

## Notice of Meeting

# Children, Families, Lifelong Learning & Culture Select Committee

**Date & time**

Wednesday, 6 July  
2022 at 10.00 am

**Place**

Woodhatch Place, 11  
Cockshot Hill, Reigate,  
RH2 8EF

**Contact**

Ross Pike

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**Chief Executive**

Joanna Killian

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



**If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9122, write to Democratic Services, Woodhatch Place, 11 Cockshot Hill, Reigate Surrey RH2 8EF, or email [ross.pike@surreycc.gov.uk](mailto:ross.pike@surreycc.gov.uk).**

**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Ross Pike, Scrutiny Manager on 07805 803 593.**

**Elected Members**

Ayesha Azad, Liz Bowes (Chairman), Fiona Davidson (Guildford South-East), Jonathan Essex, Rebecca Jennings-Evans (Lightwater, West End and Bisley), Rachael Lake, Michaela Martin, Lesley Steeds, Mark Sugden, Liz Townsend, Chris Townsend (Vice-Chairman), Jeremy Webster (Vice-Chairman) and Fiona White (Guildford West)

**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

### 2 MINUTES OF THE PREVIOUS MEETINGS: 1 JUNE 2022

(Pages 5  
- 14)

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

### 3 DECLARATIONS OF INTEREST

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

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

#### NOTES:

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

### 4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

#### Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*29 June 2020*).
2. The deadline for public questions is seven days before the meeting (*28 June 2020*)
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 SCHOOL PLACE SUFFICIENCY** (Pages 15 - 78)

***Purpose of the report:*** To review the strategic approach to ensuring sufficiency and sustainability of school places. To also consider the challenges of both within the context of the White Paper Opportunity for all - Strong schools with great teachers for your child.

**6 CORPORATE PARENTING ANNUAL REPORT REGARDING LOOKED AFTER CHILDREN** (Pages 79 - 138)

***Purpose of the report:*** Update on: the impact of the COVID-19 pandemic on Corporate Parenting; the key performance data for year ending March 2021 for Looked After Children as compared with statistical neighbours and nationally; and, any relevant national policy developments, such as Care Review output.

**7 CHILDREN'S SERVICES (ILACS) INSPECTION FINDINGS** (Pages 139 - 158)

***Purpose of the report:*** This report provides an update on the findings from the Ofsted Inspection of Local Authority Children's Services (ILACS) that took place in January 2022. The feedback from Ofsted, including further detail not published in the final inspection report, is included here along with an outline of the next steps that the Council's Children's Services are taking in response.

**8 CHILDREN'S HOMES OFSTED REPORTS PUBLISHED SINCE THE LAST MEETING** (Pages 159 - 170)

***Purpose of the report:*** As part of the recently agreed communications plan in Children's Services the Select Committee will receive recent Ofsted reports on Surrey County Council-run Children's Homes in its agenda.

**9 ACTIONS AND RECOMMENDATIONS TRACKER AND FORWARD WORK PLAN** (Pages 171 - 200)

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

**10 DATE OF THE NEXT MEETING**

The next public meeting of the Select Committee will be held on Tuesday, 4 October 2022.

**Joanna Killian  
Chief Executive**

Published: Tuesday, 28 June 2022

## **MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

*Thank you for your co-operation*

**MINUTES** of the meeting of the **CHILDREN, FAMILIES, LIFELONG LEARNING & CULTURE SELECT COMMITTEE** held at 10.00 am on 1 June 2022 at Woodhatch Place, 11 Cockshot Hill, Reigate, RH2 8EF.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 6 July 2022.

**Elected Members:**

- \* Ayesha Azad
- Liz Bowes (Chairman)
- \* Fiona Davidson
- \* Jonathan Essex
- Rebecca Jennings-Evans
- Rachael Lake
- \* Michaela Martin
- Lesley Steeds
- \* Mark Sugden
- Alison Todd
- \* Liz Townsend
- \* Chris Townsend (Vice-Chairman)
- \* Jeremy Webster (Vice-Chairman)
- \* 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

**17/22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies received from Lesley Steeds, Liz Bowes, Rebecca Jennings-Evans and Tanya Quddus. Riasat Khan substituted for Lesley Steeds.

Rachael Lake attended remotely. Chris Townsend chaired the meeting.

**18/22 MINUTES OF THE PREVIOUS MEETINGS: 7 APRIL 2022 [Item 2]**

The minutes were agreed.

**19/22 DECLARATIONS OF INTEREST [Item 3]**

None received.

**20/22 QUESTIONS AND PETITIONS [Item 4]**

Supplementary questions were asked as part of item 5.

**21/22 OFSTED REPORT INTO SURREY COUNTY COUNCIL RUN CHILDREN'S HOME: SC040628 [Item 5]**

**Witnesses:**

Clare Curran, Cabinet Member for Children and Families

Rachael Wardell, Executive Director – Children, Families and Learning

Tina Benjamin, Director – Corporate Parenting

Jo Rabbite, Assistant Director – Children's Resources

Mike Stringer, Head of External Communications

**Key points raised in the discussion:**

1. The Chairman sought clarification regarding the number of Surrey County Council (SCC) run children's homes which had been closed. The Executive Director explained that SCC used to run ten children's homes but following the recent closure of a home in February 2022, they now run nine. There had been one closure of a Surrey County Council run home. There had also been a closure of another children's home in Surrey which was privately run.
2. The Executive Director introduced the report, explaining that internal communication procedures had already been amended following the situation. It had been agreed that any newly published reports for Council-run children's homes would be brought to the meetings of the Corporate Parenting Board (CPB) and the Children, Families, Lifelong Learning and Culture Select Committee (CFLLC Select Committee). However, due to the infrequent meeting cycles it was subsequently decided that this approach was insufficient, and Members would now be updated through the Members' portal. The Executive Director clarified that the report to the Select Committee had been commissioned to cover one Council run children's home. Since the production of this report, a report on another Council run children's home had been published and it was posted on the Members' portal. The previous inspection outcome of that home was outstanding, and it was now rated as good.
3. A Member sought clarification regarding the closure of three privately-run children's homes outside of Surrey, which housed looked after children from Surrey and had recently closed. The Executive Director confirmed that this was the case.

4. The Cabinet Member apologised to the Members about the lack of communication regarding the closure of the children's home. The Cabinet Member explained that Children's Services acted in the best interest of the young people living there at the time and action had since been taken to prevent future inadequate communication happening again.
5. The Chairman took the Member questions submitted at item 4 as part of the main item. As a supplementary question to question one of item 4, a Member asked which Council officer read and assessed the Regulation 44 reports for non-Council run children's homes. The Director explained that the Gateway to Resources team, which was part of the wider Commissioning team, completed this as part of their quality assurance work. The Member queried whether they were read on a monthly basis. The Director clarified that they were not read monthly by the Gateway team, but they were read regularly by the social work teams.
6. The Member asked, as a supplementary to question two, about the action taken and by whom if there was a concerning Regulation 44 (Independent Monitoring Visit) report. The Director explained that it was dependent on the nature of the concern. It was likely to be the registered manager of the home. Social workers were able to call staff from the Gateway team to support them if they had a concern about a children's home. The Member enquired as to how a social worker would escalate a concern. The Director responded that they would raise it at a visit and then talk to the Gateway team, as well as their manager.
7. As a supplementary to the response regarding the process involving the accountability of press releases, the Member asked whether the officers thought, that in light of the report, that the press release was not transparent. The Executive Director accepted the Member's reflection and explained that the initial press enquiry only focused on the report and thus, it was decided to use the response already prepared. The Executive Director acknowledged that they could have made a different decision. The Chairman added that the press response suggested that the closure was due to the suitability of the building, but in reality there were other reasons involved. The Executive Director explained that the building was large and complex, and thus, difficult to supervise children in. The staffing arrangements and the interactions with the children were made more difficult by the building itself.

8. A Member enquired about the process of monitoring concerns for non-Council run children's homes outside of Surrey where our looked after children were placed. The Director explained that Regulation 44 reports for children's homes outside of Surrey would be uploaded onto the Ofsted portal and if the inspectorate had any concerns, it would trigger an inspection. A Member questioned whether there could be any intervention prior to an Ofsted inspection. The Executive Director responded that there was regular interaction between a social worker and a young person, with the primary focus of ensuring that the young person was safe, well and the home was meeting their needs. There was active engagement with the setting which was not solely driven by Regulation 44 reports or Ofsted inspections.
9. As a supplementary to question four, the Member asked whether the Communications team felt they could offer sufficient advice to Children's Services regarding external communications. The Head of External Communications responded that they did provide advice and had good relationships with Children's Services. The statement released was reactive, rather than a proactive press release, with the intention of providing context to the report. The statement was drafted in collaboration with the Executive Director and colleagues, as well as the Cabinet Member. The Chairman noted that there was the opportunity to make the statement clearer as it was produced in February 2022 and published later. The Head of External Communications explained that as it was based on the Ofsted report and therefore, it would have been unlikely to be reflected differently if it was written later.

*Fiona White arrived at 10:39.*

10. As a final supplementary question, the Member questioned whether anyone in the Communications team had signed up for alerts of Ofsted report publications. The Executive Director confirmed that this had since been addressed.
11. A Member asked about the types of incidents which would result in heightened monitoring. The Assistant Director explained that when serious incidents were reported, they would be reported in the Regulation 44 reports to Ofsted. Various people within the system would be copied into these reports and would identify any patterns. If a pattern was identified, action would be taken at the service manager level and monitored through risk management meetings. The responsible individual would report back to the Assistant Director. Concentration of police activity



was analysed closely, and the Service had regular meetings with both the Police and Mindworks (Emotional Wellbeing and Mental Health Service for Children and Young People). The Chairman confirmed with officers that the registered manager, of the home which recently closed, had been absent during the period of issues.

12. In response to a question on the process of reporting and addressing safeguarding issues in Council run children's homes, the Assistant Director explained that serious incidents were reported and reviewed, including analysis of the incident. The child's social worker would also be informed of any serious incident.
13. A Member enquired about the process of informing Members of the Select Committee and Members of the CPB about safeguarding issues in respect of Council run children's homes. The Executive Director explained that it would depend on the nature of the safeguarding issue, as in many cases, Members would not be informed. It was not uncommon for there to be safeguarding concerns on a regular basis and these would be addressed in supervision. If a setting was compromised, it would be an appropriate matter to inform Members of, and in the past, this was not proactively done. The Cabinet Member added that the Executive Director regularly advised them on serious incidents that affected young people, on a confidential basis.
14. A Member asked about how learnings from internal monitoring could be applied to external processes. The Executive Director explained that they would monitor non-Council children's homes proportionally and appropriately. The children's home sector was volatile, and the performance of homes would increase or decrease regularly due to their small size. One of the fastest ways to create improvement in a home was by giving notice on a child. However, this may not be a desirable outcome for that child. The registered status of a home can be challenged by the mix of children in it and the ability of staff to manage the individual needs in combination. Children's Services try to work with homes to support them to improve and keep the child in a stable setting. The Executive Director suggested that it could be useful for Members to look at the reasons for children moving out of a home and whether this was by choice, or forced by a home giving notice. The Chairman added that there was a long-term objective by the Service to bring young people back into Surrey. The Cabinet Member also added that in terms of looked after children, the objective was to place more children with foster families. The Cabinet Member expressed that it was

inappropriate for Members to have such involvement in the monitoring of individual children's lives.

15. A Member questioned the level of volatility and noted the difficulty of separating operational matters with strategic decisions, with reference to nationally reported cases of deaths of children. The Executive Director assured the Member that closures of children's homes were not unusual and they received several notifications a week of suspensions of children's homes from across the country (For all homes, not solely those accommodating Surrey looked after children). The Independent Review of Children's Social Care proposed introducing a windfall tax on the sector to fund early help provision. Private providers were difficult to engage with when trying to achieve the right settings for children ahead of their profit margins. The Executive Director emphasised that neither of the children referenced by the Member were in the care of the state at the time of their death and the work of the Service centred around the wellbeing and safety of the children and young people.
16. A Member enquired about the role of Ofsted with monitoring concerns at children's homes, as well as the Select Committee's role regarding oversight. The Executive Director clarified that Ofsted were not engaged in the day-to-day management of children's homes, they inspect and regulate the sector. Ofsted did not close the Council run children's home; they suspended its registration temporarily because the home was not regulatorily compliant. The Council decided to close the home permanently. In the particular circumstances of this case, a police officer went outside of the standard escalation processes by contacting Ofsted directly to raise concerns about the home. Staffing at the home was also compromised in terms of sickness and absence. Children's homes experienced both full and interim inspections. There were certain incidents that the Service would choose to report to Ofsted and some that they were obliged to report. A Member asked whether third party intervention was unusual. The Executive Director explained that it was common to have interactions with the police. The Service could make a change to notify Members about inspections albeit these took place without notice from Ofsted, however reports could not be shared with Members prior to publication.
17. In response to a question on the police officer's understanding of the reporting process, the Executive Director stated that they had raised the issue with the Chief Constable and it was clear that the protocol the Service had in place was acceptable.

