and any actions to be taken in response to it with the Chairman of the Select Committee for circulation to the Committee once available.
3. The Cabinet Member for Education and Learning provide an update on the SEND Transformation Programme and other work relating to the support for children and young people with additional needs, including support at transitions, at the April 2022 meeting of the Select Committee.

**33/21 THE IMPACTS OF COVID-19 ON EDUCATION AND LEARNERS IN SURREY [Item 6]**

**Witnesses:**

Denise Turner-Stewart, Cabinet Member for Education and Learning

Liz Mills, Director – Education and Lifelong Learning

Tina Benjamin, Director – Corporate Parenting

Mary Burguieres, Assistant Director – Systems and Transformation

**Key points raised during the discussion:**

1. A Member highlighted that, in the absence of council funding for mental health support, some schools were using education catch-up funding to support pupil's mental health needs, which had increased during the COVID-19 pandemic, and asked what the overall findings of the literacy and early language undertaken by schools were. The Assistant Director explained that from the pandemic's outset the Education Service had adopted a preventative approach to minimising the impact of the pandemic on children's learning. Vulnerable children and children of key workers received in-person teaching and support throughout the pandemic, where it had been in their best interest. Schools, the council and partners had sought to ensure children received high-quality education, and laptops had been distributed to children who needed them. National research showed that a learning gap of approximately three months in the areas of numeracy and literacy had emerged during the pandemic, particularly in Key Stage 1 – this was even larger for disadvantaged

students. The Service continued to deliver campaigns to help families support their young children's speech and language development. National and local research showed there had been a COVID-19-related impact on children at transition stages – Government guidance had prevented settings from providing inperson support at transitions. The Service's focus for the 2021/22 school year remained on supporting schools to deliver high-quality curriculum and teaching via the Schools Alliance for Excellence (SAfE). The Department for Education (DfE) strongly advised schools to use catch-up funding to provide tutoring for those most in need and to increase teaching capacity to deliver catch-up learning. The council had commissioned continuing mental health support throughout the pandemic, elements of which were focused on parents and carers, children and young people and teaching staff.

2. A Member asked how educational catch-up support related to child poverty and asked how the council was addressing those issues, particularly in early years. The Assistant Director stated that the Service had supported economically disadvantaged families by allocating supermarket vouchers for school- and college-age children in receipt of free school meals, early years pupil premium children and Care Leavers during school holidays. The Surrey Crisis Fund, food banks and relevant charities had also received financial contributions from the council.
3. The Member welcomed those financial contributions and asked what additional support was in place for the future, particularly to support disadvantaged children's education and infants' development. The Director – Education and Lifelong Learning explained that the Service's strategy and work around disadvantaged learners included children from economically disadvantaged families and connected with the emerging child poverty strategy – support led by SAfE and delivered by schools included subject matter networks, an increased universal offer and Quality First Teaching approaches. Targeted programmes had been put in place to support children in early years, especially those living in more disadvantaged areas. The Cabinet Member added that partnership working during the pandemic had enabled the council to more accurately identify vulnerable families and children, which would enable it to more effectively target support going forward.
4. Members asked why levels of post-16 participation and attainment in education varied between groups from different disadvantaged backgrounds and how the Service could learn from the groups of disadvantaged young people who exceeded regional and national averages to better support learners whose participation and attainment was relatively low. A team monitored post-16 outcomes for

young people, with a specific focus on vulnerable cohorts. Further analysis had been initiated to understand decreases in participation by young people from certain minority backgrounds to enable the Service to identify how best to respond.

5. The Director – Corporate Parenting explained that the council's Virtual School tracked the progress of young people in care and supported their career aspirations. The Virtual School had established an exam centre to support looked after children's completion of maths and English qualifications to enable them to participate in post-16 education. The Assistant Director added that lacking a qualification in maths or English also presented a barrier to participation in post-16 education for other young people, such as the wider disadvantaged cohort. The Director – Education and Lifelong Learning said that the gap in participation and attainment by disadvantaged learners could in part be attributed to the small number of disadvantaged children in any one class, which could make it harder for them to be engaged by the wider support strategy; through SAfE, the Service was making support more targeted and seeking to increase staff's skills and knowledge to help them with their Quality First Teaching approaches. A partnership was being formed to develop a lifelong learning strategy connected to the council's skills agenda and reflective of the skills needed by the labour market then and in the future, to support people of all ages to return to further education.
6. The Chairman and Cabinet Member thanked the education system and those involved in it for their response to the challenges of the COVID-19 pandemic, during which they had continued to educate and safeguard children and young people.

**Resolved:**

The Select Committee noted the report.

**34/21 CHILDREN'S HOMES TRANSFORMATION [Item 7]**

**Witnesses:**

Clare Curran, Cabinet Member for Children and Families

Tina Benjamin, Director – Corporate Parenting

Jo Rabbitte, Assistant Director – Children's Resources

**Key points raised during the discussion:**

1. The Chairman noted that the reports for Items 7 and 7a had been received late and published under a supplementary agenda as the detail of the proposed decision being scrutinising had not been finalised at the time the meeting's agenda was published.

2. The Assistant Director introduced the report, explaining that the council had reviewed its children's residential homes and that the recommended changes were to develop its children's homes' management and workforce to enable the accommodation of the looked after children ('LAC') with the most complex needs within the council's residential homes. Under the Sufficiency Strategy, the preferred placement for any LAC was within the community with their family or in foster care; however, there were a small number of children for whom residential care was necessary. The change to the model of practice would make residential care a specific intervention to address identified needs. The Assistant Director submitted that this would improve outcomes for children and young people and would be a more effective use of 'scarce and valuable' residential provision. It was hoped that the existing children's homes would form the basis of an extension to residential provision under the existing capital development programme.
3. A Vice-Chairman asked for the background to the recommended decision and what the key risks were in respect of the proposals. The Director explained that the improvement of residential provision was not initially prioritised as the council's children's homes were of a good standard, being mostly rated Good or Outstanding by Ofsted. As the Corporate Parenting Service ('the Service') had developed a better understanding of the LAC placed out of county and what it could ask of its staff, it had identified the need to develop its residential provision to make interventions more purposive and timelier. The proposed model would also support the No Wrong Door service.
4. The alternatives considered were to continue with the existing model or place LAC in external residential provision, but this was undesirable as, when children were placed in the council's homes, they were cared for by employees managed by Service, providing greater assurance of care quality. Part of the rationale for increasing the management capacity in residential homes was to provide management cover on weekends: due to the complexity of the needs of children in residential provision, behavioural issues often arose on weekends, straining the on-call system. The introduction of further assistant managers, considering significant regional workforce development issues, would improve succession by enabling the Service to provide structured career pathways which would help attract and retain high-quality staff and develop registered managers locally.
5. The key risks in not implementing the restructure were maintaining Good and Outstanding Ofsted ratings and not being able to support the children with the most complex needs in house and within the county.



6. The key risks in implementing the restructure were the challenges of recruiting to the new staffing structure and co-locating children with complex behavioural needs, which could have led to homes' capacity being underutilised.
7. A Member asked why the Service was forecasting an increase of 169 looked after children in the next five years but not anticipating a consequential increase in children requiring residential placements. The Director explained that the Service aimed to increase the availability of foster provision, having implemented the Mockingbird scheme which promoted placement stability by supporting foster carers to manage the behaviours of the children in their care; the Service was aiming for a placement strategy which would not increase the number of children in residential care. The SEND Transformation Programme was also expected to increase the stability of foster care placements by providing children with more appropriate educational placements.
8. A Member asked what the short-term impact of the changes might be, highlighting a reduction in longer-term placement capacity with the introduction of No Wrong Door short-term placements, and sought assurance that the changes would not result in more children being placed out of county while the capital programme was being implemented. The Director responded that the proposed changes built upon the expertise of residential staff and reflected the needs of the LAC supported by the Service by providing residential placements for those who were most difficult to place within the county. It was important to maintain respite provision and develop short-term No Wrong Door provision to prevent children from entering care for longer periods.
9. The Service had more children placed in private and third-sector provision than in the council's. Some of those children could be accommodated by the council following the proposed transformation, and the Service would subsequently seek to reduce the total number of children in residential provision. The Director highlighted that there was a shortage of external provision in Surrey and, under the Sufficiency Strategy, the Service was to engage with external providers regarding them increasing their provision in Surrey, as the transformation would not meet the demand for residential placements entirely.
10. A Member asked how the need for two autism placements was identified and whether that was sufficient. With health colleagues, the Service had identified that there was a lack of provision for children in crisis detained under the Mental Health Act 1983; the proposals would provide crisis beds linked with the Children's Crisis Intensive Support

Service to accommodate children in crisis for up to a month before they returned home with a care package, preventing them being detained in hospital or placed out of county.

- 11.A Member asked what was being done to improve standards in homes requiring improvement. Each had an improvement plan in place and would be subject to Ofsted quality assurance visits as well as additional internal assurance and scrutiny.

**Actions:**

- i. Director – Corporate Parenting to provide the numbers of children placed in in-house and external residential provision.
- ii. Director – Corporate Parenting to submit to the Committee the most recent report on children’s residential provision submitted to the Corporate Parenting Board.

**35/21 CHILDREN'S HOMES TRANSFORMATION - PART TWO [Item 7a]**

**RESOLVED:**

That under section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the Item 7a on the grounds that it involves the likely disclosure of exempt information under the paragraph 3 of Part 1 of Schedule 12A of the Act.

The Select Committee considered the financial implications of the proposed changes and asked relevant questions.

**Recommendation:**

Cabinet agree the proposed transformation of Surrey’s Children’s Residential Services provided there are no material changes to the recommended decision or supporting information as reported to the Select Committee.

**36/21 PUBLICITY FOR PART 2 ITEM [Item 7b]**

**Resolved:**

That the recommendation agreed under Item 7a be published in the minutes of the meeting.

**37/21 BREAK [Item 8]**

The Committee recessed at 1.34pm and resumed at 2.02pm.

## **38/21 EMOTIONAL WELLBEING AND MENTAL HEALTH SERVICES [Item 9]**

### **Witnesses:**

Maureen Attewell, Deputy Cabinet Member for Children and Lifelong Learning

Hayley Connor, Director – Commissioning

Jessica Thom, Children's Emotional Health Alliance Programme Director (Surrey and Borders Partnership NHS Foundation Trust)

Kerry Clarke, Children and Young People Head of Emotional Mental Health and Wellbeing Commissioning (Surrey Heartlands Clinical Commissioning Group)

Kate Scribbins, Chief Executive Officer, Healthwatch Surrey

Katharine Newman, Intelligence Officer, Healthwatch Surrey

### **Also in attendance:**

Bernadette Muir, Chairman of the Adults and Health Select Committee

Angela Goodwin, Vice-Chairman of the Adults and Health Select Committee

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

1. A Vice-Chairman asked what the level of mental health need was for children and young people in Surrey and how new Emotional Wellbeing and Mental Health (EWMH) services would meet that need, what the key risks were and why the contract had been awarded for seven years with an option to extend for a further three.
2. The Director – Commissioning explained that, following the COVID19 pandemic, one in seven children nationally had an emotional or mental health need and the acuity of children and young people's needs had also increased. The new service model did not assume that all children with such a need required a medical or therapeutic intervention; the alliance approach, focus on early intervention and THRIVE model were adopted to mobilise the entire system to respond to demand.
3. Key risks included demand for services, staff recruitment and retention and managing the transition to the new way of working. A longer-term contract provided Alliance partners adequate time to implement new systems and ways of working and to recruit to services.

4. The Chairman of the Adults and Health Select Committee ('the A&H Chairman') asked how the different members of the Alliance – which included organisations who were involved in Surrey's previous Child and Adolescent Mental Health Services – would work together and for an overview of the Alliance's governance arrangements.
5. The Director – Commissioning explained that new leadership and enhanced accountability were provided through the introduction of the role of the Children's Emotional Health Alliance Programme Director ('the Programme Director') to lead the Alliance's partnership work and to ensure partners had an equal voice, the introduction of the role of the Children and Young People Head of Emotional Mental Health and Wellbeing Commissioning ('the Head of EMHW Commissioning') to focus on emotional wellbeing and mental health commissioning, and the council becoming the lead commissioner for emotional wellbeing and mental health services. The Surrey and Borders Partnership NHS Foundation Trust ('SaBP') had also introduced the new role of Executive Director for Children's Community Services.
6. The Executive Finance, Contracts, Quality and Performance Accountability Committee led on contract monitoring and delivery and was attended by the Director – Commissioning and Head of EMHW Commissioning, amongst others. The Director – Commissioning stated that with the introduction of a user voice and participation team, the voice of children and young people was 'hardwired' into the Alliance, which aimed to prioritise improving the experience of children and families as well as service performance. A young person with experience of service use had been recruited and was forming a shadow Alliance Board of young people and families to contribute to service delivery and development. The Alliance was open to changing and improving over the course of the contract. There were also a number of reference groups with key strategic partners. The Head of EMHW liaised with the Deputy Cabinet Member on a monthly basis and the Alliance reported to the Health and Wellbeing Board. The Surrey Safeguarding Children Partnership and the system-wide Strategic Mental Health Improvement Group received regular updates on the work of Alliance also.
7. The A&H Chairman asked whether a performance dashboard was to be produced and whether a representative of a Select Committee could become involved in one of the reference groups. Performance dashboards were being developed and the A&H Chairman was invited to contact the Head of EMHW Commissioning regarding becoming involved in a reference group.

*Liz Townsend left the meeting at 14.26*

8. A Vice-Chairman asked whether the work of third sector partners within the Alliance was fully funded or whether they were also reliant on other funding sources. The work of all partners was fully funded under the contract, but third sector partners did have access to other funding streams.
9. The Vice-Chairman asked how confident the witnesses were that a resilient model of partnership working had been developed. The Director – Commissioning explained that the Alliance was based on a model first developed in Plymouth and related research; officers had experience of alliance/partnership working and were working to develop the partnership but cautioned that the contract was being mobilised in the context of a global pandemic and workforce and demand issues. She believed that the achievements made so far were a testament to the developing partnership, highlighting that 45 peer mentors were in place, nearly all of Surrey's District and Borough Councils had a coordinator, and ten mental health support teams were to come online soon. The Programme Director added that the Alliance was building its relationships effectively and was supported by an external organisation in doing so.
10. A Member asked whether the witnesses could provide a clear overview of the structure of the Alliance and the responsibilities, accountability and relationships of its members. The Director – Commissioning responded that, in order to meet the level of demand in Surrey, it was necessary for a range of partners with a range of expertise to be involved in the delivery of EWMH services. The Alliance's 'robustly structured' contract set out the accountability of partners and expectations in terms of their performance, including clear specifications, budget allocations, activity and outcomes. The Alliance's vision and strategy, which were to be refreshed, drew the partnership together. Further, the Alliance was accountable to NHS England. Monitoring performance was connected with the governance structure. Supporting third sector partners to report to the NHS's expectations had been a challenge.
11. The A&H Chairman asked how the Alliance would manage performance issues resulting from changes to demand and whether partner's budgets could be revised in the future. The Director – Commissioning explained that the contract was constructed so as to enable funding to be allocated where required; over the course of the contract, the Alliance expected funding for more-intensive interventions to be redistributed to early intervention as the latter reduced demand for the former; however, this was made more challenging by the increase in children's needs due to the COVID-19 pandemic. The Alliance was developing its collection of quality data to enable it to identify any bottlenecks and how demand in certain service areas could affect other services in the future. The

Programme Director added that the THRIVE model not only related to how frontline services were delivered but also how professionals operated at all levels: for example, in light of significant pressures in the neurodevelopmental service area, the Alliance had convened to review the entire system to identify how capacity within it could be used to ameliorate those pressures. The Alliance was mindful that it was to deliver its contract within a financial envelope and that with time it would be able to better model future demand and subsequently reallocate funding or request further funding as necessary.

12. The A&H Chairman asked whether third sector members of the Alliance would receive additional funding if demand for their services increased significantly. The Director – Commissioning explained that there was a set amount of funding (circa £4m) for early intervention and an expectation that more funding would flow to early intervention over time. The Director emphasised the position of third sector providers as partners at the heart of the Alliance and explained that through data and demand monitoring, the Alliance would be able to make decisions in respect of resource allocation.
13. A Member asked how the Alliance would ensure that funding for early intervention would be used for that purpose. The Director – Commissioning explained that the Executive Finance, Contracts, Quality and Performance Accountability Committee would ensure funding was distributed appropriately. She highlighted significant progress in reducing some backlogs through improvements to how contacts were received and cases progressed under the new model. The Programme Director added that third sector partners had entered into a contractual agreement to form the Surrey Wellbeing Partnership within the Alliance and it was important to allow that partnership to make their case for additional funding if that was required and stated that how such conversations were handled and how priority areas requiring additional focus or resource, such as backlogs for assessment, were identified. The Head of EMHW Commissioning added that since the new services had become operational there has been a focus on backlog, the children with the greatest needs were seen in a timely way and the children who were waiting longer had less-severe needs and were at lower risk and were being supported by third sector partners.
14. The Member asked what independent external monitoring of the Alliance was undertaken. The Director – Commissioning stated that monitoring was improving under the new contract and would provide clearer understandings of progress and that the NHS had regional and national oversight of the Alliance and Ofsted had scrutinised services during focused visits.

15. A Vice-Chairman asked how third sector partners with differing practices would be supported to work together effectively, how the views and needs of stakeholders would be given due regard over the course of the contract, how members of the shadow Alliance Board would be recruited and how it would be ensured that shadow Board members represented the views of all relevant children and young people. The Director – Commissioning explained that the Surrey Wellbeing Partnership had recruited a chairperson and an executive director and resources were being invested to achieve consistency. There was a system convener for children, whose remit included ensuring the views and needs of children were at the heart of services and considered during codesign. The Programme Director commented that the Alliance needed to be cautious and ensure that young people's contributions did reflect the whole population, including by supporting young people and providing them with structure and proactively engaging with them; an experienced participation lead was to be recruited to ensure engagement captured the views and needs of all of Surrey's children and young people.
16. A Member asked how the Alliance worked with external organisations, such as public health partners, to support the maintenance of children and young people's emotional wellbeing and mental health. The Director – Commissioning explained that such work formed part of the Health and Wellbeing Board's agenda, the Assistant Director – Commissioning was a public health specialist, and the Alliance was to integrate further with the health system. The Alliance was able to connect with other organisations – the district and borough-based early intervention coordinators and reference groups would have good understandings of localities and relevant organisations.
17. The A&H Vice-Chairman asked how the Alliance interacted with the General Practice integrated Mental Health Service (GPiMHS) and primary care networks (PCNs) and how the Alliance's work around transitions from children's services to adult's services connected with that of the council and NHS. The Director – Commissioning explained that the link with GPiMHS and PCNs was through the Alliance's development of a transition service, which children and young people would be involved in codesigning; and the Alliance was connected with the council's Preparation for Adulthood Programme.
18. The Chairman invited the representatives of Healthwatch Surrey to introduce themselves and their organisation. The Chief Executive Officer (CEO) explained that Healthwatch was an independent, statutory organisation with responsibility and statutory powers to ensure that the voices of both adult and child service users were heard across the NHS and social care by collecting feedback and

insights to share with commissioners and providers. By acting as a critical friend, Healthwatch ensured that commissioners and providers had their own robust and inclusive user involvement and feedback mechanisms in place. The CEO explained that most of Healthwatch's insights relevant to the topic related to the former Child and Adolescent Mental Health Services. The CEO recognised that Healthwatch was usually contacted when service users' experience had been negative and, thus, that feedback was not entirely representative.

19. A Member asked if the witnesses had any initial reflections on the new EWMH services, what the key issues were for users of EWMH services, and if any risks were apparent to them. The CEO explained that Healthwatch was most interested in how user feedback mechanisms were structured, how user voice would be represented at every level, and how young people in advocacy roles would be supported to represent their peers. Looking ahead, Healthwatch was interested to observe how issues with the previous provision – including fragmented services, long waiting times, and thresholds for support – improved under the new services.
20. A Member asked if Healthwatch provided its feedback under a formal system. Healthwatch was connected with other user voice organisations and the CEO explained that Healthwatch was empowered by statute to require providers to respond to the issues it escalated, had certain expectations when escalating a 'concerning case' and monitored how providers responded to, and learnt from, such cases.
21. A Member asked how well the partnership alliance was communicating with children, young people, and their families regarding changes to service provision and the impact for them. The Intelligence Officer explained that families were concerned whether the service provision would change or if it was just a 'rebadging exercise'. It was acknowledged that there were some people who had negative associations with the name CAMHs, and thus it was the appropriate time to change both the name and the approach from the services. The Deputy Cabinet Member explained that the name CAMHs had been maintained for the clinical aspect of services.
22. The Chairman asked whether Healthwatch had been informed of the top-line performance measures put in place. The CEO explained that Healthwatch held a seat on the Health and Wellbeing Board and the Quality and Performance Board for Surrey Heartlands and, therefore, were sighted of performance measures.



23. A Member asked if there were any particular areas Healthwatch thought it would be useful for the council's Select Committees to scrutinise. The CEO offered to provide a response after the meeting.

**Action:**

- i. Chief Executive Officer of Healthwatch Surrey to suggest to the Select Committee priorities for future scrutiny of children and young people's Emotional Wellbeing and Mental Health services.

**Recommendations:**

1. The Select Committee agree an approach to future scrutiny of Emotional Wellbeing and Mental Health services with the Adults and Health Select Committee.
2. That the Director – Commissioning arrange the development of a dashboard of key performance information and make it available to the Children, Families, Lifelong Learning and Culture and Adults and Health Select Committees.
3. That the Director – Commissioning provide the Select Committee with a report containing a clear overview of the Alliance Partnership's governance including further detail on the specific role of each organisation within the Partnership Alliance, the associated performance measures and targets and the resources allocated to them by April 2022.

**39/21 ACTIONS AND RECOMMENDATION TRACKER AND FORWARD WORK PLAN [Item 10]**

**Resolved:**

Select Committee support officers to follow up all the outstanding recommendations by the next meeting and where possible agree deadlines for all future actions and recommendations at the time of making.

**40/21 DATE OF THE NEXT MEETING [Item 11]**

The Select Committee noted that its next meeting would be held on Monday, 13 December 2021.

Meeting ended at: 3.40pm

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**Chairman**

**Question to Children, Families, Lifelong Learning and Culture Select Committee – 18 October 2021**

Following the Member Briefing in response to the Good Law Project challenge,

- what is Surrey County Council doing to reduce the number of looked after children placed outside Surrey?