18. A Member enquired about the specific circumstances regarding the children's home in the period prior to the Ofsted inspection. The Executive Director explained that it was difficult to answer this fully during a public meeting as it risked naming individuals. The Executive Director had visited the home in the run up to Christmas and there were issues with both the staff and the children on that date. The Member asked whether this incident suggested a strategic issue related to the processes in place. The Executive Director shared that the Service had similar concerns and they had commissioned an independent report to understand whether the Service was right to maintain the young people in a setting they were familiar with. The report could not be shared with the Members unredacted. The Assistant Director added that the pandemic had impacted the staff significantly, as well as the numbers of children being looked after. A review had been undertaken of the current homes to understand if these issues persisted elsewhere in the system. The Cabinet Member reminded the Select Committee that it scrutinised a report on the transformation of Children's Homes on 18 October 2021, which addressed a number of the issues raised.
19. The Chairman noted that in at least three of the Ofsted reports there was reference to leaders and managers requiring improvement and asked about the impact of the staffing restructure. The Executive Director shared that the restructure had been pursued in the agreed way, however, there had been formal disputes at every stage. The Director explained that they were trying to increase the number of deputy managers to cover the opening hours of the homes, however, engaging and recruiting sufficient individuals had been a challenge. The Assistant Director added that most of the appointments had been internal. This was specialist work; the employment market was challenging, especially with the competition of London, the NHS and, education. The Service was carrying significant staff vacancies which was making development opportunities, such as adding additional beds, more difficult.
20. A Member asked about the shift to recruiting more qualified staff. The Assistant Director clarified that all residential workers were obliged to become qualified within two years of joining the sector. Some individuals would not manage to complete their qualifications, and this was addressed in performance meetings. The Service would like to attract more qualified workers, as with those becoming qualified 20% of their time is taken up by the training. A large part of this work surrounded cultural changes, which some staff resisted.

21. A Member enquired as to whether the current regulatory system was robust enough and whether the Select Committee could receive regular headline information regarding the Service. The Chairman informed the Members that the Chairman and Vice-Chairmen receive the compendium of performance information on a monthly basis and have quarterly meetings with Practice and Performance officers which they could share more from. The Cabinet Member added that there was a report coming to the CPB meeting in July regarding children's homes which could be shared with the Select Committee Members. The Executive Director noted that the number of children in custody and the number in mental health beds had rapidly decreased nationally. This was due to those young people now being accommodated in the regular residential sector instead.
22. A Member questioned how the role of Link Members connected to children's homes could be strengthened. The Executive Director would provide a detailed answer following the meeting, as it was important that the role was purposeful.

**Actions/requests for further information:**

1. An approach to be agreed between CFLL and Democratic Services regarding the oversight role of the Corporate Parenting Board and the Children, Families, Lifelong Learning and Culture Select Committee.
2. The Executive Director for Children, Families, and Lifelong Learning to provide a written answer regarding strengthening the role of Link Members.

**Recommendations:**

1. Children, Families and Lifelong Learning to bring for discussion any reports published since the previous meetings of the Corporate Parenting Board and the Children, Families, Lifelong Learning and Culture Select Committee.
2. Children, Families and Lifelong Learning to ensure that the latest reports about Surrey County Council-run children's homes are added to the Members' portal.

**22/22 FORWARD WORK PROGRAMME [Item 6]**

**Key points raised in the discussion:**

1. A Member requested that the item on the SEND Transformation Programme include information on 18- to 25-year-olds as well.

**23/22 DATE OF THE NEXT MEETING [Item 7]**

The Select Committee noted that its next meeting would be held on Wednesday, 6 July 2022.

Meeting ended at: 12.22 pm

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**Chairman**

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Wednesday, 6 July 2022

## SCHOOL PLACE SUFFICIENCY

Purpose of report:

To review the strategic approach to ensuring sufficiency and sustainability of school places. To also consider the challenges of both within the context of the White Paper [Opportunity for all - Strong schools with great teachers for your child \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/105441/opportunity-for-all-strong-schools-with-great-teachers-for-your-child.pdf).

### Introduction:

1. Surrey has a falling birth rate and a surplus of primary school places unevenly spread across the county. The secondary sector is still seeing some growth.
2. 24% (71) of our 297 primary schools are in a Multi-Academy Trust (MAT) or in a standalone academy (SAT). 79% (42) of our 53 secondary schools are in a MAT or SAT. 37% (3) of our 8 PRUs are already in a MAT and 52% (13) of our 25 specialist schools are academies.
3. The government has also set out their ambition for all schools to join a strong and effective Multi Academy Trust. This was set out by the Secretary of State in a speech in 2020 and subsequently in [Opportunity for all - Strong schools with great teachers for your child \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/105441/opportunity-for-all-strong-schools-with-great-teachers-for-your-child.pdf) which was published in March 2022.
4. Surrey has a range of diverse schools - urban and rural, academy and maintained, faith and non-faith. There are 28 infant or junior schools which have fewer than 90 pupils, 45 primary schools with fewer than 210 pupils and four secondary schools with fewer than 600 pupils.

### Sufficiency

5. The School Organisation Plan (Appendix 1) shows the overall sufficiency of places by planning area for both mainstream and special school provision.

6. There is currently a surplus of primary places across Surrey in most areas due mainly to the decline in the birth rate. At the peak in 2012, Surrey had 14,237 births, with Reigate and Banstead seeing the most births and Mole Valley seeing the least. However, births in Surrey then fell by nearly 700 overall in 2013, mirroring the national trend. The number of births then plateaued, and has fallen year on year since 2016, reaching a low of 11,880 in 2020.
7. However, demand is not uniform across the county and so some areas are facing greater surpluses than others. Any pockets of exceptional demand in the primary sector will stem from new housing or unexpected migration rather than expected demographic trends. However, it is too early to quantify what impact, if any, the pandemic will have on the birth rate across the county and this will be monitored closely.
8. As the larger primary cohorts work their way through into secondary, we are seeing the need for some growth in the secondary sector. In September 2021, Ash Manor, Broadwater, St Pauls Catholic and Oakwood schools all increased their Year 7 Published Admissions Number (PAN). There is a new Department for Education Free School (Walton Heathside) opening in September 2022 and we have made the temporary increase at Woolmer Hill from 150 to 180, permanent. There are also expansions at St. Andrew's and Bishop Wand, which will both increase their Year 7 PANs in September 2022.
9. In addition, some areas of the county are facing challenges in the secondary sector due to additional pupils arriving in communities from new housing developments or unexpected migration. The council is working with school leaders, academy trusts and other stakeholders to find the best way to ensure that secondary places are provided for all Surrey residents who require them. However, again, demand is not uniform, so there are also some areas of the county where there are vacancies in secondary schools which must also be monitored.
10. We have already increased our specialist school places for September 2021 by 290 and another 283 places are in line to be delivered for September 2022.
11. We have a number of additional children and young people being placed as a result of conflict in Afghanistan and Ukraine. We are keeping a close eye on the impact of placing these pupils on planning areas.

### Ukraine

359 applications received from 29 March to end of 18 May, of which: 240 primary age, 119 secondary age. 23 of these are in Year 6 and they will need a secondary place for September. We are aware of five children so far who will need a Reception place for September.



## Afghanistan

285 applications received Afghan children evacuated from Afghanistan from September 2021 to date, of which: 197 primary age, 88 secondary age. Of the 285, 201 have been placed in Surrey schools (140 primary age, 61 secondary age). 84 have been placed in West Sussex schools (57 primary age, 27 secondary age).

## **Capital Spend**

### **Mainstream Capital Spend**

12. In the capital programme basic need provision there is spend on primary schools at around £7.2 million, providing places for September 2022 and 2023. While overall demand for primary school places is declining across Surrey due to a falling birth rate, there are localised pockets of high demand in certain areas due to inward migration and housing. For secondary schools, there is spend of approximately £23.9 million, providing places for September 2023.

### **Pupil Referral Units (PRU)/Alternative Provision (AP) Capital Programme**

13. Between 2020 and 2021, Surrey County Council's Cabinet approved the strategy to consolidate the current maintained PRU/AP Education Estate from nine small sites to five fit-for-purpose larger sites to comply with DfE Alternative Provision guidelines.
14. This was to ensure sufficiency of maintained Alternative Provision per quadrant by providing 240 places in total. From the £23.5m approved in the May 2020 Cabinet paper, £0.8m was allocated to the relocation of Pewley Hill accommodation to Wey Valley College, leaving a notional budget of £22.7m. The Pewley Hill relocation was delivered in September 2020 to time and budget.
15. The planning assumptions in the 2020 Cabinet paper regarding the suitability and use of Reigate Valley College, North East, and North West Short Stay School sites required adjustments to provide accommodation to the relevant standards. All five projects have been developed sufficiently (i.e., to RIBA Stage 1) where current project budgets based on actual proposals can be reported.
16. Two out of the five projects are on track for delivery at a cost of approximately £10m. Fordway is due to be delivered by September 2023 and Wey Valley College by September 2024. These will re-provide 68 of the total 240 places.

17. Land search coordinated by the council's Disposals & Acquisitions and Estates services is still underway to identify appropriate new build sites for three projects at Reigate Valley College, North East Short Stay School, and North West Short Stay School (172 places) deliverable by September 2024.
18. A summary of schemes is attached at Appendix 4 along with the current OFSTED Report links.
19. Surrey County Council Commissioning and Education teams, working in conjunction with our Pupil Referral Units (PRUs), devised a new Service Level Agreement (SLA) which was launched and implemented throughout 2021. This new SLA agreement has children and young people at the heart of it and focusses attention on the needs and outcomes of all learners, especially our most vulnerable. It requires outcomes for all learners to be collected as part of the annual review process and will be reported on later in the Autumn Term 2022.

### **Additional Needs<sup>1</sup> (SEND) Capital Programme**

20. Between 2019 and 2022, Surrey County Council's Cabinet approved the strategy for four phases of the Additional Needs (SEND) Capital Programme with a combined capital investment of £139.6m to expand the local specialist estate at pace between 2019-2026. This is to ensure sufficiency for up to 6,000 places so that local children and young people with additional needs, sometimes referred to as Special Educational Needs and Disabilities ('SEND'), who require a specialist school placement can have their educational needs met close to home, better connected to local communities and within state-maintained provision wherever possible. By 2030/31, Surrey's Specialist Education Estate will have approximately 5,540 places.
21. The provision of new additional needs (SEND) places in Surrey provision is estimated to save c£30k on average per place based on the difference in cost with the NMI (Non-Maintained Independent) sector. This cost differential is based on NMI providers both in and out of county.
22. Based on current estimates the cost containment associated with the new provision being made available is as follows.

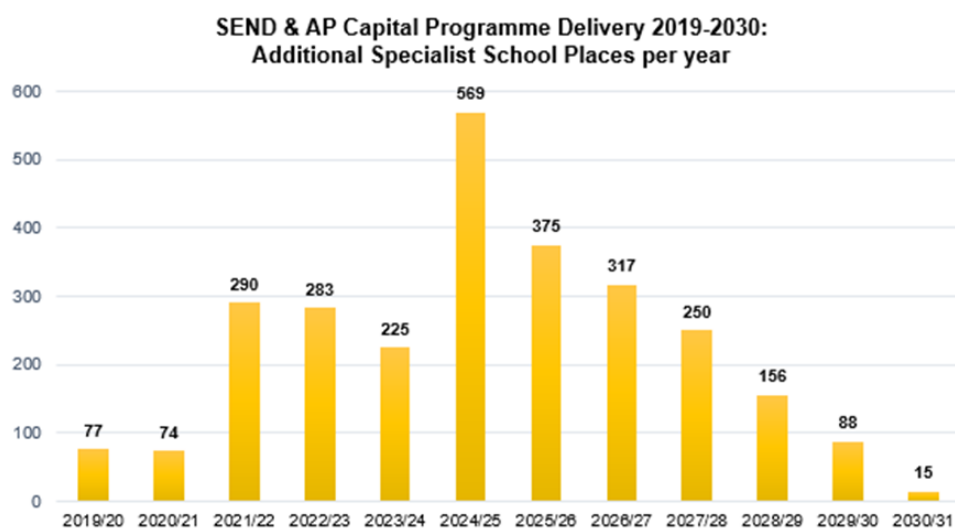
<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
<b>£'m</b>	<b>£'m</b>	<b>£'m</b>	<b>£'m</b>	<b>£'m</b>
8.3	6.6	8.3	10.5	9.7

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<sup>1</sup> Children and young people have told us they prefer to be referred to as young people with additional needs, rather than as SEND young people, and their schools to be referred to as 'specialist schools' rather than 'special schools'. Where possible, throughout this document, we have tried to reflect this preference.

23. The Additional Needs (SEND) Capital Programme comprises of 76 projects in total: 22 projects have been delivered to date, 11 are on track for September 2022, which leaves 42 to be delivered between 2023-2026.
24. As of September 2021, approximately 500 additional specialist places have already been delivered at a cost of £10.74m and the programme is on track to deliver more than 280 new places for September 2022 at a cost of £8.3m.
25. Table 1 details the projected number of additional and re-provided school places that are deliverable per year under Surrey's Additional Needs (SEND) and AP (Alternative Provision) Capital Programmes.
26. However, it should be noted that this is subject to some variation as Additional Needs (SEND) Phase 4 projects (approved in principle in January 2022 and deliverable between 2023-2026) are developed. An additional capital bid to the DfE has been submitted to secure an additional £56m to deliver Phase 4 of the programme in full. We expect to hear the outcome of this by Summer 2022.

Table 1:



## Sustainability

27. Changes to the way settings and schools are funded, a falling birth rate, recruitment and retention issues, a changing role for the local authority and a new Ofsted framework are combining to create very real challenges for all schools but especially our smaller settings and schools. Proactive, collaborative solutions will provide resilience against many of these challenges and reduce the risk of poor inspection outcomes and potential sponsored academy orders. Some small schools have started consultation on federation as one way of mitigating risk.

28. Surrey County Council encourages self-determination and respects the autonomy of individual schools and trusts whilst at the same time seeking to work with them to address the challenges. We encourage genuine, open and transparent collaboration with other schools in a planning area as whilst a decision could be of vital importance to one school, it could also impact and be important to neighbouring schools.
29. We want to:
- Increase the number of schools in Surrey that are rated as either Good or Outstanding under the 2019 inspection framework;
  - Promote schools working together to develop curriculum and pedagogy;
  - Ensure that we have sufficient local places for children and young people;
  - Promote inclusion and improve outcomes for vulnerable and disadvantaged learners;
  - Ensure value for money and sustainable use of the limited available resources;
  - Ensure that every school has a sustainable budget and a sustainable offer that meets the local need.
30. Small schools face key challenges of recruitment and retention of leadership and governance, resilience (as often the Headteacher holds multiple roles including Designated Safeguarding Lead (DSL) and Special Educational Needs Coordinator (SENCO), capacity for school improvement and a sustainable budget. There are 73 infant or junior schools with fewer than 90 pupils or primary schools with fewer than 210 pupils. These schools are listed in Appendix 2.
31. The DfE has for many years been particularly concerned about schools serving rural communities. Certain primary schools in England are designated as rural primary schools for the purposes of Section 15 of the Education and Inspections Act 2006. Section 15 of the Education and Inspections Act 2006 requires that when either a local authority or governing body of certain schools formulates proposals for the discontinuance of a rural primary school it has regard to specific factors. These factors include the likely effect of discontinuance on the local community and any alternatives to the discontinuance of the school.
32. Before publishing proposals for discontinuance, the local authority or governing body must consult certain persons, including parents and, where the local

authority is a county council, any district and parish councils. The Department for Education uses the Office for National Statistics' rural and urban area classification to identify rural schools as being located in towns and fringe areas, villages or hamlets and isolated dwellings. A list of our designated rural schools is found in Appendix 3.

## **White Paper and Schools Bill**

33. The White Paper [Opportunity for all - Strong schools with great teachers for your child \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/105111/opportunity-for-all-strong-schools-with-great-teachers-for-your-child.pdf) and associated Schools Bill 2022 is the first major education reform in six years. The Schools Bill proposes powers for the local authority and strengthens duties in a number of ways, for example:

- The role for the local authority is defined as 'Champion for all children.' The powers are extended through admissions arrangements and a duty for all Schools and Trusts to work collaboratively with the local authority which enhances the ability for us to work together in the best interests of all children.
- The ability for local authorities to apply to the Secretary of State via the Regional Schools Commissioner for a schools or schools to join a Multi Academy Trust.
- The requirement for the local authority to hold a register for all children not in education or being educated at home.
- The ability for local authorities to set up Multi Academy Trusts under certain conditions and circumstances.

34. The Schools Bill needs to make its way through Parliament into law. However, as a local area partnership the local authority is working together with schools including Multi Academy Trusts to develop implementation plans that are right for Surrey.

35. The Schools Bill and academisation will not on its own create strong and sustainable schools. This is reliant on our continued work in partnership with schools (individually and in groups) to make the best arrangements possible for the children and young people in Surrey. Our vision is to ensure they are able to go to school in line with our ambition; that they can have brighter futures, lead healthy Lives, be safe and resilient and be rooted in Surrey.

<b>Conclusions including summary risks and mitigations:</b>
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### **Risks**

36. The focus on all schools joining a strong Multi Academy Trust by 2030 (or have a clear plan to join one) may bring tension into the system for some of our very small schools which have budget challenges and low roll numbers, as during the due diligence stage these vulnerabilities will come to light.
37. We have a surplus of primary school places that is adding to the vulnerability of some smaller schools. Demographics seem unlikely to change in the short and medium term. It is essential to work proactively with the school community and partners (for example our Diocesan Directors of Education) to ensure that Surrey continues to maintain a strong and sustainable school system that helps children achieve their potential.
38. There has been a historic shortage of specialist school places.
39. There are potential delays to schemes related to reprovision of Alternative Provision and data has not consistently been collected on outcomes.
40. The changes to the National Funding Formula and the new Inspection Framework creates additional challenges for schools.

### **Mitigations**

41. We are working collaboratively through our Local Education Partnership to improve outcomes for children and navigate the challenges to our education system.
42. Our school organisation planning is well developed and we have a clear strategy linked to the sustainability of schools. We are working in partnership to deliver these changes and those associated with the implementation of the White Paper and Schools Bill.
43. We have a well-developed plan for increasing our specialist school provision and have already increased the number of places available, ensuring that children and young people with additional needs are educated close to their home.
44. We are working closely with our land and property colleagues to develop solutions to deliver the changes needed for our alternative provision estate.

<b>Recommendations:</b>
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45. The Select Committee:
  - a) Notes the changing education landscape including issues arising from a changing demographic and a new Schools Bill.

- b) Supports the proactive approach taken to identify schools that may need a supported conversation to identify and pursue options that are right for the children in their community and in the wider area.
- c) Supports the programme of investment agreed in order to achieve a sufficiency of places for children in Surrey.
- d) Notes the importance of continued partnership working and the essential collaboration with providers and partners required to deliver improved outcomes for children.

<b>Next steps:</b>
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A further update to be provided to the Select Committee in July 2023 to provide an update on developments and a report on progress.

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**Report Contact**

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**Sources/background papers**

School Organisation Plan

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# School Organisation Plan 2021 - 2031



By 2031 we want Surrey to be a uniquely special place where all children have a great start to life and receive the education to achieve their full potential and become contributors to their communities. Most importantly, we want to strive to make sure that no child is left behind.

All children and young people should benefit from an education that helps them succeed in life and allows them to make the most of their skills and employment opportunities. We want Surrey pupils and young people to live healthy, active, and fulfilling lives, and for our nurseries, schools, and colleges to equip them to make good choices about their life and wellbeing. All children and young people should be able to feel safe and confident in their education.

95% of Surrey's maintained schools are currently providing a good or outstanding education for our children and young people. It is vital that the strategies and principles laid out in this plan, and which fundamentally underpin our school organisation decisions, support us in maximising the equality of opportunity and quality of provision across all different age groups, need types and quadrants of the county. To that end, in the last five years, we have provided more than 6000 additional places at schools which have been rated by Ofsted as being good or outstanding.

Across Surrey, we are proud of our partnerships and the outcomes that these partnerships achieve for our young people. We want to nurture our existing partnerships in an ever-shifting educational landscape, and work to forge new ones so that we can continue to make school organisational decisions that create a sufficiency of school places across the county and secure educational provisions that are sustainable in the long term. We strive to discuss collaborative solutions in terms of school organisation that will help to protect our small schools to ensure their long-term viability and sustain the value that they bring to our school community.

We will work collegiately to plan school organisation in Surrey with our schools, academy trusts, governing bodies, dioceses and other stakeholders to ensure that they feel supported to continue to provide the highest quality of education for our children and young people to achieve the best long-term outcomes.

**This plan sets out our aims for providing education close to home by local providers, who can successfully support all children and young people to live, learn and grow up locally to achieve their full potential.**



Denise Turner-Stewart  
Cabinet Member  
Education and Learning



Liz Mills  
Director – Education, Lifelong  
Learning and Culture

# DUTIES AND LEGISLATION

Under specific legislation and subsequent amendments, local authorities have statutory duties for providing school places as follows:

- Ensure sufficient school places to meet demand (Education Act 1996)
- Increase opportunities for parental choice (Education and Inspections Act 2006)
- Ensure fair access to educational opportunity (Education and Inspections Act 2006)
- Keep specialist educational provision under review, including planning, commissioning, and monitoring (Children & Families Act 2014, Section 21, part 3)
- Act as the lead strategic commissioner of education and training for 14- to 19-year-olds in provision other than schools (The Apprenticeships, Skills, Children and Learning Act 2009)

In relation to the provision of education for children with special educational needs, the council must also pay heed to the following

- Working Together to Safeguard Children (2018)
- The Children Act 1989 Guidance and Regulations Vol 2 (Care Planning Placement and Case Review) and Vol 3 (Planning Transition to Adulthood for Care Leavers)
- Equality Act 2010: Advice for schools
- Children and Families Act (2014)
- SEND Code of Practice: 0-25 Years (2015)
- Special Educational Needs and Disability Regulations (2014)
- Supporting pupils at school with medical conditions (2017)
- The Mental Capacity Act Code of Practice: Protecting the vulnerable (2005)

The Education and Inspections Act 2006 increased the strategic role of local authorities as champions of pupils and parents, and a duty to act as commissioner of school places, rather than the sole provider. The main legislation governing school organisational changes is found in sections 7-32 of the Education and Inspections Act 2006, as amended by the Education Act 2011.

# DUTIES AND LEGISLATION

In addition, the Department for Education has also issued the following:

- [Opening and Closing Maintained Schools](#) (November 2019)
- [Making significant changes \('prescribed alterations'\) to maintained schools](#) (October 2018)
- [Making significant changes to an open academy and closure by mutual agreements](#) (October 2019)
- [The free school presumption](#)— advice for local authorities and new school proposers

Under Surrey County Council's scheme of delegation, decisions relating to school organisation within the remit of the council are delegated to the Cabinet Member for Education and Learning, except in the case of opening or closing schools, where the Leader of the Council makes the final decision

As the role of the local authority has evolved to being a strategic commissioner of a mixed school system, the Council wishes to work closely with all schools in Surrey, irrespective of their school status

However, we recognise that schools, Governing Bodies, Diocesan Authorities, Academy Trusts, the Regional Schools Commissioner (RSC), the Department for Education (DfE) and the Education and Skills Funding Agency (EFSA), all have collective duties and roles to play in planning, providing and funding school places.

# PUPIL PLACE PLANNING PRINCIPLES

As the statutory and strategic commissioner of educational provision, effective pupil place planning is an essential process that enables the council to work with schools and stakeholders to commission and create high quality school places. In order to deliver this strategic role in an open and transparent way a set of clear school organisation principles underpin our approach.

- To undertake a robust and comprehensive approach to forecasting the number of children and young people requiring school places in mainstream, specialist, and other provision.
- To fulfil the requirement to meet the need for school places ensuring sufficient places for Surrey residents who require them and maximising the options for parents.
- To consider the challenges and actions that may need to be taken to ensure sustainability of existing small local schools.
- Typically, Published Admissions Numbers (PANs) will be in multiples of 30, and school provision is generally co-educational.
- Where new schools are needed, primary schools should be at least two forms of entry (420 places) and secondary schools should be four forms of entry (600 places) or larger.
- New primary schools should provide from Reception year to Year 6. Pre-school provision should be included if a need for this is identified.
- New secondary schools should provide from Year 7 to Year 11, and if a need is identified, sixth form provision should be included.
- To promote and strengthen local links between schools that would benefit the schools and the community
- Latent or vacant capacity in neighbouring areas should be used to meet demand, where these schools are within a reasonable distance.
- That all school organisational changes should promote the inclusion of children with 'Special Educational Needs and Disabilities' (SEND) into mainstream settings.
- To ensure there are sufficient publicly funded specialist school places locally for pupils with an Education, Health and Care Plan (EHCP) who require one.

# PUPIL PLACE PLANNING PRINCIPLES

- The commissioning of specialist school places in the on-maintained and specialist independent sector is only utilised where they represent value for money, better long-term outcomes and are the only provision that can meet an individual's identified special educational needs.
- The provision of Pupil Referral Units and Alternative Provision will be available to serve pupil, parents/ carers and schools on a local basis through the provision of planned short-term educational placements.
- To offer an objective view of stakeholder proposals in a clear and transparent way, and support stakeholder's proposals where appropriate to a conclusion.
- To be flexible in providing buildings that do not create future surplus places but safeguard a sufficiency of places.
- Decision making processes on proposals should consider factors that are inextricably linked with school organisation, such as the admissions processes, parental preferences, school size, published admission numbers and school transport.

# PUPIL PLACE PLANNING CONTEXT

## The National Context

Nationally, the pattern of demand for pupil places in England is changing and in July 2019, the Department for Education released an updated set of national pupil projections. Nursery and primary school populations have been rising since 2009. However, the rate of increase has now slowed considerably as the lower births from 2013 are now populating the primary sector. This population is now projected to start to fall gradually. However, the secondary school population rose to 3.5 million in 2020 and is projected to continue increasing until around 2025.

In the last decade national policy has been principally focused on addressing a shortage of primary places because of increasing birth rates. The government has aimed to address such shortages primarily through supporting the opening of Free Schools, expansions of Academy Trusts and supporting local authority plans for the expansion of successful and popular primary schools. This focus is now shifting to the secondary schools as these increased numbers of primary pupils now transition into the secondary sector

## Surrey context

In Surrey, the pattern of demand for pupil places has largely been reflective of the birth rate, and housing and migration trends. In line with the national picture, Surrey saw a period of sustained lower births around the millennium, followed by significant increases to a peak in 2012. In Surrey, there was an increase of births in this period by over 22% in decade.

Following a nationwide trend, 2013 saw a dramatic decline in births, which then plateaued to 2015. However, since then, Surrey has experienced year on year falls in the birth rate, meaning that the number of births in 2020 is 17% lower than the peak numbers seen in 2012. Furthermore, the decrease in births between 2018 and 2019 is the largest seen since the nationwide decline in 2013.

## Surrey births

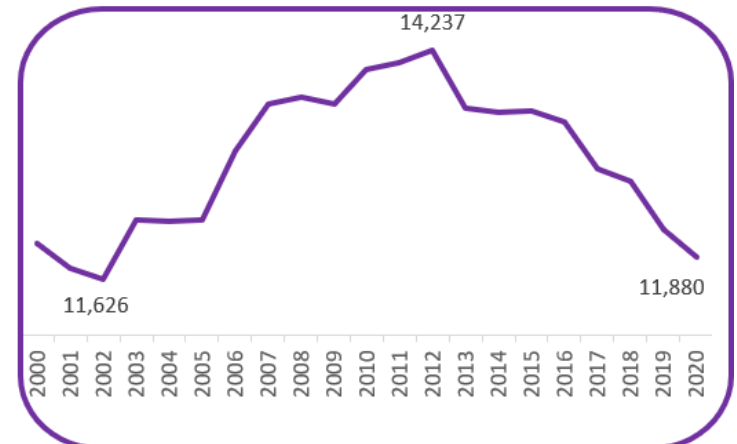
In 2020...