The briefing cited the statistics as 47.4% outside county, and 35.2% outside county and more than 20 miles from their home location. Surrey County Council performs worse than CIPFA neighbours and worse than national averages.

- What targets and timescales placed out of county have been set for the reduction of looked after children?
- Which senior officers are responsible for reducing the number of looked after children placed outside of the county and how is the Cabinet Member for Children for Families holding them to account for doing so?
- How many children living inside and how many living outside Surrey are in unregulated and unregistered accommodation?

Fiona Davidson

**Response**

In response to the point regards targets and timescales, Surrey County Council remains committed to improving the sufficiency of provision for looked after children in Surrey, as we think it is an essential part of our job as corporate parents and something that we know will make a real difference to children and young people. The concrete steps we are taking in terms of our practice, processes and provision continue to have an impact on the current position. This can be seen in our current data: as at 1 October 2021, 54.2% of our children are living within Surrey. In real terms, this means 45 more looked after children placed in Surrey when compared to 1 April 2021.

Tina Benjamin, Director of Corporate Parenting and Hayley Connor, Director of Commissioning, are the responsible senior officers for improving this outcome. They are also the senior officers who sponsor a Transformation programme called Placements, Values and Outcomes. This programme is supporting the development of the resources, practice and changes required to deliver the Sufficiency Strategy. This programme reports outcomes to both the Transformation unit and the Children's Leadership team.

Clare Curran, the lead member for children, regularly discusses the performance in this area in addition to other KPIs where targets are not met, in regular performance meetings with the Executive Director.

Additionally, Sufficiency is on the annual plan for the Corporate Parenting Board, this affords all board members to both understand and challenge officers with regard to performance in this area. It is actually the theme of the next meeting which is on 21/10/21.

The current position is that we do not have any children under the age of 16 years who are in unregulated provision. This has consistently been the case since the 9<sup>th</sup> September when it became unlawful to make use of unregulated provision for children under the age of 16 years.

As at 1 October 2021 there were 86 looked after children over the age of 16 placed within Surrey in unregulated supported accommodation and supported lodgings provision, with a further 54 placed in this provision out of county. Children over sixteen are only moved to such accommodation when it is deemed an appropriate care plan by the Social Worker team. This needs to be agreed by the Independent Reviewing Officer. Many young people request such placements when they reach sixteen. They are not agreed if it is felt it is not within their best interests and they do not have the emotional and independent skills to live in such accommodation. Supported accommodation includes key working hours which for many children are individually commissioned and reduced as they gain skills and confidence. Whilst this provision is sometimes referred to as unregulated, this does not mean it is not quality assured, rather that it is not regulated by Ofsted. Surrey County Council takes a robust approach to ensure the quality of both its in-house supported lodgings service and externally commissioned services from third party providers.

**Liz Bowes, Chairman – Children, Families, Lifelong Learning and Culture  
Select Committee**

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MONDAY 13<sup>TH</sup> DECEMBER 2021

## Scrutiny of 2022/23 Draft Budget and Medium-Term Financial Strategy to 2026/27

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

### Introduction:

1. Attached is a summary of the 2022/23 Draft Budget and Medium-Term Financial Strategy (MTFS), particularly focussing on the budgets for the Children, Families and Lifelong Learning (CFL) Directorate and elements of the Customer and Communities (C&C) Directorate that fall under this Select Committee's remit.
2. [The 2022/23 Draft Budget and MTFS to 2026/27](#) was presented to Cabinet on 30<sup>th</sup> November 2021. The Final Budget for 2022/23 will be approved by Cabinet in January 2022 and full Council in February 2022. 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. There will be no movements in the Draft Budget position until the provisional Local Government Finance Settlement is published in mid-December and the implications are considered.
3. The production of the 2022/23 budget has been developed through an integrated approach across Directorates, 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 our funding position over the medium-term. The provisional Local Government Finance Settlement is expected to be released in mid-December, with a final settlement in January 2022. Until this is available, significant uncertainty on funding remains. Government spending to combat

Covid-19 and mitigate its impact on business and individuals has led to record levels of public sector borrowing and a damaging effect on the economy; this will influence the level of funding available for Local Authorities.

5. The overall outlook for 2022/23 is one of significant challenge, with budget envelopes remaining relatively static in the face of substantial increases in the cost of maintaining current service provision. Despite a small increase in projected funding, there remain challenges in managing growth in demand (particularly in Adult Social Care and Children's Services), inflationary pressures and the ongoing impact of Covid-19 within those envelopes.
6. Good progress has been made over the last few months however, at present, there remains a provisional gap for 2022/23 of £19.5m, driven by the need to maintain the delivery of priority services and meet the costs of the capital investment. The gap will require further actions to close. The Government announced in the recent Spending Review that Councils could levy in 2022/23 an Adult Social Care Precept of 1% in addition to a 1.99% Core Council Tax increase. There is also the option for the Council to use some or all of the balance of the 2.5% Adult Social Care Precept from last financial year but the extent to which this is necessary will depend on the allocation of funding from the Local Government Finance Settlement in December, and confirmation of District and Borough Council Tax Bases in January.
7. The gap over 2022/23 and the following four years is expected to continue grow. Tackling this gap will require a fundamentally different approach, and work has already begun on the budget for 2023/24 and beyond. The Council has adopted a 'Twin Track' approach with Track 1 focussing on the 2022/23 budget whilst Track 2 simultaneously begins to address the medium-term outlook, with cross-Directorate transformation opportunities that focus on delivering priority objectives within constrained funding.
8. The Draft Budget Assumes that £5m of Track 2 efficiencies (i.e. those that will predominately deliver benefits in the medium-term) will be accelerated into 2022/23. Proposals to accelerate efficiencies, including stretching the £5m target where possible to help close the gap, are being developed between now and the final budget. Select Committees will be consulted in 2022 before any changes arising from the proposals are implemented.

<b>Engagement:</b>
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9. Through September and October, we carried out research with residents to understand their priorities for how the Council should spend its money. We carried out an online and telephone survey with 1,087 residents who were statistically representative of Surrey's population aged 16 and over. These were complemented with online workshops with 73 residents to gather in-depth

opinion on topics, such as how the Council should spend its money and make efficiencies to balance the budget.

10. Residents indicated that they were willing to accept increases in Council Tax and the Adult Social Care Precept if it was for the purpose of protecting services that work with some of the most vulnerable people in Surrey. The engagement demonstrated that resident priorities align with those of the Council, with top priorities for residents including Social Care for people of all ages, Waste services and Fire and Rescue. There was also support for more investment in preventative services and for placing those residents most at risk of being left behind in Surrey at the heart of decision-making. Residents wanted a more active role in what happens in their localities.
11. In November to December 2021, engagement will continue with residents, businesses, District and Borough councils, other public service partners and voluntary, community and faith sector organisations to get their views on the draft budget, how resources are proposed to be spent and the impact on residents and communities. The results from this will be published in the final Budget paper for Cabinet in January and full Council in February.

### **Budget Scrutiny**

12. Annex 1 sets out the budget proposals for CFL and C&C 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 Directorates, exploring significant issues and offering constructive challenge to the relevant Cabinet Members and Executive Directors.
13. Members should consider how the 2022/23 Draft 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 with options on 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:**

14. The provisional Local Government Finance Settlement in mid-December, to be finalised in January 2022, will clarify the funding position for the Council. Once funding is clear, Directorate pressures, efficiency requirements, the level of ASC Precept and the Capital Programme will be finalised.

**Recommendations:**

15. That each Select Committee agrees a set of recommendations to the Cabinet, pertinent to their area, which will be reflected in the Final Budget Report to Cabinet in January 2022.

**Next steps:**

16. The recommendations resulting from Select Committee scrutiny process will be compiled and reported to the Cabinet meeting on 25<sup>th</sup> January 2022.

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**Report contact**

Mark Hak-Sanders – Strategic Finance Business Partner (Corporate)

**Contact details**

[mark.haksanders@surreycc.gov.uk](mailto:mark.haksanders@surreycc.gov.uk)

**Annexes:**

Annex 1: 2022/23 Draft Budget Report and Medium-Term Financial Strategy to 2026/27 – Scrutiny Report for CFL and C&C

**Sources/background papers**

- 2022/23 Draft budget and Medium-Term financial strategy report to Cabinet 30<sup>th</sup> November 2021



# **Children, Families, Lifelong Learning and Culture Select Committee Draft Report**

## **2022/23 Draft Budget Report and Medium-Term Financial Strategy to 2026/27**

13<sup>th</sup> December 2021

# Introduction – 2022/23 Draft Budget and Medium-Term Financial Strategy

## Purpose and content

- Set out to Select Committee the 2022/23 Draft Budget and MTFs, setting out:
  - 2022/23 budget gap
  - 2022/23 – 2026/27 Council summary position
  - Detailed Directorate progress (pressures and efficiencies)

## The process to date

- Establish Core Planning Assumptions and funding projections
- Convert the assumptions into the Draft Budget position
- Identify efficiencies to contribute towards closing the gap for 2022/23 and the medium-term
- Draft budget presented to Cabinet 30<sup>th</sup> November with a gap to close before final budget is approved in January

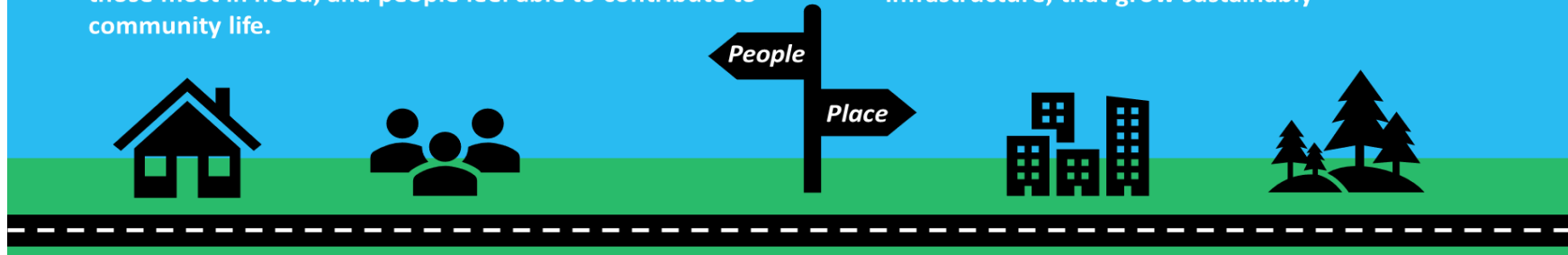
## Next Steps

- Closing the gap
  - Refine core planning assumptions, funding assumptions and Directorate gaps
  - Finalise efficiency and transformation proposals
- Finalise the 2022/23 – 2026/27 Capital Programme
- Consultation with residents on draft proposals and Equality Impact Assessments
- Final Budget to Cabinet in January 2022
- Final Budget to Council February 2022

# Our Focus for the Next 5 Years: 2022–27: Community Vision 2030 and Priority Objectives

We want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

- ★ Children and young people are safe and feel safe and confident.
- ★ Everyone benefits from education, skills and employment opportunities that help them succeed in life.
- ★ Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing.
- ★ Everyone gets the health and social care support and information they need at the right time and place
- ★ Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life.
- ★ Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities
- ★ Journeys across the county are easier, more predictable and safer
- ★ Everyone has a place they can call home, with appropriate housing for all
- ★ Businesses in Surrey thrive
- ★ Well connected communities, with effective infrastructure, that grow sustainably



Council, partners, citizens and businesses working together to design and deliver services at a community level.