...Surrey had the lowest birth rate since 2002

...births have now decreased year on year since 2012

...there were 312 fewer births than in 2019

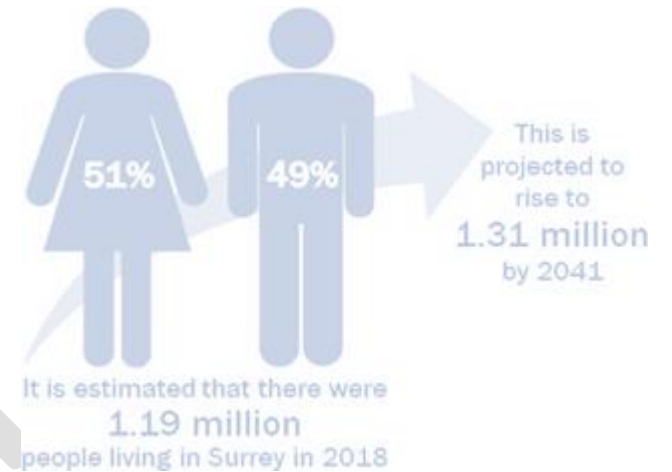
...the birth rate in Surrey has dropped by 17% since 2012



# PUPIL PLACE PLANNING CONTEXT

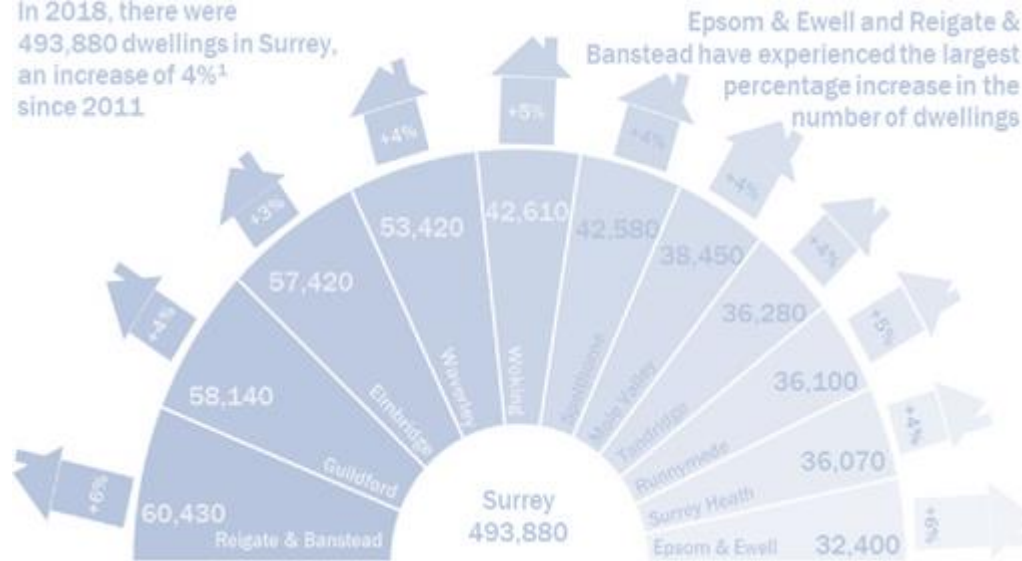
## Surrey's population

Surrey is a net importer of people, in that more people come into Surrey each year than leave it. This is also true of our school aged population - Surrey has more children who live out of the county attending its schools than it sends resident children to schools in other counties or boroughs



## Surrey housing

In 2018, there were 493,880 dwellings in Surrey, an increase of 4%<sup>1</sup> since 2011



New housing developments will result in an increase in the number of pupils that need a place at Surrey schools. Planning permissions for housing falls within the remit of the eleven district and borough councils within Surrey. To support the projecting of pupil numbers, local councils share this information with Surrey County Council by providing data on

housing permissions and trajectories, which are incorporated into long term pupil place forecasts.

Regional plans and government policies seek to increase the level of housing that the county should provide. As housing is now the main contributor to place planning pressures in Surrey, it is a major player in the place planning challenges that Surrey now faces



# EDUCATION IN SURREY

As of 1 January 2022, there are 501 schools in Surrey. These are comprised of the following types of school:

**186** academies      **87** community      **22** foundation      **7** free  
**113** non maintained or independent      **70** voluntary aided      **15** voluntary controlled

Surrey's state funded school estate currently has:

**365** maintained mainstream schools comprised of  
**2** all through      **78** infant      **41** junior      **4** nurseries      **180** primary      **5** pupil referral units      **55** secondary

**25** maintained specialist schools comprised of  
**9** all through      **1** junior      **3** primary      **12** secondary

**51** maintained specialist units comprised of  
**11** infant      **10** junior      **15** primary      **15** secondary

## Specialist schools and specialist units

In the academic year 2021/22 in Surrey, there are:

**4 specialist schools** which offer places with a designation of **COIN** (Communication and Interaction Needs) for students with less complex autism spectrum conditions

**5 specialist schools** which offer places with a designation of **CSCN** (Complex Social and Communication Needs) for students with complex autism

**7 specialist schools** which offer places with a designation of **LAN** (Learning and Additional Needs) for students with moderate learning difficulties

**3 specialist schools** which offer places with a designation of **SEMH** (Social, Emotional and Mental Health) for students with challenging social, emotional, and mental health needs

**8 specialist schools** which offer places with a designation of **SLDD** (Severe Learning Difficulties and Disability) for students with severe needs, both physical and cognitive.

**17 specialist units** in mainstream schools which offer places with a designation of **ASD** (Autistic Spectrum Disorder) for students with autistic spectrum conditions

**4 specialist units** in mainstream schools which offer places with a designation of **HI** (Hearing impairment) for students with hearing impairment conditions

**9 specialist units** in mainstream schools which offer places with a designation of **LAN** (Learning and Additional Needs) for students with moderate learning difficulties

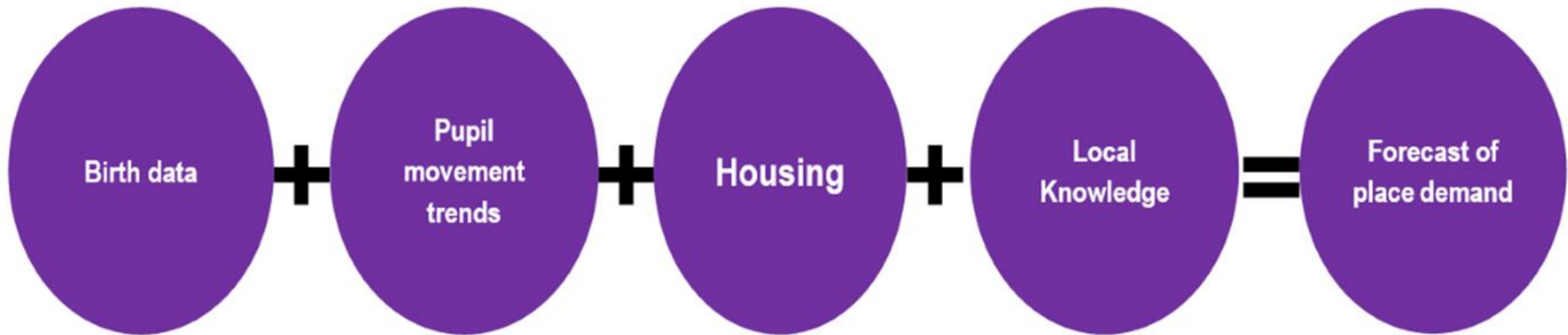
**18 specialist units** in mainstream schools which offer places with a designation of **SLCN** (Speech, Language and Communication Needs) for students with speech, language and communication conditions

**5 specialist units** in mainstream schools which offer places with a designation of **VI** (Visual Impairment) for students with visual impairment conditions

# OUR APPROACH TO PUPIL PLACE PLANNING

Effective pupil place planning is an essential process that enables us to work with schools and stakeholders to commission and create high quality school places. These fulfil the requirement to meet the basic need for school places and provide the right level of choice for parents. We undertake a robust and comprehensive approach to pupil place planning that forecasts the numbers of children requiring school places, both mainstream and specialist.

## Mainstream School Place Forecasting



In mainstream school forecasting, the county is split into ‘planning areas’ for both primary and secondary sectors. Planning areas do not have geographical boundaries but are groups of schools that reflect the local geography, reasonable travel distances and existing pupil movement patterns. Therefore, some planning areas may include schools in different boroughs or districts.

Birth data underpins all forecasts. Birth data is collected by the Office for National Statistics (ONS) by electoral ward. Underlying demographic trends are also considered using mid-year population estimates from the ONS alongside fertility rates. We also collect data on current pupils from the School Census and examine pupil movement patterns between schools, in and out of the county and between educational phases (such as primary to secondary). This allows our forecasting model to establish pupil movement trends, which are then applied to population numbers going forward.

Housing permissions and trajectories are received from the District and Borough councils and are then combined with birth and pupil movement trends in specialist demographic forecasting software called ‘Edge-ucate’, which creates pupil projections, in a variety of different formats. These pupil projections allow the council to ensure that every Surrey child who requires one is offered a school place.

# OUR APPROACH TO PUPIL PLACE PLANNING

## Specialist 'SEND' school place forecasting

Surrey's forecasting of specialist school places for children with Education, Health and Care Plans uses the same basic demographic projections as for mainstream pupils and these are underpinned by the same birth, population and housing data. Pupil movement trends are also determined in a similar way, using information from the school census alongside the council's pupil level information.

However, whilst the proportion of children with an EHCP attending a mainstream educational setting is included as part of our mainstream forecasts, the demand generated by those children whose needs mean they require a specialist school place is projected separately. Additional information relating to a child's 'special educational need,' such as primary need and designation of specialist school attended, are fed into these forecasts.

Children and young people with additional needs and/or disability have differing needs and are educated in a range of mainstream or specialist settings. Alongside the general presumption of a right to a mainstream education, parents of children with an EHCP and young people with an EHCP have the right to express their preference for a place at a particular mainstream school, specialist unit or resourced provision in mainstream school, specialist school, specialist post-16 institution or specialist college.

Specialist schools (in the maintained, academy, non-maintained and independent sectors), specialist post-16 institutions and specialist colleges all have an important role in providing education for children and young people with additional needs and disabilities and in working collaboratively with mainstream and specialist settings to develop and share expertise and approaches.

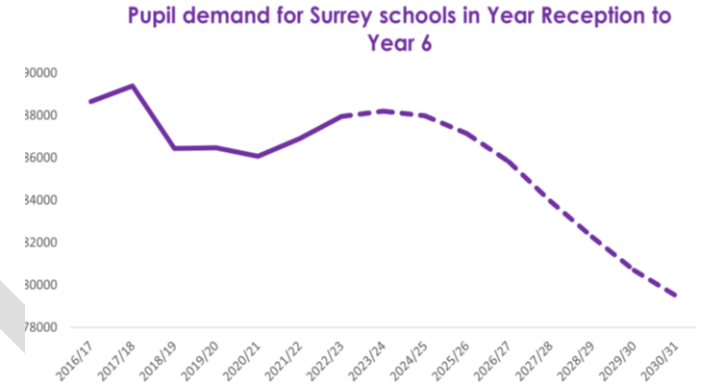
Specialist school place demand is currently analysed for each of Surrey's four quadrants (North East, North West, South East and South West) because it involves a significantly smaller number of pupils and schools and because there is also a wider range of the type of educational provision available. In Surrey, as is the case nationally, specialist provision does not just meet the needs of learners in the immediate surrounding area, so it has a far wider intake than most mainstream schools.

Specialist place sufficiency planning is also informed by detailed local knowledge enhanced through consultation with parents and carers and good relationships with local schools. This supports the strategic approach to evidence-informed place planning.

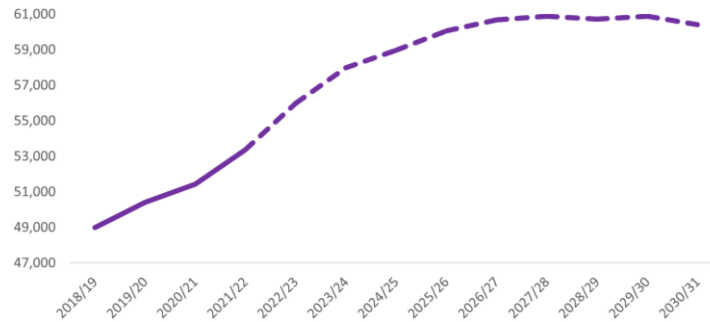
# PUPIL PLACE DEMAND

## Demand for mainstream school places

In the short term, the birth rate will mean the number of children requiring a primary school place is likely to have peaked in 2016/17. After that time increases in primary school demand will largely be because of inward migration and housing, causing pockets of high demand in certain areas but a landscape of surplus places in others. Surrey's approach to school planning must therefore adapt to support small and isolated populations in its more rural areas, as well as the more concentrated urban populations.



Pupil demand for Surrey schools in Year 7 to Year 11



In the secondary sector, demand is offset by approximately eleven years from birth. This means that the pressures faced in the primary sector are now transitioning into secondary schools. As such, the secondary school population is projected to increase in most areas over the next five years, before stabilising and declining in some areas from 2025 onwards. From this time, any demand pressures in secondary schools are likely to result from migration or additional housing.

Although school place demand is based on areas, it must also consider parental preference for mainstream, or school place request for children with an EHCP, as parents/students are under no obligation to apply for a place at their nearest school. The council strives to meet parental preference wherever possible. Surrey County Council's planning is effective in this regard and for September 2022, the council was able to offer a place at a preferred school to

**98.2% of Reception applicants**

**97.5% of Junior applicants**

**95.2% of Secondary applicants**

Demand for places in mainstream schools also includes children with an EHCP whose needs can be met by mainstream educational provision. The number of children with an EHCP and attending a mainstream school has increased by approximately 30% since 2018.

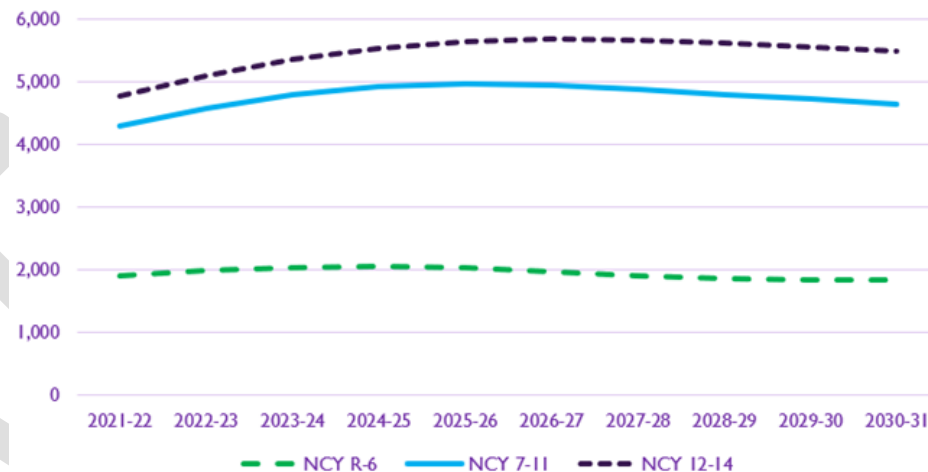
# PUPIL PLACE DEMAND

## Demand for specialist school and unit places

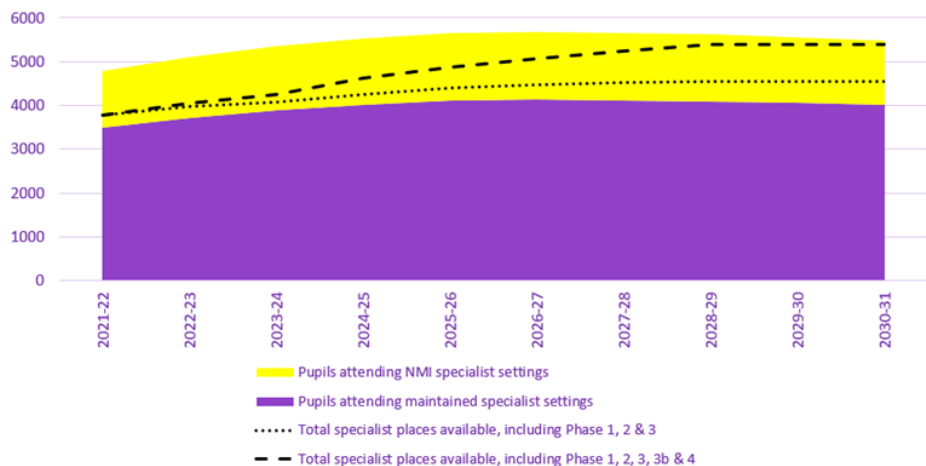
Since 2015, the number of pupils with an EHCP in Reception to Year 14 (ages 4 – 19 years) who live in Surrey and require a specialist school place has more than doubled. This is in comparison to growth of just 5% in the five years from 2010 and can potentially be attributed, in part, to the increase in the birth rate, the changes brought about by the Children and Families Act and the SEND Regulations in 2014, the 0-25 SEND Code of Practice in 2015, and the improvements to earlier identification and diagnosis of need.

The number of maintained specialist school places in year groups Reception to Year 14 across Surrey has grown significantly by 32% over the past 5 years from 2017-18 to 2021-22. As of September 2021, Surrey's existing maintained specialist education estate is 97% occupied. Planned places are projected to increase again by 5% to around 4000 from 2022-23.

Projected number of children and young people with an EHCP living in Surrey who will require a specialist school/centre place



Pupils with an EHCP requiring specialist educational provision in NCYs 0-14



However, demand is not uniform and there are some areas of the county where there are currently insufficient places to cater for some 'SEND' need types so developing and maintaining high quality specialist provision in Surrey is vital to ensure placements for the county's most vulnerable children and young people who have complex 'SEND' and require specialist educational provision.

To that end, a combined Capital investment of £79.6m approved between 2019-2021 will increase the county's specialist education estate by approximately 1,600 places in total over the next four to five years, which represents 96% growth from 2017. A fourth period of Capital investment will close the gap between sufficiency of maintained specialist school placements across the county and further reduce the over reliance on the non-maintained independent sector.

# PUPIL PLACE DEMAND

## Demand for Post-16 sixth form/college places

For post-16 places, overall utilisation is estimated to be 81% currently. This is projected to rise to 91% by 2030, based on planned capacity increases and population projections. This figure reflects the total cohort and capacity and does not accommodate demand and capacity within specific sector subject areas.

Demand is not uniform across the county and there will be pockets of local pressure, most significantly in Epsom & Ewell, Reigate and Banstead and Woking, where capacity will be challenged through the forecast period to 2030. Demand for particular industry sectors, such as construction, is also growing and creating pressure on existing capacity. In addition to capacity within education institutions, the implementation of T Levels and ongoing developments across the apprenticeship sector is likely to see an increase in demand for work placements and employment opportunities for 16-18 year olds.

The Council will work with education and training providers alongside local employers to ensure that all young people are encouraged and supported to participate in education and training leading towards sustained employment. This will require a balanced increase in places at schools and colleges which both accommodate learner choice and meet skills gaps identified by employers.

# ELMBRIDGE

In Elmbridge there are currently:

**11** school-based nurseries      **28** primary age schools      **1** all-through school      **4** secondary schools  
**1** pupil referral unit      **3** sixth forms      **2** colleges

## Planning areas

Elmbridge is made up of six individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Elmbridge is a single secondary planning area; this means that demand for secondary places is forecast across the whole borough.

## Elmbridge Births



- Births **increased by 25%** in the decade to 2012
- At their highest, births in the borough reached 1890 and increased year on year throughout the period
- Births have now **decreased by 18%** since 2012
- Births in the borough have decreased or plateaued year on year, reaching a low of 1478 in 2019. This is lowest birth rate in the borough since 2002, and increased by only 20 births, to 1498, in 2020.

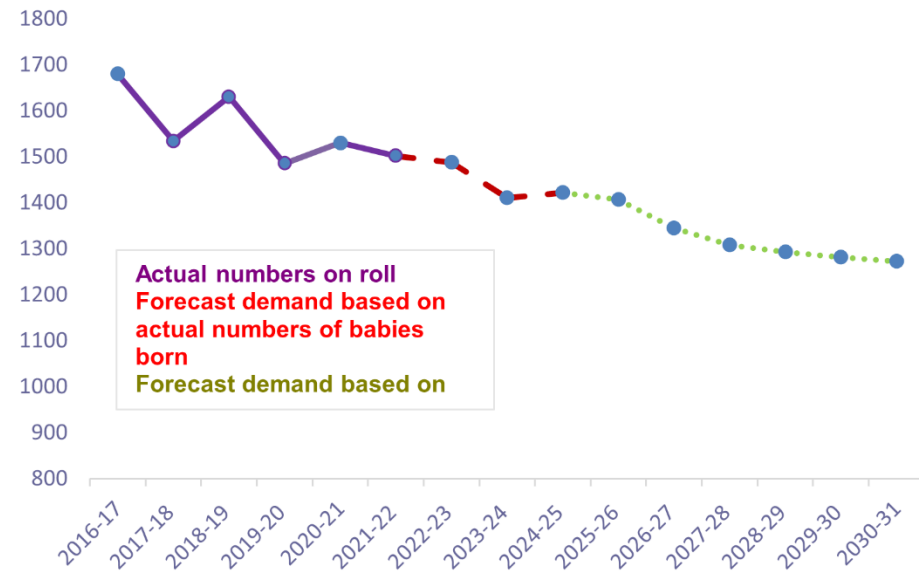


## Year Reception school place demand

In the medium term, we would expect that the demand for reception places in Elmbridge will fall in line with the birth rate.

Any exceptional demand will stem from new housing or unexpected migration.

It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

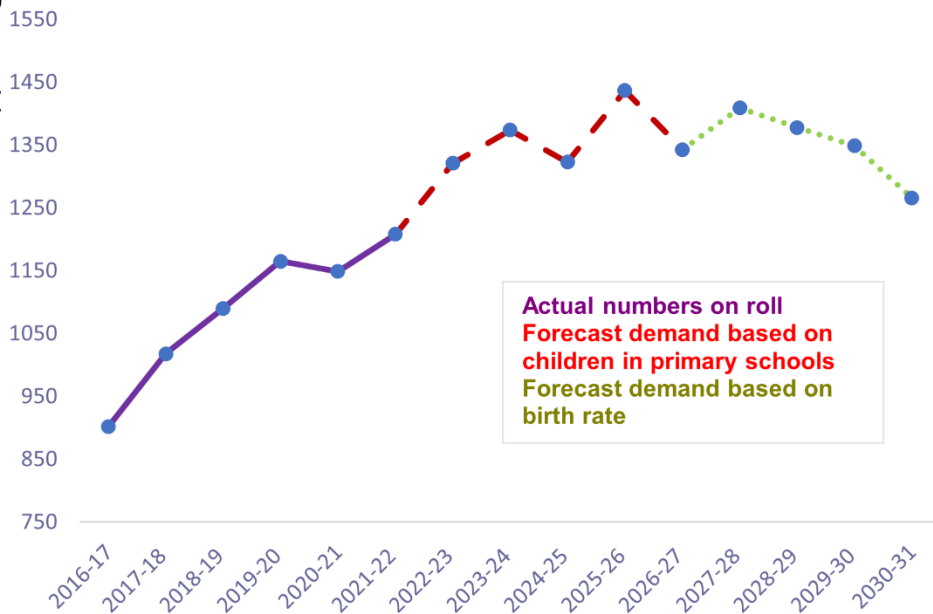


## Year 7 school place demand

Demand for secondary school places will reflect the peaks and troughs of the birth rate before plateauing.

Housing coming forward because of the borough's local plan may increase demand in certain years. It is too soon to quantify what impact, if any, the pandemic will have on the future supply of housing.

The opening of a new secondary free school in the area by the DfE will impact on existing pupil movement trends in the area and may impact on forecasts in the short term.



# EPSOM AND EWELL

In Epsom and Ewell there are currently:

**7** school-based nurseries   **19** primary age schools   **4** secondary schools   **4** sixth forms   **1** college

## Planning areas

Epsom & Ewell is made up of four individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Epsom and Ewell is a single secondary planning area; this means that demand for secondary places is forecast across the whole borough.

## Epsom and Ewell Births



- Births **increased by 27%** in the decade to 2012
- At their highest, births in the borough reached 958, but, unlike some other boroughs, there were peaks and troughs in reaching this point.
- Births have now **decreased by 9%** since 2012
- Births in the borough have decreased or plateaued year on year. In 2019 the borough saw its lowest birth rate since 2006, but 2020 saw an increase of 60 births reaching 864 in 2020.

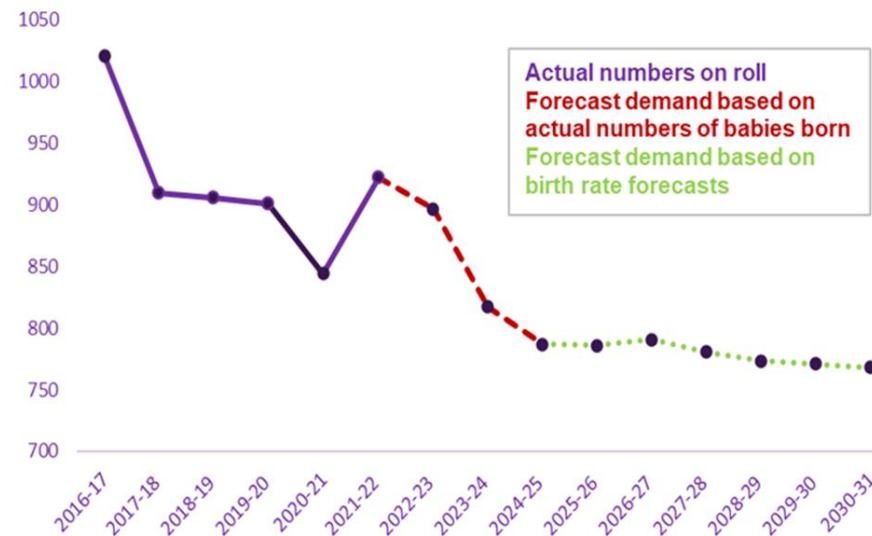
## Year Reception school place demand

Short term increases reflect the later peak in birth rate.

In the medium term, we would expect that the demand for reception places will fall in line with the birth rate.

Any exceptional demand will stem from new housing or unexpected migration.

It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

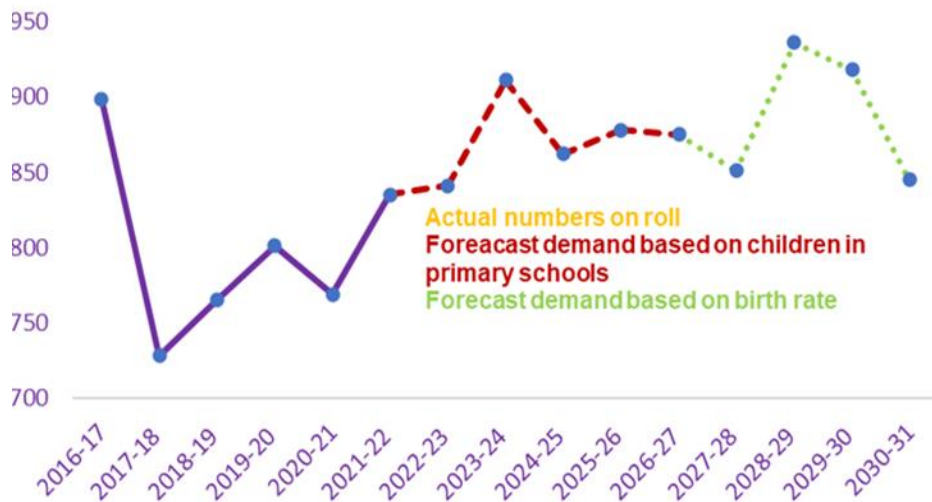


## Year 7 school place demand

Demand reflects the peaks and troughs in the birth rate and it is expected that demand will plateau at the end of the planning period.