Supporting local business grow and provide sustainable benefits to the communities that they serve.

## PRIORITY OBJECTIVES

**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.

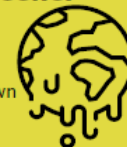
**Tackling health inequality**

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 net zero targets



**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



# 2022/23 Draft Budget

- The table shows the overall picture for the Council for 2022/23 against estimated funding
- Pressures, efficiencies and funding will continue to iterate over December
- In particular, funding estimates are subject to clarification as our understanding of Government Funding, Council Tax and Business Rates estimates continue to develop
- Local Government Finance Settlement (**inc detail on SCC share of £1.6bn new funding**) expected mid-December
- Draft budget includes net pressures of £71.7m offset by an assumed funding increase of £2.4m and efficiencies of £49.8m, leaving a net gap of £19.5m. Detailed pressures and efficiencies are set out in subsequent slides

Directorate	Base Budget £m	Pay and Contract Inflation £m	Demand and other pressures £m	Efficiencies £m	Total Budget Require- ment £m	Budget Envelope (initial allocation of funding) £m	Gap £m
Adult Social Care	377.2	15.5	22.6	(19.4)	395.8	369.6	26.2
Public Service Reform and Public Health	34.0	0.2	0.2	(0.3)	34.0	34.0	0.0
Children, Families and Lifelong Learning	219.7	11.3	5.0	(13.8)	222.3	220.1	2.2
CFL - DSG High Needs Block	23.8	0.0	3.4	0.0	27.2	18.5	8.6
Environment, Transport and Infrastructure	140.3	3.5	2.5	(6.5)	139.8	137.5	2.3
Community Protection Group	37.3	1.5	0.8	(0.2)	39.4	36.6	2.9
Customer and Communities	11.0	0.6	0.1	(0.8)	10.9	10.8	0.2
Prosperity, Partnerships and Growth	1.3	0.0	0.2	0.0	1.5	1.3	0.3
Communications, Public Affairs and Engagement	1.7	0.0	0.2	0.0	1.9	1.7	0.2
People and Change	6.6	0.1	0.0	(0.2)	6.6	6.4	0.1
Resources	69.2	1.9	1.4	(3.6)	69.0	68.4	0.6
Central Income and Expenditure	82.6	6.0	(5.4)	(5.0)	78.2	86.3	(8.1)
<b>Directorate Total</b>	<b>1,004.7</b>	<b>40.7</b>	<b>31.0</b>	<b>(49.8)</b>	<b>1,026.6</b>	<b>991.1</b>	<b>35.5</b>
Central Funding	(1,004.7)		(2.4)		(1,007.1)	(991.1)	(16.0)
<b>Council Total</b>	<b>0.0</b>	<b>40.7</b>	<b>28.6</b>	<b>(49.8)</b>	<b>19.5</b>	<b>0.0</b>	<b>19.5</b>

# 2022/23 Draft Council Efficiency Programme

- Efficiencies are rated on risk of acceptability/achievability – £11.1m is currently categorised as red – achievable, but challenging and/or complex to deliver
- Stretch targets for efficiencies are consciously included to ensure full ambition is quantified – corporate contingencies are in place to manage the risk of delivery
- The categorisation is similar to the equivalent point in the 2021/22 budget process, which rated £2.0m green, £28.1m amber and £10.8m as red
- Detail and business cases for the acceleration of Track 2 efficiencies (see slides 10 and 11) will be developed prior to inclusion in the final budget report

	Green £m	Amber £m	Red £m	Total £m
Adult Social Care	3.1	13.8	2.5	19.4
Public Service Reform & Public Health		0.3		0.3
Children, Families & Lifelong Learning	1.4	4.6	7.8	13.8
CFL - DSG High Needs Block				0.0
Environment, Transport & Infrastructure	1.1	4.6	0.8	6.5
Community Protection Group		0.2		0.2
Customer & Communities	0.3	0.5		0.8
Prosperity Partnerships & Growth				0.0
Comms, Public Affairs & Engagement				0.0
People & Change		0.2		0.2
Resources	0.1	3.5		3.6
Acceleration of Track 2 Efficiencies		5.0		5.0
<b>Total Efficiencies</b>	<b>6.0</b>	<b>32.7</b>	<b>11.1</b>	<b>49.8</b>

# 2022-2027 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 2022/23 to 2026/27 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 December
- Track 2 of the Twin Track programme will lead to a fundamentally different approach to identifying and managing efficiencies in a cross-cutting way, so the Directorate gaps for 2023/24 onwards, presented here, are intended to be indicative rather than definitive
- The Capital Programme will continue to be refined to present the final programme to Cabinet in January, recommended to full Council in February

# 2022-2027 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
- 2022/23 shows a gap of £19.5m, growing to £157.4m over the 5-year MTFS
- Funding estimates are based on the most likely outcome but will be kept under review
- Indicative funding in the table, below, will be updated as a result of Spending Review analysis

	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m
Brought forward budget	1,004.7	1,026.6	1,040.7	1,056.1	1,088.3	
Directorate Pressures	63.5	38.3	37.4	37.2	33.9	<b>210.3</b>
Increased borrowing costs of Capital Programme	8.4	7.2	8.8	10.9	9.4	<b>44.7</b>
Identified Efficiencies	(50.0)	(31.4)	(30.7)	(16.0)	(9.3)	<b>(137.3)</b>
<b>Total Budget Requirement (after other measures)</b>	<b>1,026.6</b>	<b>1,040.7</b>	<b>1,056.1</b>	<b>1,088.3</b>	<b>1,122.3</b>	
Change in net budget requirement	21.9	14.1	15.5	32.1	34.0	<b>117.6</b>

<b>Opening funding</b>	<b>1,004.7</b>	<b>1,007.1</b>	<b>996.0</b>	<b>986.5</b>	<b>974.3</b>	
Funding (reduction) / increase	2.4	(11.1)	(9.6)	(12.2)	(9.3)	<b>(39.8)</b>
<b>Funding for Year</b>	<b>1,007.1</b>	<b>996.0</b>	<b>986.5</b>	<b>974.3</b>	<b>964.9</b>	

<b>Overall Reductions still to find</b>	<b>19.5</b>	<b>44.6</b>	<b>69.7</b>	<b>114.0</b>	<b>157.4</b>	
<b>Year on Year - Reductions still to find</b>	<b>19.5</b>	<b>25.1</b>	<b>25.0</b>	<b>44.4</b>	<b>43.4</b>	<b>157.4</b>

# Reserves

- The table below shows the current reserves balance of £196.7m and movement over the course of 2020/21
- No significant movements are planned for 2021/22; however unused contingency at outturn will be added to reserve
- **When added to amounts in reserve, total contingency available for 2022/23 is c£58m, plus any unused from 2021/22**
- In addition to earmarked reserves, the Council holds a General Fund balance of £28.0m

	Balance at 31/03/20 £m	Movement in 2020/21 £m	Balance at 31/03/21 £m
Investment Renewals	5.2	(0.1)	5.1
Equipment Replacement	3.9	(0.5)	3.3
Budget Equalisation	44.4	40.0	84.4
Streetlighting PFI Fund	2.5	(0.6)	1.8
Insurance	10.7	(0.1)	10.6
Eco Park Sinking Fund	27.7	(4.6)	23.1
Capital Investment	5.0	2.4	7.4
Interest Rate	1.0	0.6	1.6
Economic Prosperity	11.7	0.0	11.7
Revolving Investment & Infrastructure Fund	11.1	0.0	11.1
Business Rate Appeals	28.6	0.0	28.6
Transformation	1.8	(0.7)	1.1
COVID-19 Emergency Fund	24.2	(18.1)	6.1
CFLC Inspection and System Improvements	1.3	(0.6)	0.7
<b>Subtotal before DSG High Needs Block Deficit</b>	<b>179.0</b>	<b>17.7</b>	<b>196.7</b>
DSG High Needs Block	48.6	34.5	83.1
DSG High Needs Block Offset Reserve	(48.6)	(34.5)	(83.1)
<b>Total General Fund Reserves</b>	<b>179.0</b>	<b>17.7</b>	<b>196.7</b>



# Consultation and Engagement - next steps

## Resident budget priorities research – headlines

From September to October, we worked with Lake market research to better understand residents' priorities for how we spend our budget

Headlines:

- Residents want **funding for services that support vulnerable residents protected**, and are more likely to agree with a rise in council tax and ASC precept to achieve this.
- They support **shifting investment to early intervention and prevention**.
- They want **council services to join up more effectively** to improve broader outcomes.
- Residents most at risk of being left behind in Surrey **should be at the heart of the decision-making process**.
- There is significant demand for residents **to be more involved in decision-making and delivery** affecting local places.
- More guidance wanted from the council and partners to **help residents make practical changes** to make a difference in their local place and communities.
- Residents want the Council to lobby Central Government to provide more support for Surrey to transition to a greener future.

An Executive Summary was published with the Draft Budget giving more detailed feedback (Annex C).

## Draft 2022/23 budget – proposed approach to consultation

We propose moving to a new phase of engagement to test the draft 2022/23 budget with residents and other stakeholders.

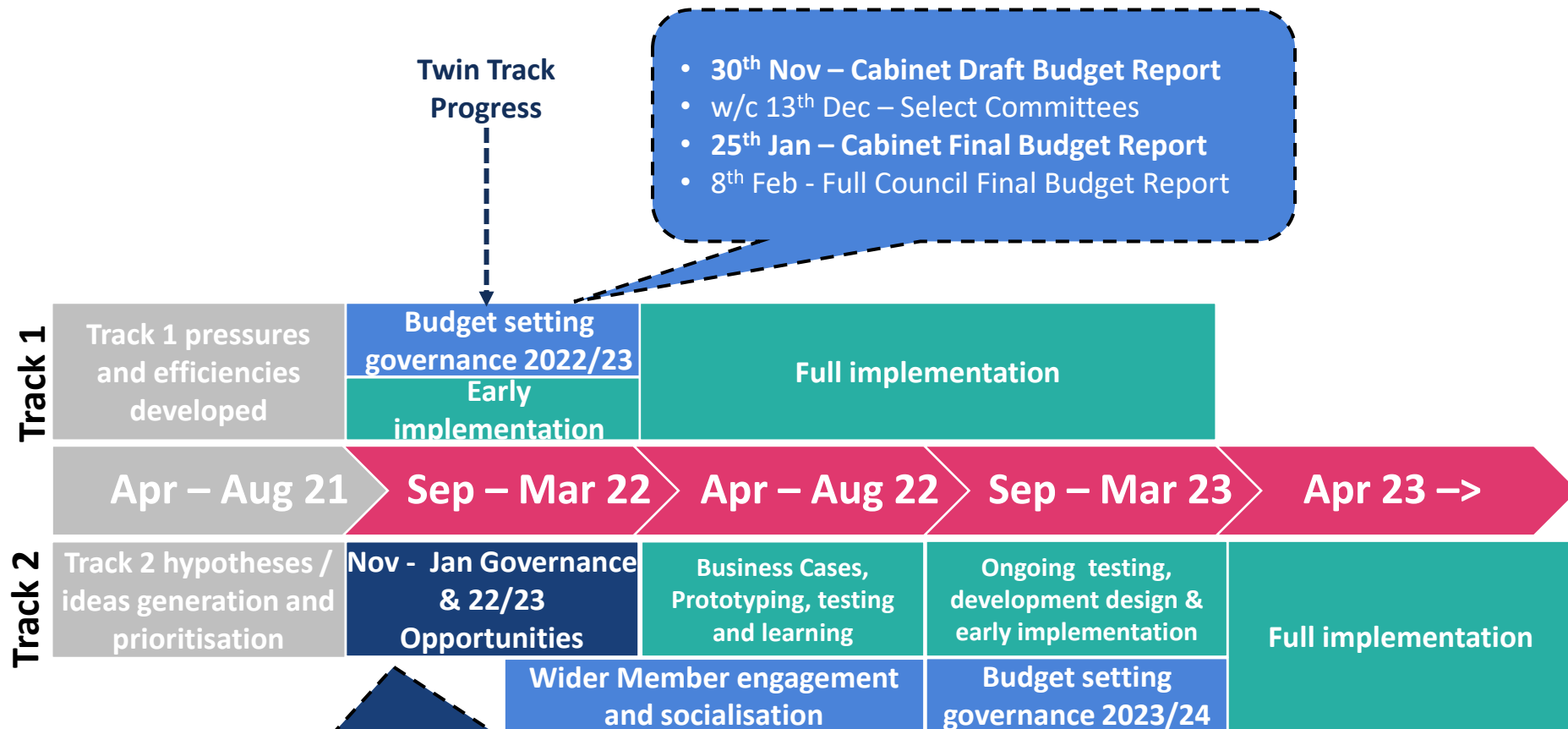
This will include:

- A **call for evidence** setting out key draft budget proposals such as any proposed increase to council tax, planned efficiencies and headline investments from our capital programme.
- It will be **open to all stakeholders** to respond including residents, partners, elected Members and staff. Proposed engagement period is 30 November to 28 December.
- This will help us to **anticipate support and resistance to the draft budget's proposals** from stakeholders and prepare to respond to this.
- This will be complemented **with face-to-face/virtual engagement with key stakeholders**, using existing meetings where possible.

### What are the benefits of this approach?

- Responds to Select Committees' concerns about the need for an open engagement process on the budget for residents;
- Gauges feedback on actual proposals (Lake work dealt in hypotheticals)
- Helps services mitigate against any adverse impacts on residents as efficiencies delivered
- Highlights risks and/or tensions that may affect delivery of track 2 of the Twin Track, e.g., opportunities requiring significant partnership working
- Helps shape messaging for the final budget

# Overall Twin-Track Timeline

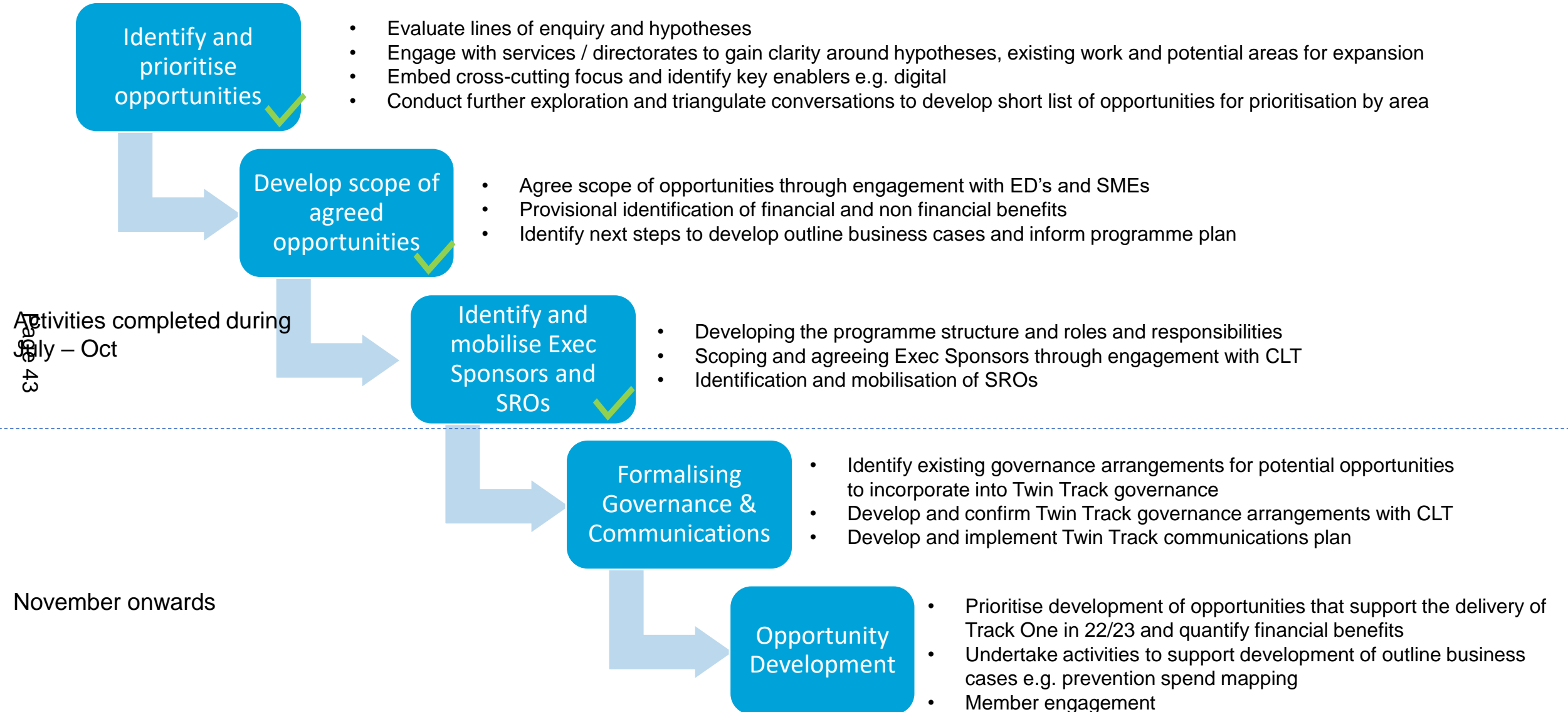


Twin Track Progress

- 30<sup>th</sup> Nov – Cabinet Draft Budget Report
- w/c 13<sup>th</sup> Dec – Select Committees
- 25<sup>th</sup> Jan – Cabinet Final Budget Report
- 8<sup>th</sup> Feb - Full Council Final Budget Report

- Formalising Twin Track Governance and roadmap
- Finalise scope for ambition and benefits of TT opportunities, building a more accurate financial / outcomes picture
- Prioritise development of opportunities with potential to support Track One to deliver in 22/23
- Develop and implement TT communications plan

# Track 2 Update



# Directorate Pack - CFL

# Summary of Services Provided by Directorate

CFL is responsible for delivering statutory social care services and early help support for children and families. This includes services for children in our care and care leavers, service for Unaccompanied Asylum Seeking Children, Fostering and Adoption services, Children's Homes, the Virtual School, the Hope Service for young people with mental health needs, Early Help services and social work services for children in need, children subject to child protection plans and Children with Disabilities.

In social care we are implementing the Family Safeguarding Model, which integrates support from different professional specialisms alongside social work, to ensure the children and their family have the right support at the right time. The Corporate Parenting Board ensures that SCC is fulfilling its responsibility as the 'Corporate Parent' to achieve the best for children and young people in our care and care leavers.

The Directorate also works in partnership with local education providers to ensure Surrey children, young people and adults have access to education, and to ensure vulnerable learners are supported to achieve their full potential. This includes school admission and transport arrangements, services for children with special educational needs and disabilities, Active Surrey, School Place Planning – identifying future school places to meet demand, Surrey Adult Learning and Surrey Outdoor Learning and Development (SOLD).

We also operate an integrated commissioning function that commissions services from third party providers to meet children's social care, education and health care needs.

# How is the service budget spent – breakdown of major services

The table to the right, shows the main service areas within CFL in the current budget.

The net expenditure budgets do not show the expenditure funded through the Dedicated Schools Grant (DSG) which is held within ELL. This accounts for another c£1bn of expenditure including the schools, high needs, early years and central services blocks.

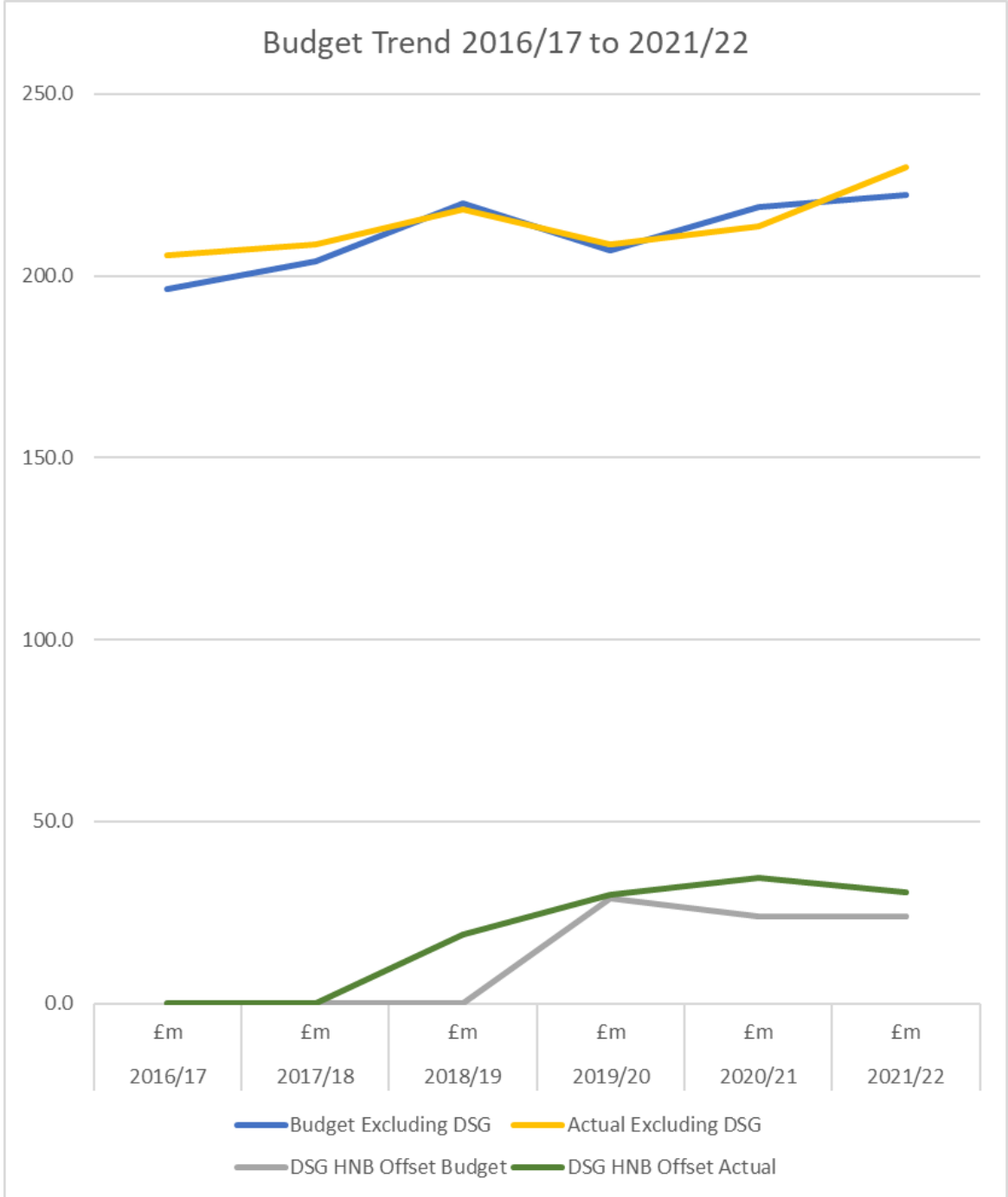
Key areas of expenditure

- The ELL budget includes the £24m contribution to a High Needs Block Offsetting reserve
- Commissioning contains the £40m budget for Home to School Transport (both SEND and mainstream)
- Within FR and CP c£60m of the budget relates to the cost of social care placements for children
- Net spend on staffing within FR, CP and Q&P accounts for a further c£65m of the budget

	Full year budget £m
Education, Lifelong Learning (ELL)	46
Family Resilience (FR)	33
Corporate Parenting (CP)	103
Quality and Performance (Q&P)	9
Commissioning	52
<b>Total</b>	<b>243</b>

# Directorate budget and spend – trend data

Description	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m	£m	£m
Budget Excluding DSG	196.4	204.1	219.9	207.1	219.0	222.1
Actual Excluding DSG	205.8	208.5	218.3	208.6	213.5	229.8
Variance Excluding DSG	9.4	4.4	(1.6)	1.5	(5.5)	7.7
DSG HNB Offset Budget			0.0	28.9	23.8	23.8
DSG HNB Offset Actual			19.0	29.9	34.4	30.7
DSG HNB Offset Variance			19.0	1.0	10.6	6.9



### Explanatory Notes

- Prior to 2019/20 there was no specific budget in place to account for the General Fund contribution to a DSG High Needs Block reserve
- The non-DSG outturn in 2020/21 was impacted by circumstances caused by COVID-19. The most significant being an underspend of £7.5m on Home to School Transport due to the significant reduction in routes as a result of the lockdown periods.
- The reduction in non-DSG budget between 2018/19 to 2019/20 was linked to the reconfiguration and restructure of the directorate as part of the service improvement programme, the majority of the reductions being in social care placements and staffing.

# Service strategy headlines for 2022-27 MTFS

The overall aim of the Children, Families and Lifelong Directorate is to ***root children and families in our hearts and minds***. Our purpose is to ensure that Surrey's children and families have access to a range of services that tackle inequalities, support independence and enhance lives. We support families and enable children and young people to be safe and feel safe, be healthy and make good choices about their wellbeing.

CFL's 2022-27 MTFS strategy is focused on the key areas of transformation and financial pressure within the Directorate. The transformation and improvement of Children's Services within the Council (following the Ofsted inadequate rating in 2018) continues to be a primary focus of the Directorate's work, but there are other emerging financial issues this strategy looks to address.

**Expenditure on placements** within both Education and Children's Social Care is the cause of the main cost pressures within the directorate. SEND expenditure through the DSG High Needs Block (HNB) continues to impact on the Council's General Fund. Significant work has been undertaken as part of this budget cycle with IMPOWER to revise the latest trajectory for volumes of EHCPs and SEND expenditure.

Within Children's Social Care, significant **staffing pressures** remain due to the current level of agency workers, particularly for social worker posts. A number of approaches in the MTFS are designed to increase the proportion of permanent staff or employ agency staff in a more efficient manner.

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 young 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.



# 2021-26 MTFS Budget Summary for Children, Families and Lifelong Learning

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	219.7	219.7	222.3	226.3	231.5	236.8	
Directorate Pressures		16.4	8.6	9.6	9.5	6.3	<b>50.3</b>
Identified Efficiencies		(13.8)	(4.5)	(4.4)	(4.2)	0.0	<b>(26.9)</b>
<b>Total Budget Requirement</b>		<b>222.3</b>	<b>226.3</b>	<b>231.5</b>	<b>236.8</b>	<b>243.1</b>	
Change in net budget requirement		2.6	4.1	5.2	5.2	6.3	<b>23.4</b>

<b>Opening Directorate budget envelope</b>	<b>219.7</b>	<b>220.1</b>	<b>220.5</b>	<b>221.0</b>	<b>220.1</b>		
Share of funding reductions and borrowing costs		0.4	0.4	0.4	(0.8)	(2.3)	<b>(1.8)</b>
<b>Budget envelope for the year</b>		<b>220.1</b>	<b>220.5</b>	<b>221.0</b>	<b>220.1</b>	<b>217.9</b>	

<b>Overall Reductions still to find</b>	<b>2.2</b>	<b>5.8</b>	<b>10.6</b>	<b>16.7</b>	<b>25.2</b>	
Year on Year - Reductions still to find	2.2	3.6	4.8	6.1	8.6	<b>25.2</b>

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## Overview

The pressures and efficiencies within CFL (excluding SEND) are focused on a number of key areas. The impact of COVID-19, underlying demand and referrals within Social Care and the ability of the current transformation programmes to mitigate expenditure will contribute to remaining within the budget envelope.

Levels of agency staff, particularly in Social Care remain high which is causing a continual financial pressure. Increasing the level of permanent staff, or reducing the cost of agency workers will support reducing financial pressures for these costs.

Overspends in both these areas within 21/22 are impacting on the budget gap for 22/23 so any further changes to them in-year will impact on the level of efficiencies required.

Significant progress has been made in closing the gap within the directorate. These proposals contain varying levels of risk and reliance on external partners in terms of their delivery.

# 2021-26 MTFs Budget Summary for the DSG High Needs Block

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	23.8	23.8	27.2	17.5	4.8	(2.5)	
Directorate Pressures		25.8	15.0	14.2	12.9	11.9	<b>79.8</b>
Identified Efficiencies		(22.4)	(24.7)	(26.8)	(20.3)	(19.7)	<b>(113.9)</b>
<b>Total Budget Requirement</b>		<b>27.2</b>	<b>17.5</b>	<b>4.8</b>	<b>(2.5)</b>	<b>(10.3)</b>	
Change in net budget requirement		3.4	(9.7)	(12.6)	(7.4)	(7.8)	<b>(34.1)</b>

<b>Opening Directorate budget envelope</b>	<b>23.8</b>	<b>18.5</b>	<b>13.3</b>	<b>8.0</b>	<b>2.7</b>		
Share of funding reductions and borrowing costs		(5.3)	(5.3)	(5.3)	(5.3)	(2.7)	<b>(23.8)</b>
<b>Budget envelope for the year</b>		<b>18.5</b>	<b>13.3</b>	<b>8.0</b>	<b>2.7</b>	<b>0.0</b>	

<b>Overall Reductions still to find</b>		<b>8.6</b>	<b>4.2</b>	<b>(3.1)</b>	<b>(5.2)</b>	<b>(10.3)</b>	
Year on Year - Reductions still to find		8.6	(4.4)	(7.3)	(2.1)	(5.1)	<b>(10.3)</b>

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## Overview

Pressures within the High Needs Block are a national issue driven by the increase in demand from changes in legislation not being matched by increases in funding. The Council's SEND transformation programme has been established to ensure appropriate focus and scrutiny is in place for this high risk area.

Considerable work has been undertaken to update and validate the latest trajectory in relation to SEND expenditure. This indicated that while the position over a five year period was consistent, the pattern of spend in each year was different to those in the previous MTFs. The first two years of the MTFs would incur higher spend but see reductions from 24/25 onwards as demand growth slows and additional capacity created through the SEND Capital programme allows more targeted use of Non Maintained Independent (NMI) provision.

Current assumptions are that High Needs Block (HNB) grant will continue to increase at 8% as has been the case in recent years. Further impacts from the overdue central government SEND review have the potential to impact assumptions around funding or demand in future years.

# Summary of General Fund budgeted pressures

Pressure	2022/23 £m	Total MTFS £m
Looked After Children (LAC) Demand/inflation	5.8	<b>23.8</b>
Contract inflation	2.0	<b>8.6</b>
Staffing	8.0	<b>17.7</b>
Other	0.5	<b>0.2</b>
<b>Total budgeted pressures</b>	<b>16.4</b>	<b>50.3</b>

# Planned efficiencies

Efficiency Proposal	2022/23 £m	Total MTFS £m	2022/23 RAG
LAC Demand/Inflation - Reuniting children with their families where appropriate to do so	0.2	0.4	Red
LAC Demand/Inflation - No Wrong Door and Family safeguarding impact on Looked After Children numbers	2.6	10.8	Red
LAC Demand/Inflation - Cost differential of providing specialist placements in-house compared to external residential	0.9	0.9	Red
LAC Demand/Inflation - Reduced unit costs of commissioning bed spaces via block contract	1.0	1.0	Yellow
LAC Demand/Inflation - Stop covering additional cost for 18-25 year olds, with no prior SCC contact, placed by D&Bs in SCC beds when the previous agreement comes to an end.	0.3	0.3	Red
LAC Demand/Inflation - Lower unit cost of placing in in-house fostering provision	0.3	0.3	Red
EYES/LIFT - Financial efficiencies from the introduction of new Childrens IT and payment system	0.3	0.6	Yellow
Home to School Transport - Containment of projected inflation through improved route planning and procurement	1.4	5.8	Green
Quality and Performance - staffing	0.2	0.2	Red
Staffing - Reduced agency cost from increase in permanent staffing numbers	0.7	0.7	Yellow
Staffing - Reduced agency cost from reduction in days worked, to align with permanent staffing patterns	0.7	0.7	Yellow
Staffing - Reduction in overall allocation set aside for retention payments based on current take up	0.2	0.2	Yellow
Staffing - Reduction in agency costs through joining agreement to limit rates of pay in line with neighbours	0.9	0.9	Yellow
Review the support for NEET services which are currently above the statutory requirement. Ensure focus remains on specialist work (15% reduction)	0.1	0.1	Yellow
Home to School Transport - Development of in-house provision in conjunction with community transport	TBC	TBC	Yellow
Social Care Transport - Move from current spot purchasing approach to more centralised commissioning approach	0.1	0.1	Yellow
Review of grant allocations	0.2	0.2	Red
Applying grant as a one-off mitigation	0.5	0.5	Yellow
Staffing - re-alignment if Vanguard bid is successful. Staffing proposals will be considered against the potential impacts on the service improvement programme.	1.1	1.1	Red
Review of ELL operational budgets and in-year underspends to reduce spend	0.3	0.3	Yellow
Staffing - Merging teams, increasing spans of control and reducing leadership capacity. Staffing proposals will be considered against the potential impacts on the service improvement programme.	0.9	0.9	Red
UASC - Negotiation with the Home Office around funding for UASC infrastructure costs not covered by current grant funding	1.1	1.1	Red
<b>Total</b>	<b>13.8</b>	<b>26.9</b>	

# Draft Capital Programme

The Proposed Capital Programme sitting within CFL totals £2.7m over 5 years. This consists of two schemes, foster carer grants (£1.1m) and Adaptions for Children with Disabilities (£1.6m).