Proximity of some schools to county and borough boundaries mean that there is more cross-border movement both inward and outward.

The strategy for the area is to fill all existing vacant capacity in secondary schools before seeking to commission any additional provision.



# SPELTHORNE

In Spelthorne there are currently:

**10** school-based nurseries

**21** primary age schools

**6** secondary schools

**2** sixth forms

## Planning areas

Spelthorne is made up of five individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Spelthorne is a single secondary planning area; this means that demand for secondary places is forecast across the whole borough.

## Spelthorne Births



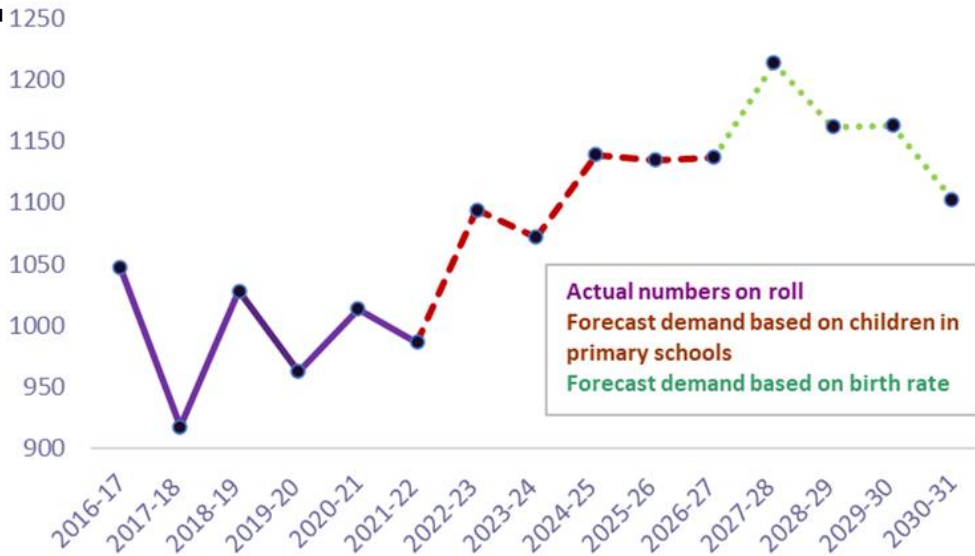
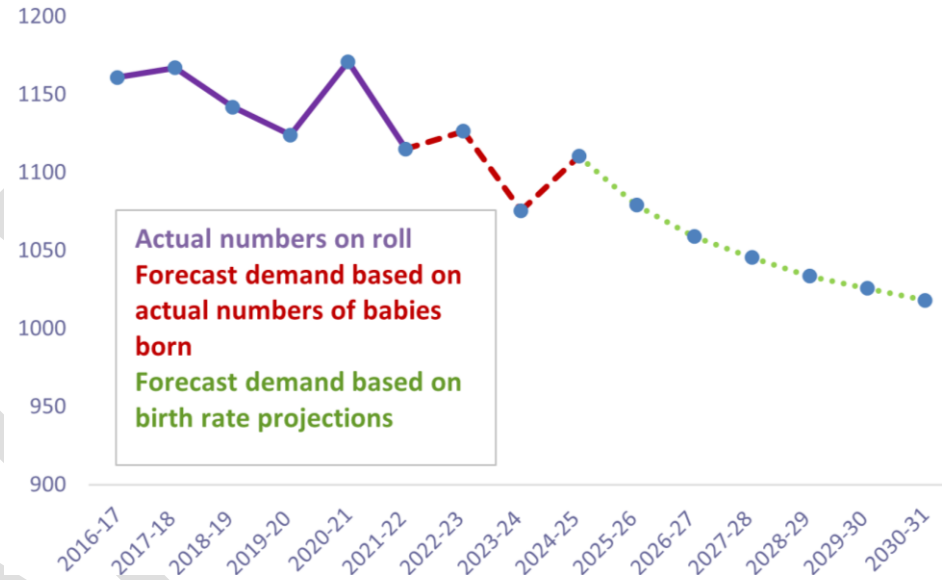
- Births **increased by 35%** in the decade to 2012
- At their highest, births in the borough reached 1346 and increased year on year throughout the period. However, this peak was later than the countywide peak, being reached in 2016.
- Births have now **decreased by 9%** since 2012
- Since 2016, births have decreased year on year, reaching a low of 1119 in 2020.

## Year Reception school place demand

There is a general decline in demand expected, reflective of the birth rate.

Any exceptional demand will stem from new housing or unexpected migration.

It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



## Year 7 school place demand

Peaks and troughs are expected as the higher cohorts from the primary sector transition to secondary provision.

In the long term, we would expect demand to reach a plateau by the end of the planning period.

It is likely that additional provision will be required in the short and medium term.

# NORTH EAST SEND

## 3 special schools

**1**  
CSCN special school  
providing  
**140**  
specialist school places  
and with  
**141**  
children on roll  
(January 2022)

**2**  
SLDD special schools  
providing  
**166**  
specialist school places  
and with  
**175**  
children on roll  
(January 2022)

Note: there are no COIN, LAN or SEMH special schools in the NE quadrant.

## 14 specialist units (in mainstream schools)

**6**  
ASD specialist units  
in mainstream schools  
providing  
**82**  
specialist unit places  
and with  
**73**  
children on roll  
(January 2022)

**3**  
HI specialist units  
in mainstream schools  
providing  
**35**  
specialist unit places  
and with  
**10**  
children on roll  
(January 2022)

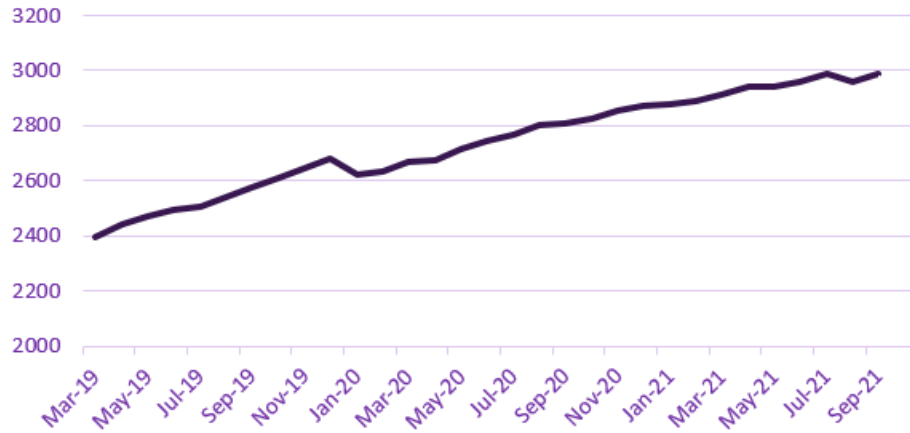
**2**  
LAN specialist units  
in mainstream schools  
providing  
**33**  
specialist unit places  
and with  
**29**  
children on roll  
(January 2022)

**4**  
SLCN specialist units  
in mainstream schools  
providing  
**67**  
specialist unit places  
and with  
**52**  
children on roll  
(January 2022)

Note: there are no VI specialist units in mainstream schools in the NE quadrant.

# NORTH EAST SEND

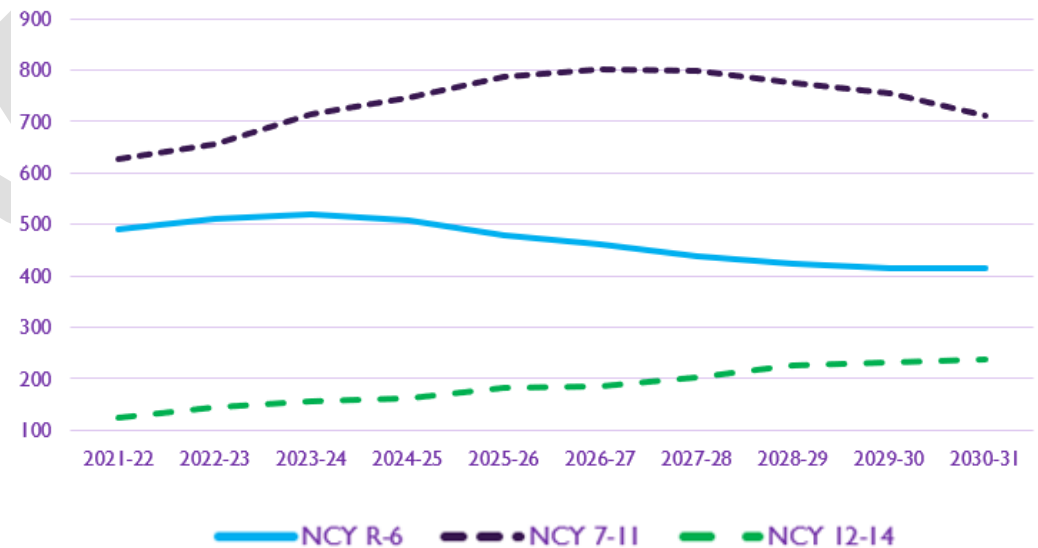
Number of children and young people aged 0-25 with an EHCP residing in NE Surrey



The number of children and young people aged 0-25 with an EHCP residing in North-East Surrey has increased by around 25% since May 2019.

In 2021-22 there were **563** planned places in maintained specialist schools and specialist units in NE Surrey.

Projected number of children and young people with an EHCP living in NE Surrey who will require a specialist school/centre place



In the 2021-22 academic year, there were **1244** children and young people with an EHCP, residing in NE Surrey and attending a specialist provision (either maintained or non maintained/independent) in school years Reception to 14.

The number of children and young people with an EHCP who live in NE Surrey and require a specialist school or specialist unit place is projected to increase within the secondary and post-16 sectors, with primary aged demand plateauing in the short term before starting to decline

# RUNNYMEDE

In Runnymede there are currently:

**7** school-based nurseries

**23** primary age schools

**5** secondary schools

**2** sixth forms

## Planning areas

Runnymede is made up of five individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Runnymede is a single secondary planning area; this means that demand for secondary places is forecast across the whole borough.

## Runnymede Births



- Births **increased by 27%** in the decade to 2012
- At their highest, births in the borough reached 1007 and increased year on year throughout the period.
- Births have now **decreased by 11%** since 2012
- Births in the borough have decreased or plateaued year on year, reaching a low of 883 in 2020. This is the lowest birth rate in the borough since 2006.

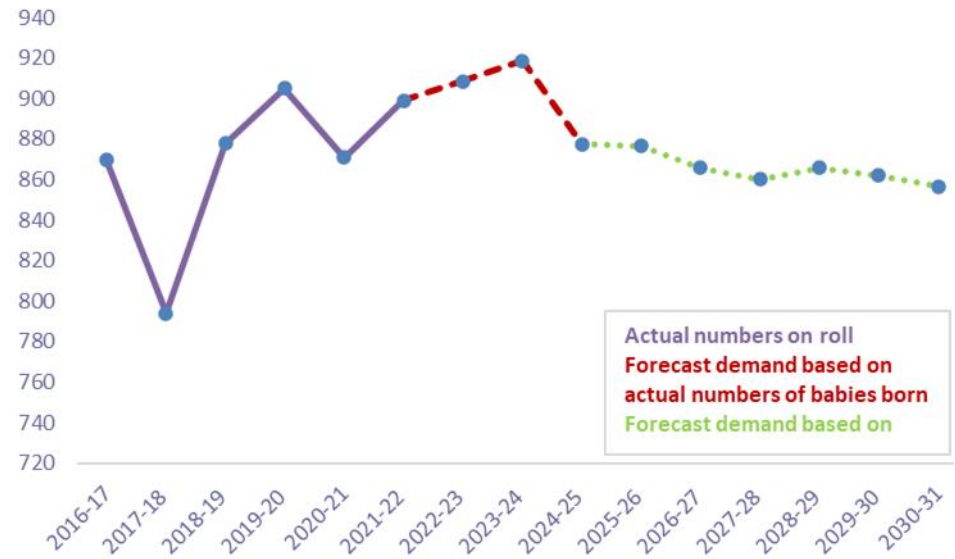


## Year Reception school place demand

After peaks and troughs in the short term, demand is expected to stabilise and plateau.

Any areas of exceptional demand will stem from new housing and are expected to be in the more urban areas, such as Chertsey.

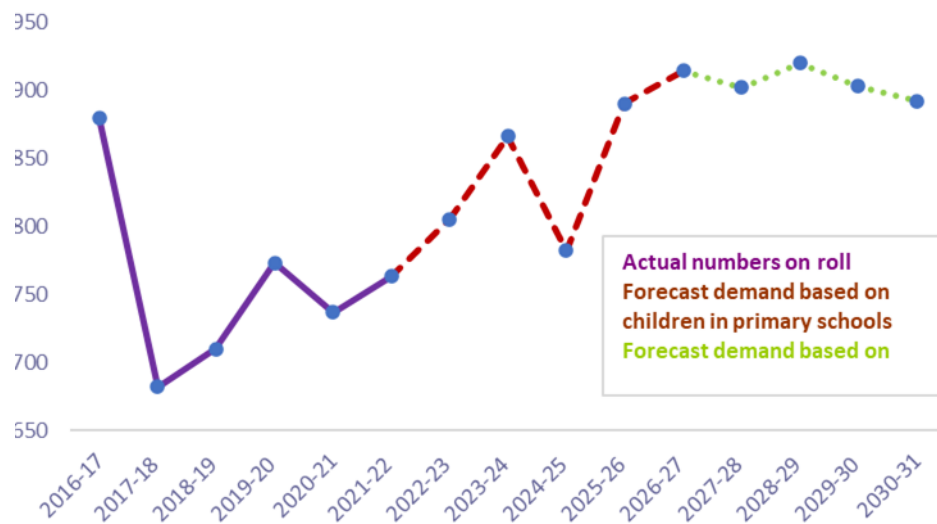
It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



## Year 7 school place demand

Secondary demand mirrors primary demand, with peaks and troughs before a decline at the end of the period.