As well as those budgets directly managed by CFL, there are a number of other projects which sit in other directorates (property - resources) but relate to CFL. The most substantial being;

- Schools Basic Need, £30.5m in 22/23 and £134.7m in total over 5 years – grant funded
- Recurring Capital Maintenance Schools, £11 in 22/23 and £84m in total over 5 years
- SEND, £16.9m in 22/23 and £60.8m in total over 5 years – This is phases 1-3 of the programme expanding capacity within Surrey maintained and special schools
- Looked After Children Schemes, £2.1m in 22/23 and £31.5m in total over 5 years
- Surrey Outdoor Learning, £5.2m in 22/23 and £5.2m in total over five years – Thames Young Mariners development

In addition, there are a number pipeline schemes, which are dependent of further business cases in order to be included in the capital programme. The largest of these include the following indicative allocations:

- SEND Phase 4, £60m allocation over 5 years
- Pupil Referral Unit (PRU) schemes, £22m allocation over 5 years

# **Directorate Pack – Customer & Communities**

# Summary of Services Provided by Directorate

***A mix of statutory services, core functions, income generating services and key enablers for future ways of working:***

**Community Partnerships:** Over 50,000 residents reached through online community engagement; 1,215 comments/ideas for Your Fund Surrey (£100 million capital fund) posted on Commonplace map; increasing member involvement in local engagement; administering Member Communities Allocation Fund

**Customer Services:** Over 200,000 calls; 8 million web visits; 16,000 Blue Badge applications, 80,000 emails and 18,000 twitter mentions received in a year

**Libraries:** 52 libraries + History Centre; 4,631,871 items borrowed (in 2019/20); 2,905,618 visits (in 2019/20); 303,692 registered borrowers (2019/20); 1,000 events held each month; over 142,000 views of online events

**Registration:** circa 18,000 births, 11,000 deaths & 3,300 marriages and civil ceremonies per year; top 3 nationally for birth and top 5 for death registrations; over 90,000 new & copy certificates issued

**Heritage:** Public downloads of digitised images: 10,136,302-page impressions in 2020/21 - 34% increase from 19/20 (3<sup>rd</sup> in CIPFA ranking); 3,266 public enquiries; over 10,000 images added to online catalogue

**Surrey Arts:** 3,495 young people accessing instrumental and vocal tuition in 2020/21; music hub working with 356 schools; number of young people participating in ensembles: 894

# How is the Directorate Budget Spent

The Net budget for the Directorate for 2021/22 amounts to c£11m. This includes significant income budget in excess of c£10m across Cultural Services.

Income to the Directorate comes primarily from weddings (from providing registrars services at both registry offices and licenced venues), income from music lessons provided by Surrey Arts in schools and income from archaeology services, fines and reservation charges in libraries and blue badge fees in customer services.

All areas have undergone significant improvements over the last 3 years and significant cost reduction. For example the Libraries Service net budget has reduced by 30% and the Customer Services budget by over £400k.

	Expenditure	Income	Net budget
	£m	£m	£m
Directorate Leadership	0.4	-	0.4
Libraries	7.6	1.1	6.4
Surrey Arts	4.4	4.2	0.1
Heritage	1.3	0.5	0.8
Registrations	2.0	3.1	- 1.1
Active Surrey	1.5	1.5	-
Community Partnerships	1.5		1.5
Customer Services	2.9	0.2	2.7
	<b>21.6</b>	<b>10.6</b>	<b>11.0</b>



# Service Strategy Headlines

- Although a newly formed Directorate, all areas have undergone (or are undergoing) significant improvement & cost reduction. The ambition is not only to ensure the sustainability and quality of service delivery, but to think creatively about how services are delivered.
- COVID-19 has had a significant impact on achievable income levels over the past 18 months; specifically, within Cultural Services. Current budget planning assumption is that income returns to pre-COVID levels; any sustained impact would put the delivery of services within agreed budget envelopes under pressure.
- In addition to working to ensure that income levels return to pre-COVID levels, the Directorate has identified additional budget pressures relating to inflation and unachievable prior year efficiencies which it has had to identify efficiencies to off-set.

Looking into the medium term, further efficiencies are anticipated through driving forward key transformation programmes to continue to adapt and improve services to meet the changing needs to our residents and ensure financial sustainability:

- **Customer Experience** - Making people's experience of dealing with the Council quicker, easier, and better by shaping a new relationship with our customers, managing their enquiries in a more efficient, proactive, and connected way and increasing our use of digital self-serve technologies;
- **Libraries and Culture Transformation** - delivering a modern and efficient set of services across Libraries, Arts and Heritage reducing net cost and increasing impact for communities in Surrey; and
- **Enabling empowered communities** - Providing the foundations, delivery arm and a learning approach to 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.

# 2021-26 MTFS Budget Summary for Customer & Communities

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	11.0	11.0	10.9	11.4	11.9	12.5	
Directorate Pressures		0.7	0.5	0.5	0.5	0.6	<b>2.8</b>
Identified Efficiencies		(0.8)	0.0	0.0	0.0	0.0	<b>(0.8)</b>
<b>Total Budget Requirement</b>		<b>10.9</b>	<b>11.4</b>	<b>11.9</b>	<b>12.5</b>	<b>13.0</b>	
Change in net budget requirement		(0.1)	0.5	0.5	0.5	0.6	<b>2.0</b>

<b>Opening Directorate budget envelope</b>	<b>11.0</b>	<b>10.8</b>	<b>10.6</b>	<b>10.3</b>	<b>10.1</b>	
Share of funding reductions and borrowing costs	(0.2)	(0.2)	(0.2)	(0.3)	(0.2)	<b>(1.2)</b>
<b>Budget envelope for the year</b>	<b>10.8</b>	<b>10.6</b>	<b>10.3</b>	<b>10.1</b>	<b>9.8</b>	

<b>Overall Reductions still to find</b>	<b>0.2</b>	<b>0.9</b>	<b>1.6</b>	<b>2.4</b>	<b>3.2</b>	
Year on Year - Reductions still to find	0.2	0.7	0.7	0.8	0.8	<b>3.2</b>

Significant progress to close the gap has been made, the overall gap/reductions still to find are £0.1m. However, there remains risks and challenges to the delivery of the proposed budget envelope for the Directorate for the coming year:

- Cultural service budgets contain a significant proportion of income from fees and charges. These were disproportionately impacted by lockdown due to the inability to open services. Bringing those income levels back to pre-pandemic levels is a risk for longer term sustainability within the service
- Sustained demand relating to the community helpline and test and trace, within customer services, places a risk on the ability to deliver transformation within the service and the ongoing delivery of efficiencies

Opportunities to further contribute to the Council's medium term budget challenge in future years exist in relation to the following activities underway:

- Enabling empowered communities - by handing more powers and resources directly to communities, designing services locally with them, and making it easier for everyone to play an active role in the decision making
- Customer Experience – aiming to enhance our relationship with our customers, managing their enquiries in a more efficient, proactive and connected way and increasing our use of digital self-serve technologies
- Transforming the library service

# Summary of budgeted pressures

Pressure	2022/23 £m	Total MTFS £m
Non-pay inflation	0.0	0.0
Pay inflation	0.5	2.6
Additional NI contribution	0.1	0.1
Impact of the non-achievement of efficiencies in 2020/21 in respect of the vacancy factor within libraries service	0.1	0.1
<b>Total budgeted pressures</b>	<b>0.7</b>	<b>2.8</b>

# Planned efficiencies

Efficiency Proposal	2022/23 £m	Total MTFS £m	2022/23 RAG
Libraries Service Restructure – full year effect of the libraries service re-structure	0.2	0.2	
Cultural Services Efficiencies – a number of planned activities to drive out efficiencies, including a comprehensive review of the Heritage Service, extending the number of teaching weeks for Surrey Arts, review of charging models for Registrations and review of supplier contracts with in the Libraries services.	0.4	0.4	
Planned end to historic grant contribution to Watts Gallery	0.1	0.1	
Community Partnerships – Re-set of staffing and non-staffing budgets to support new ways of working.	0.1	0.1	
<b>Total</b>	<b>0.8</b>	<b>0.8</b>	

# Draft Capital Programme

The draft Capital Pipeline contains £34m of investment to enable the libraries transformation programme.

This is a five-year programme of work to modernise library settings across Surrey to;

- enable libraries to meet the changing needs of communities,
- support wider strategic priorities,
- ensure library assets fit and sustainable for the future.

The overall approach to this programme was discussed at Cabinet in November 2021. Individual detailed business cases will subsequently be developed and brought forward for agreement as the programme is progressed. These will be based upon service analysis and prioritise key locations based on need and opportunity.

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**CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER  
DECEMBER 2021**

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.

<b>KEY</b>			
	No Progress Reported	Action In Progress	Action Completed

Meeting	Item	Recommendations/Actions	Update/Response	Responsible Officer/Member
21 September 2020	Questions and Petitions [Item 4]	i. 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
14 December 2020	Update on the Implementation of the SEND Task Group [Item 5]	i. That the Director – Education, Learning and Culture share the re-designed outreach offer, once it is complete, with the Children, Families, Lifelong Learning and Culture Select Committee.	The Director has been informed and agreed to share the redesigned outreach offer once complete.	Liz Mills, Director – Education, Learning and Culture

11 March 2021	Corporate Parenting Board Annual Report [Item 5]	i.	The Director to provide data on adoption rates and the number of placement orders made in the 12-month period ending March 2021.	The Director has been contacted regarding this information.	Tina Benjamin, Director – Corporate Parenting
	Surrey Adult Learning [Item 6]	i.	Work with partners, within and external to SCC and with the Surrey Economy and Growth Team to develop a coordinated plan for the future, to ensure that the Adult Learning Service remains responsive to changing health, social and economic needs.	The Director has been contacted regarding this information.	Liz Mills, Director – Education and Lifelong Learning
		ii.	Continuously review the Service delivery model to ensure sustainability and that the Service meets the needs and aspirations of the local community.	The recommendation has been noted by the Assistant Director.	Jane Winterbone – Assistant Director for Education
	Libraries Transformation [Item 8]	i.	Assistant Director to share the intended services, facilities, built environments of new libraries with the Select Committee.	The Assistant Director has been contacted to check whether the information is ready to be shared.	Susan Wills, Assistant Director – Culture, Libraries & Registration
		ii.	Assistant Director to share the Art Council’s Children’s Promise with the Select Committee.	The Assistant Director has been contacted to check whether the information is ready to be shared.	Susan Wills, Assistant Director – Culture, Libraries & Registration
15 July 2021	Children’s Improvement Update [Item 1]	i.	Executive Director to provide Members with the names of their respective Area Schools Officer		Rachael Wardell, Executive Director - CFL



		I. That the Director of Corporate Parenting share the findings of the review of the Children with Disabilities Service with the Chairman of the Select Committee for circulation to Committee members.	The Director has been contacted regarding this information.	Tina Benjamin, Director – Corporate Parenting
		II. That the Director of Family Resilience and Safeguarding share the findings of the review of the Family Safeguarding Model with the Chairman of the Select Committee for circulation to Committee members.	Report will be delivered to Council in February 2022 earliest and shared with the Select Committee subsequently.	Director – Family Resilience and Safeguarding
		III. That the Cabinet Member for Children and Families provide an update on the Children’s Improvement Programme at the Select Committee’s first meeting of 2022.	Added to Select Committee forward plan	Clare Curran, Cabinet Member for Children and Families
18 October 2021	SEND Transformation Update [Item 5]	i. Director – Education and Lifelong Learning to share average times for overdue EHC plan development and reviews by quadrant; and any actions taken to respond to increase demand for EHC plans in the 2021 Summer Term.	The Director has been contacted regarding this information.	Liz Mills, Director - Education and Lifelong Learning

		ii. At an appropriate time, the Select Committee visit educational settings supporting children with special educational needs and disabilities.	On hold, until the situation with regards to the pandemic improves.	
		iii. The Director – Education and Lifelong Learning share the findings of the SEND Self-Evaluation and any actions to be taken in response to it with the Chairman of the Select Committee for circulation to the Committee once available.	The Director has been contacted regarding this information.	Liz Mills, Director - Education and Lifelong Learning
		iv. The Cabinet Member for Education and Learning provide an update on the SEND Transformation Programme and other work relating to the support for children and young people with additional needs, including support at transitions, at the April 2022 meeting of the Select Committee.	Added to the Forward Work Plan.	Denise Turner-Stewart, Cabinet Member for Education and Learning
	Children’s Homes Transformation [Item 7]	i. Director – Corporate Parenting to provide the Committee with the numbers of children placed in in-house and external residential provision.	The Director has been contacted regarding this information.	Tina Benjamin, Director – Corporate Parenting

		ii. Director – Corporate Parenting to submit to the Committee the most recent report on children’s residential provision submitted to the Corporate Parenting Board.	The Director has been contacted regarding this information.	Tina Benjamin, Director – Corporate Parenting
	EWMH [Item 9]	i. Chief Executive Officer of Healthwatch Surrey to suggest to the Select Committee priorities for future scrutiny of children and young people’s Emotional Wellbeing and Mental Health services.	The Chief Executive Officer has been contacted regarding this information.	Kate Scribbins, Chief Executive Officer – Healthwatch Surrey
		ii. The Select Committee agree an approach to future scrutiny of Emotional Wellbeing and Mental Health services with the Adults and Health Select Committee.	A meeting has been set up between the respective Scrutiny Officers and the Scrutiny Business Manager to discuss the approach.	Benjamin Awkal, Scrutiny Officer – CFLLC Ben Cullimore, Scrutiny Officer – Adults and Health
		iii. That the Director – Commissioning arrange the development of a dashboard of key performance information and make it available to the Children, Families, Lifelong Learning and Culture and Adults and Health Select Committees.	The Director has arranged for some slides to be created to share with the Select Committee.	Hayley Connor, Director – Commissioning

		<p>iv. That the Director – Commissioning provide the Select Committee with a report containing a clear overview of the Alliance Partnership’s governance including further detail on the specific role of each organisation within the Partnership Alliance, the associated performance measures and targets and the resources allocated to them by April 2022.</p>	<p>The Director has arranged a conversation in the new year to review.</p>	<p>Hayley Connor, Director – Commissioning</p>
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# Children, Families, Lifelong Learning and Culture Select Committee

## Forward Work Programme 2021 - 2022

**Children, Families, Lifelong Learning and Culture Select Committee**  
**Chairman: Liz Bowes | Scrutiny Officer: Benjamin Awkal | Democratic Services Assistant: Emily Beard**

Date of Meeting	Type of Scrutiny	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priorities	Cabinet Member/Lead Officer
18 January 2022	Overview, policy review and development	<b>Inclusion, post-16 destinations and school improvement</b>	Committee to review number and characteristics of children missing education, approach to including disengaged children and young people in education, alternative provision, and post-16 destinations and NEET rate spliced by disadvantage; to be apprised of challenges, opportunities and strategic direction for Authority schools; and to be updated on the work of the Schools Alliance for Excellence.	Committee assured of approach to including disengaged children and young people in education and school improvement activity.	Tackling health inequality  Growing a sustainable economy so everyone can benefit  Empowering communities	Denise Turner-Stewart, Cabinet Member for Education and Learning  Liz Mills, Director – Education and Lifelong Learning  Maria Dawes, CEO – Schools Alliance for Excellence
	Overview, policy review and development	<b>Children’s Improvement Update, with update on the No Wrong Door Service</b>	Select Committee updated on the progress of the Getting to Good phase of the Children’s Improvement Programme and any Ofsted findings.	Lead Member and senior officers held to account and Select Committee assured that adequate progress is being made and	Tackling health inequality  Empowering communities	Clare Curran, Cabinet Member for Children and Families

			Committee to be updated on the development and implementation of the No Wrong Door service and apprised of the early impact and performance of the service, following the report of the No Wrong Door Task Group	appropriate future activity planned		Tina Benjamin, Director – Corporate Parenting  Matt Ansell, Director – Family Resilience and Safeguarding
	Overview, policy review and development	<b>Corporate Parenting Annual Report</b>	Select Committee to receive a report including an update on the impact of the COVID-19 pandemic on Corporate Parenting; the development of the work of the Corporate Parenting Board; and the key performance data for looked after children as compared with statistical neighbours and nationally.	Committee assured of service performance and outcomes for users; Lead Member for Children and senior officers held to account.	Tackling health inequality  Empowering communities	Clare Curran, Cabinet Member for Children and Families  Tina Benjamin, Director – Corporate Parenting
	Overview, policy review and policy development	<b>Leaving Care</b>	To review care leaving services and the outcomes for service users, with particular regard to support around transitions, educational attainment, post-16 destinations, the impact of out-of-area placements, and accommodation quality and stability.	Committee assured of service provision, performance and outcomes for looked-after children and formerly looked-after children	Tackling health inequality  Empowering communities  Growing a sustainable economy so everyone can benefit	Clare Curran, Cabinet Member for Children and Families  Tina Benjamin, Director – Corporate Parenting

	Overview, policy review and policy development	<b>SEND Transformation Update</b>	Committee to review progress of SEND Transformation Programme.	Cabinet Member and senior officers held to account	<p>Tackling health inequality</p> <p>Empowering communities</p> <p>Growing a sustainable economy so everyone can benefit</p>	<p>Denise Turner-Stewart, Cabinet Member for Education and Learning</p> <p>Liz Mills, Director – Education and Lifelong Learning</p> <p>Mary Burguières, Assistant Director – Systems and Transformation</p>
5 July 2022	Overview, policy review and development	<b>Youth Offending</b>	To review the issue of youth offending and the role, functions, governance, and performance of the Youth Offending Team and outcomes for its users, the response to the 2021 HMIP inspection of the Service, and the relevant impact of COVID-19.	Committee develops understandings of youth offending and youth justice in Surrey; and is assured of the Youth Offending Team’s performance and outcomes for service users and that appropriate, timely and effective actions are being taken in response to the 2019 inspection.	<p>Tackling health inequality</p> <p>Growing a sustainable economy so everyone can benefit</p> <p>Empowering communities</p>	<p>Clare Curran, Cabinet Member for Children and Families</p> <p>Matt Ansell, Director – Family Resilience and Safeguarding</p> <p>John Drew, Chair – Youth Justice Board</p>

	Overview, policy review and development	<b>School Place Sufficiency</b>	To review strategic approach to ensuring a sufficiency of school places within a sustainable system, including schools capital estate (maintained, special and PRUs) management and programme, admissions and place planning (including current and forecast roll numbers)	Committee reviews strategic approach to maintaining a sufficiency of places within a sustainable school system and makes recommendations as appropriate.	Tackling health inequality  Empowering communities	Denise Turner-Stewart, Cabinet Member for Education and Learning  Liz Mills, Director – Education and Lifelong Learning
	Overview, policy review and development	<b>Children’s Services (ILACS) inspection findings</b>	To review findings of anticipated Ofsted inspection of the Council’s children’s services and actions to be taken in response.	Lead Member and senior officers held to account.	Tackling health inequality  Empowering communities	Clare Curran, Cabinet Member for Children and Families  Tina Benjamin, Director – Corporate Parenting  Matt Ansell, Director – Family Resilience and Safeguarding



4 October 2022

4 October 2022	Overview, policy review and development	<b>Universal Youth Work</b>	To review the provision of universal youth work and outcomes for users at county and district level.	Committee assured of adequacy and impact of provision	Tackling health inequalities  Growing a sustainable economy so everyone can benefit  Empowering communities	Clare Curran, Cabinet Member for Children and Families  Matt Ansell, Director – Family Resilience and Safeguarding
	Overview, policy review and development	<b>Family Centres</b>	To review the new model of providing support to families, including by reviewing usage and outcomes for users of Family Centres and reviewing historic data from previous provision.	Committee assured new model is effectively supporting families to build their resilience and self-reliance.	Tackling health inequality	Clare Curran, Cabinet Member for Children and Families  Matt Ansell, Director – Family Resilience and Safeguarding
	Overview, policy review and policy development and pre-decision	<b>SEND Transformation Update and the development of the next SEND Strategy</b>	Committee to review progress of SEND Transformation Programme and be updated on the development of the SEND strategy and anticipated strategic direction for SEND support/services.	Cabinet Member and senior officers held to account in respect of SEND Transformation; and Committee reviews the development of the new SEND strategy and its anticipated principles.	Tackling health inequality  Empowering communities  Growing a sustainable economy so everyone can benefit	Denise Turner-Stewart, Cabinet Member for Education and Learning  Liz Mills, Director – Education and Lifelong Learning  Mary Burguieres, Assistant Director – Systems and Transformation

8 December 2022

	Pre-decision	<b>Budget 2023/24 and Medium-Term Financial Strategy</b>	Select Committee to receive draft budget proposals and Medium-Term Financial Strategy for 2022/23.	Select Committee scrutinises relevant aspects of the Council's draft budget and medium-term financial strategy, provides feedback and makes recommendations.	<p>Tackling health inequality</p> <p>Growing a sustainable economy so everyone can benefit</p> <p>Enabling a greener future</p> <p>Empowering communities</p>	<p>Denise Turner-Stewart, Cabinet Member for Education and Learning</p> <p>Clare Curran, Cabinet Member for Children and Families</p> <p>Mark Nuti, Cabinet Member for Communities</p> <p>Rachael Wardell, Executive Director – Children, Families and Lifelong Learning</p> <p>Marie Snelling, Executive Director – Communities and Transformation</p>
<b>Items to be scheduled</b>						
<i>(Date)</i>	<i>(Type)</i>	<i>(Issue)</i>	<i>(Purpose)</i>	<i>(Outcome)</i>		<i>(Cabinet Member/Lead Officer)</i>

<p><b>TBC/once fully embedded</b></p>	<p>Overview, policy review and development</p>	<p><b>Family Resilience</b></p>	<p>Committee to review service performance and outcomes for service users following transformation including the introduction of new practice models.</p>	<p>Committee assured of service performance, outcomes for users and identifies any learning opportunities following service transformation and embedding of new practice models.</p>	<p>Tackling health inequality  Growing a sustainable economy so everyone can benefit  Enabling a greener future  Empowering communities</p>	<p>Clare Curran, Cabinet Member for Children and Families  Simon Hart, Independent Chair – Surrey Safeguarding Children Partnership</p>
<p><b>TBC</b></p>	<p>Pre-decision and overview, policy review and development</p>	<p><b>Adult and community learning and post-pandemic recovery</b></p>	<p>Committee to review existing adult and community learning provision and proposed changes</p>	<p>Committee has opportunity to review existing adult and community learning provision and proposed changes thereto and to make recommendations regarding proposed changes.</p>	<p>Tackling health inequality  Growing a sustainable economy so everyone can benefit  Enabling a greener future  Empowering communities</p>	<p>Denise Turner-Stewart, Education and Learning  Liz Mills, Director – Education and Lifelong Learning</p>

**Standing Items**

- **Recommendations Tracker and Forward Work Programme:** Monitor Select Committee recommendations and requests and forward work programme.

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