Vacant capacity in existing provision will be utilised where it is reasonable to do so before any additional provision is commissioned.



# SURREY HEATH

In Surrey Heath there are currently:

**5** school-based nurseries

**25** primary age schools

**4** secondary schools

**2** sixth forms

## Planning areas

Surrey Heath is made up of six individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Surrey Heath is separated into two planning areas, meaning that secondary places are planned to the east and to the west of the borough.

## Surrey Heath Births



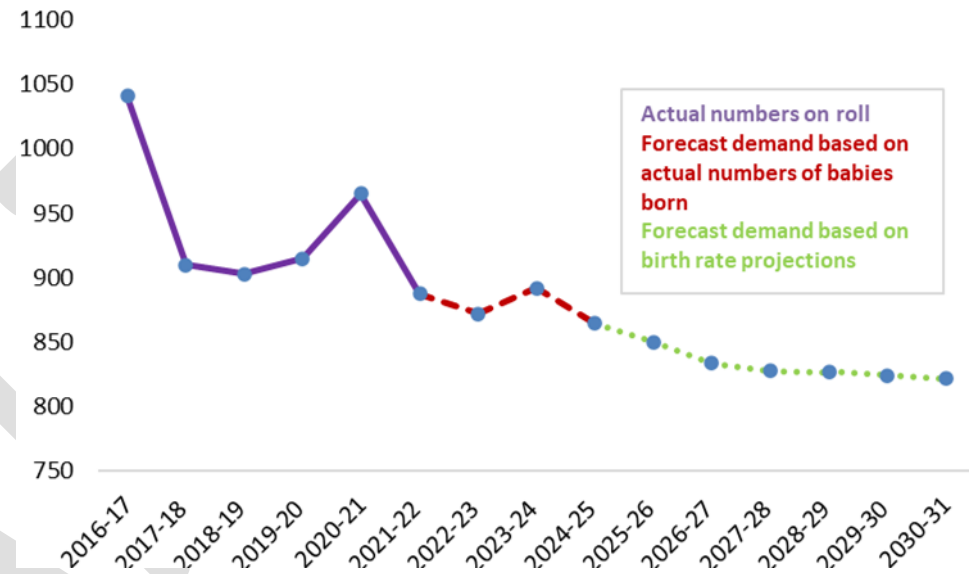
- Births **increased by 14%** in the decade to 2012
- At their highest, births in the borough reached 1029. However, this was reached earlier than in other boroughs, peaking in 2008, and declining since.
- Births have now **decreased by 15%** since 2012
- Births in the borough have decreased or plateaued year on year, reaching a low of 792 in 2018. After a significant rise in the birth rate to 837 in 2019, it dropped to 798 in 2020.

## Year Reception school place demand

Demand for places in Year Reception is expected to fall in the short term before reaching a plateau. There are likely to be surplus places across the borough.

Any areas of exceptional demand will stem from new housing.

It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

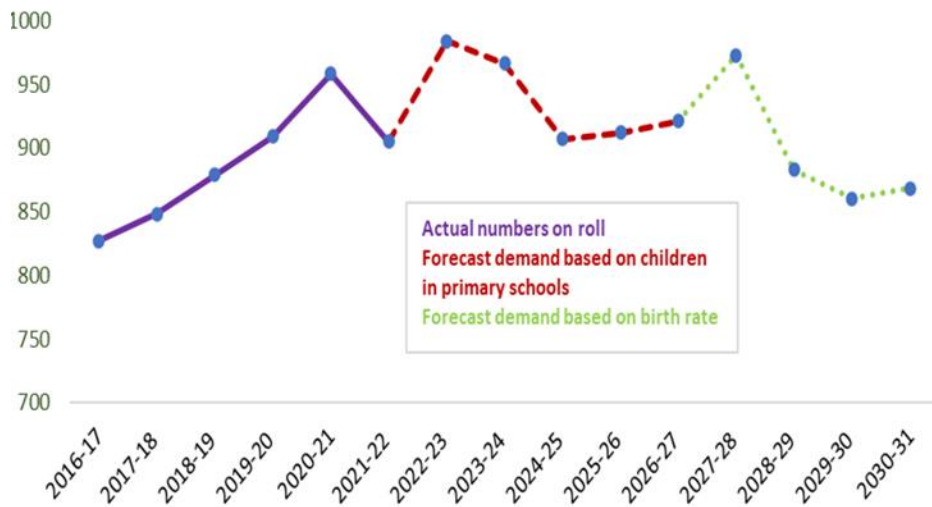


## Year 7 school place demand

Secondary demand mirrors primary demand, with peaks and troughs before a decline at the end of the period.

Any demand increases are driven by new housing, and the impact of the pandemic on housing supply will need to be monitored.

Vacant capacity in existing provision in will be utilised where it is reasonable to do so before any additional provision is commissioned.



# WOKING

In Woking there are currently:

**13** school-based nurseries

**25** primary age schools

**5** secondary schools

**1** pupil referral unit

**1** sixth form

**1** college

## Planning areas

Woking is made up of five individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Woking is a single secondary planning area, this means that demand for secondary places is estimated across the whole borough.

## Woking Births



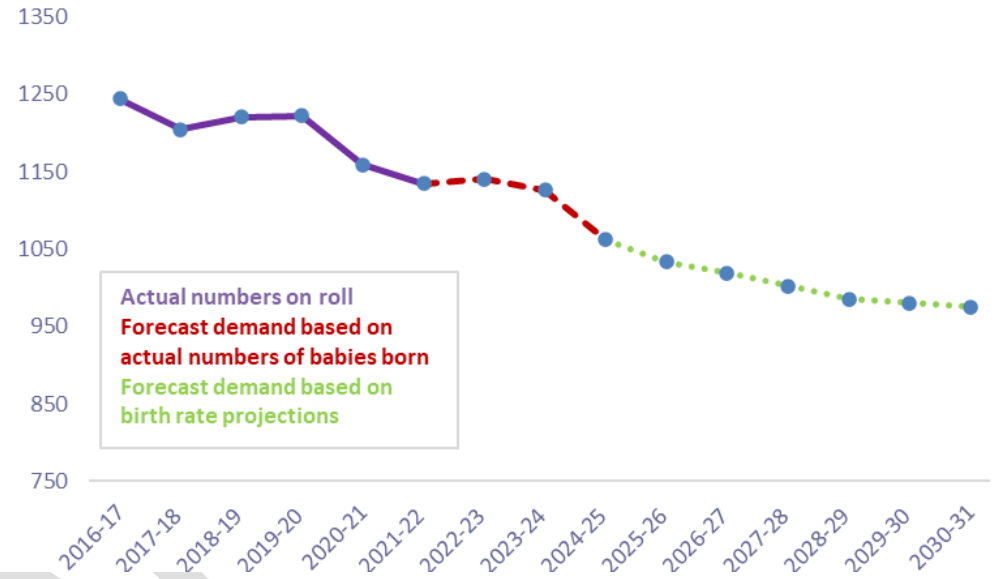
- Births **increased by 37%** in the decade to 2012
- At their highest, births in the borough reached 1531 and increased year on year throughout the period.
- Births have now **decreased by 23%** since 2012
- Woking saw the biggest decrease in births in 2013, dropping by 220. Births in the borough have decreased or plateaued year on year since, reaching a low of 1177 in 2019. This is the lowest birth rate in the borough since 2004. Births have remained steady, increasing by only 8 to 118 in 2020.

## Year Reception school place demand

Demand is expected to fall throughout the planning period, reflecting the declining birth rate.

Any areas of exceptional demand will stem from new housing.

It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

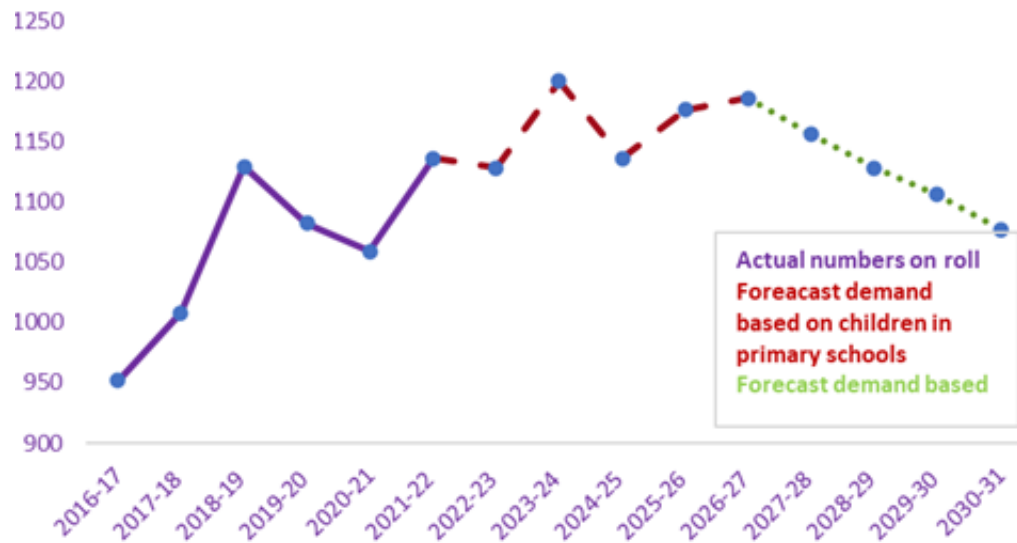


## Year 7 school place demand

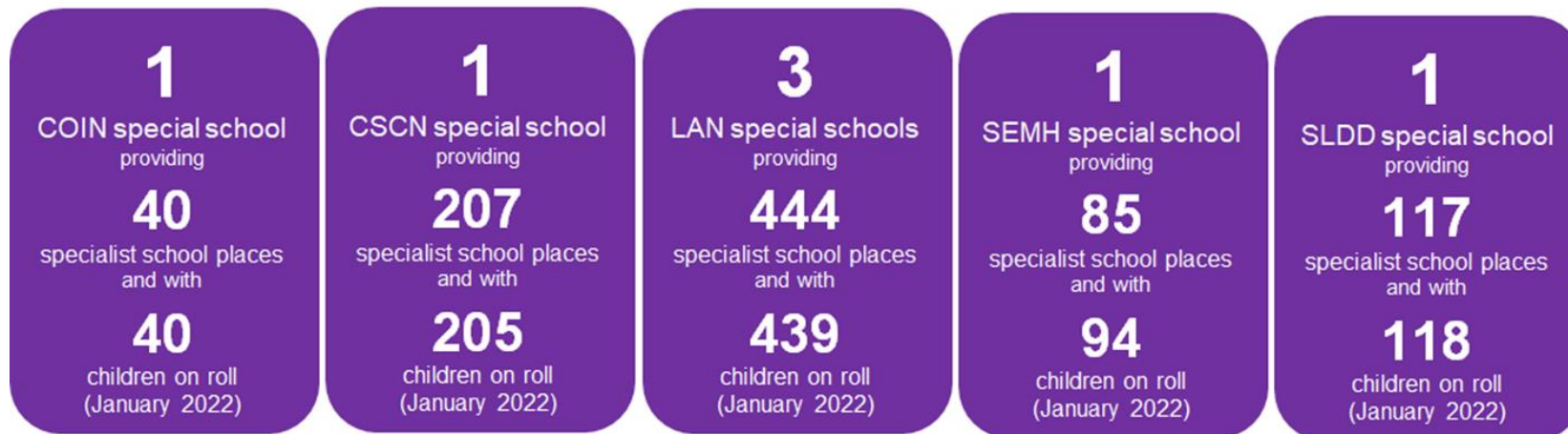
Secondary demand mirrors primary demand as the larger cohorts transition to secondary school before a decline at the end of the period.

Vacant capacity in existing provision in will be utilised where it is reasonable to do so before any additional provision is commissioned.

Given the decline at the end of the planning period, any additional provision is likely to be temporary to protect the sustainability of provision.



## 7 special schools



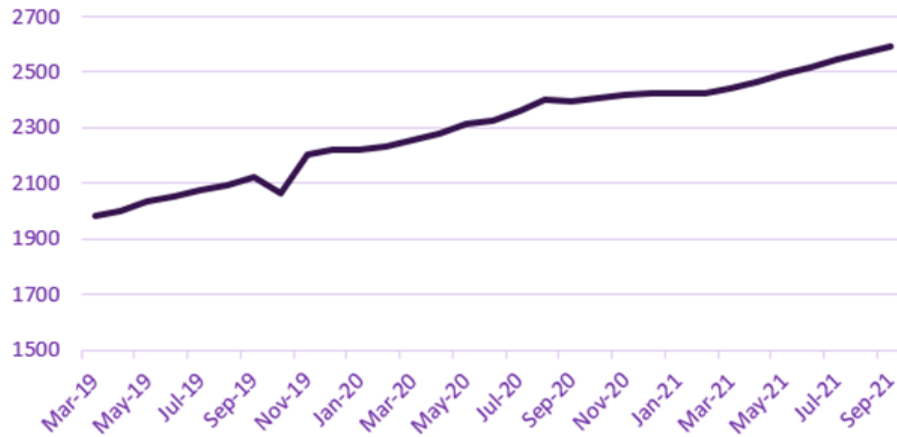
## 12 specialist units (in mainstream schools)



Note: there are no HI specialist units in mainstream schools in the NW quadrant.

# NORTH WEST SEND

Number of children and young people aged 0-25 with an EHCP residing in NW Surrey



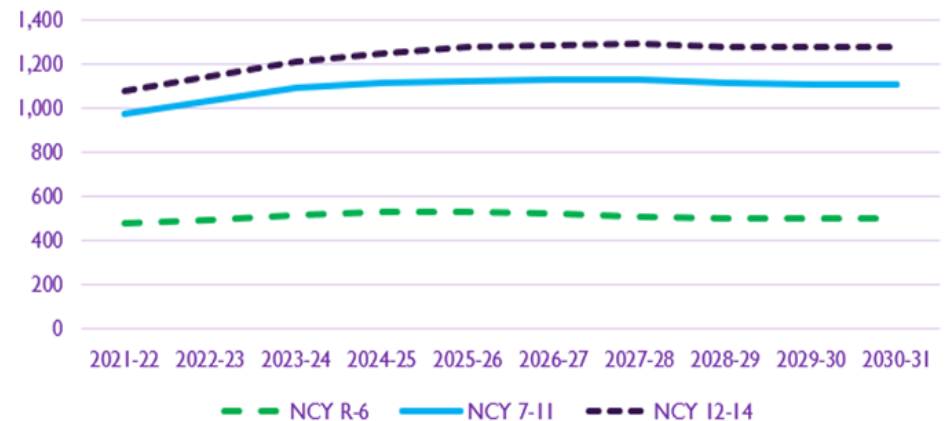
The number of children and young people aged 0-25 with an EHCP residing in North-West Surrey has increased by around 30% since May 2019.

In 2021-22 there were **1095** planned places in maintained specialist schools and specialist units in NE Surrey.

In the 2021-22 academic year, there were **1072** children and young people with an EHCP, residing in NW Surrey and attending a specialist provision (either maintained or non maintained/independent) in school years Reception to 14.

The number of children and young people with an EHCP who live in NW Surrey and require a specialist school or specialist unit place is projected to increase in the short term, before plateauing to the end of the planning period.

Projected number of children and young people with an EHCP living in NW Surrey who will require a specialist school/centre place



# MOLE VALLEY

In Mole Valley there are currently:

**2** school-based nurseries

**24** primary age schools

**4** secondary schools

**1** pupil referral unit

**3** sixth forms

## Planning areas

Mole Valley is made up of six individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Mole Valley is separated into two planning areas, meaning that secondary places are planned to the north and to the south of the borough.

## Mole Valley births



- Births **increased by 12%** in the decade to 2012
- At their highest, births in the district reached 887 and increased year on year throughout the period.
- Births have now **decreased by 19%** since 2012
- Births in the district have decreased or plateaued year on year, reaching a low of 703 in 2020. This is the lowest birth rate in the district in two decades.

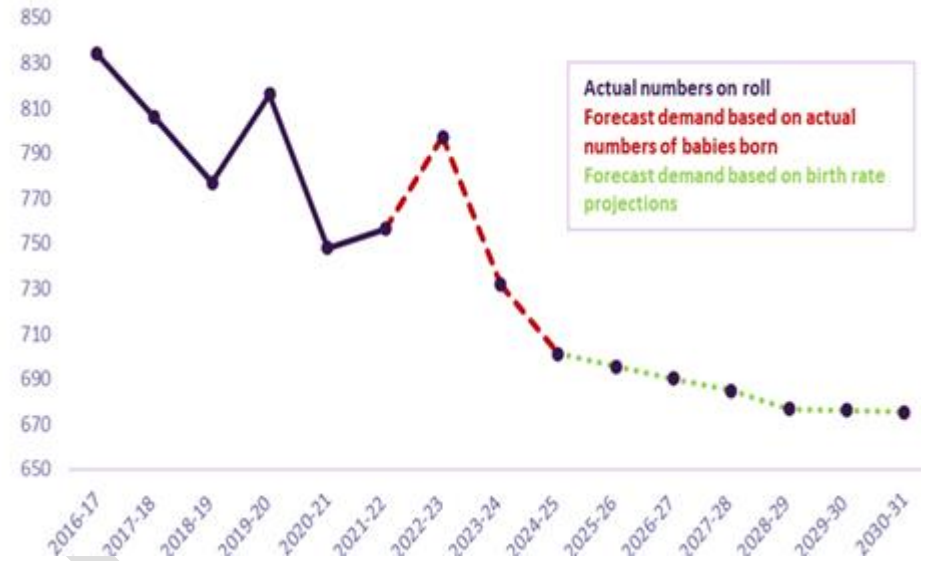


## Year Reception school place demand

There is a general decline in demand expected, reflective of the birth rate.

Any areas of exceptional demand will stem from new housing or unexpected migration.

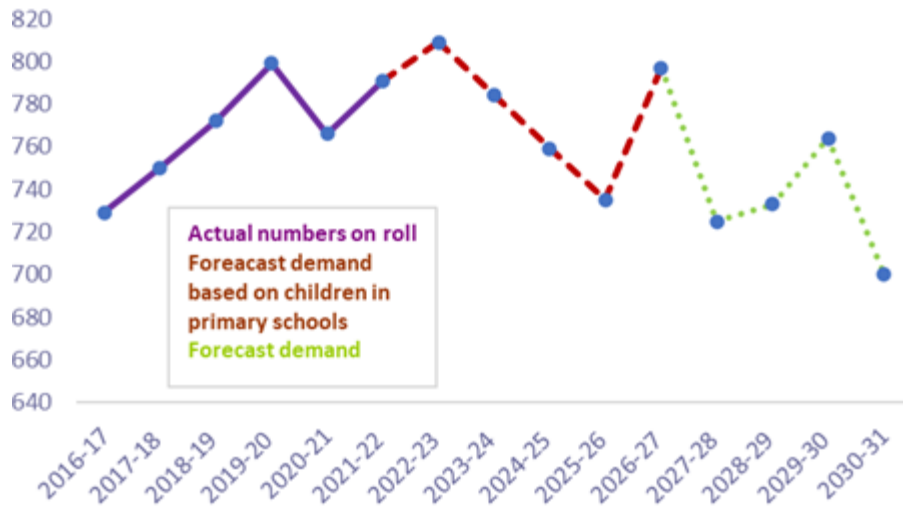
It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



## Year 7 school place demand

Peaks and troughs are expected as the higher cohorts from the primary sector transition to secondary provision with a general decline expected in the long term.

Demand forecasts are impacted by existing pupil movement trends—faith schools tend to recruit pupils from a larger area outside the district boundaries, who do not attend other schools in the area if they are unsuccessful in obtaining a faith-based place.



# REIGATE AND BANSTEAD

In Reigate and Banstead there are currently:

**13** school-based nurseries

**35** primary age schools

**7** secondary schools

**1** pupil referral unit

**3** sixth forms

**2** colleges

## Planning areas

Reigate and Banstead is made up of seven individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.

Reigate and Banstead is separated into three planning areas, meaning that secondary places are planned to the north, south and centrally in the borough.



## Reigate and Banstead births



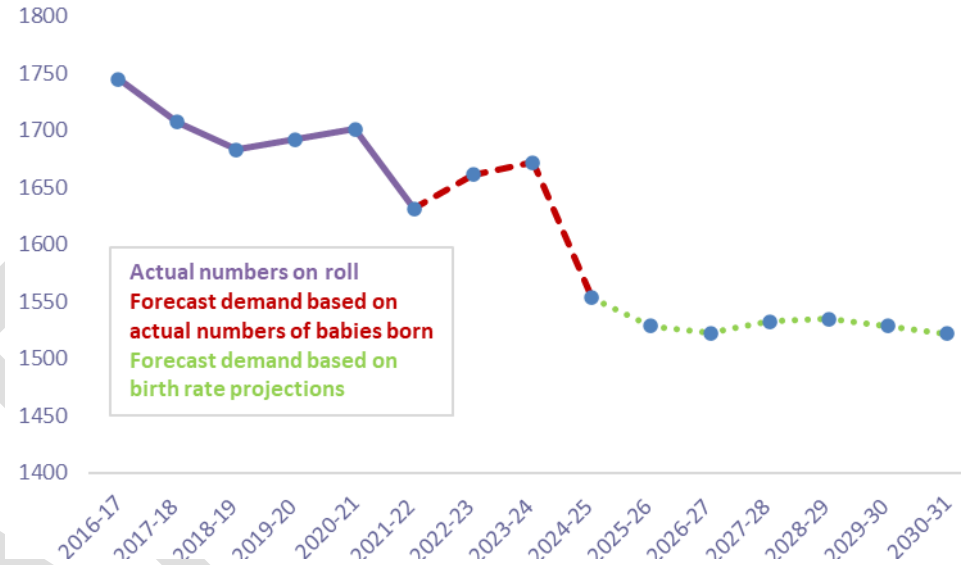
- Births **increased by 29%** in the decade to 2012
- At their highest, births in the borough reached 1889 and increased year on year throughout the period.
- Births have now **decreased by 10%** since 2012
- Births in the borough have decreased or plateaued year on year, reaching a low of 1677 in 2020.

## Year Reception school place demand

There is a general decline in demand expected, reflective of the birth rate.

Any areas of exceptional demand will stem from new housing or unexpected migration.

It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.

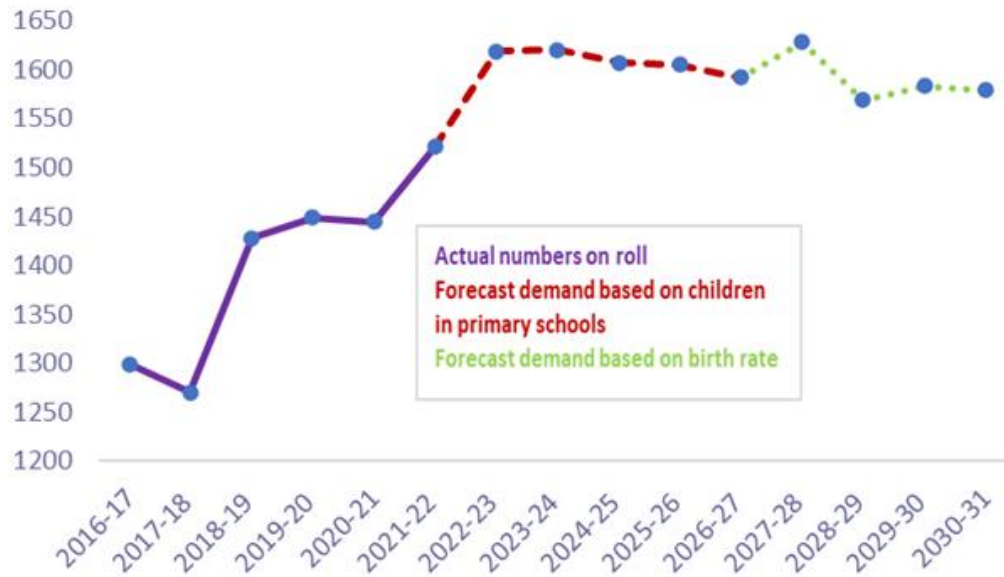


## Year 7 school place demand

In the short term, larger primary cohorts will be transitioning to secondary schools.

Vacant capacity in existing provision in the centre of the borough will be utilised where it is reasonable to do so before any additional provision is commissioned.

It is likely that demand to the south of the borough will be impacted by housing development, although it is not yet known what impact, if any, the pandemic will have on housing supply.



# TANDRIDGE

In Tandridge there are currently:

**8** school-based nurseries

**24** primary age schools

**3** secondary schools

**2** sixth forms

## Planning areas

Tandridge is made up of four individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.



Tandridge is a single secondary planning area, this means that demand for secondary places is estimated across the whole district.

## Tandridge births



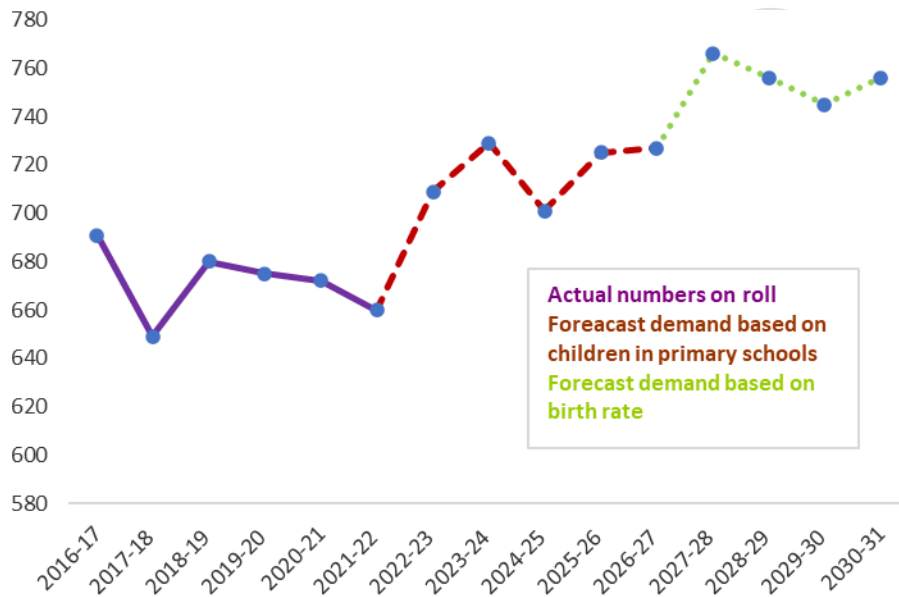
- Births **increased by 17%** in the decade to 2012
- At their highest, births in the district reached 966 and increased year on year throughout the period. Unlike elsewhere, there has been a further peak in 2018.
- Births have now **decreased by 7%** since 2012
- Births in the district fell significantly from 2012 and 2013, plateaued and then fell again from 2018 to 2019 to a low of 894. The birth rate remained static to 2020 with 896 births.

## Year Reception school place demand

After peaks and troughs in the short term, demand is expected to stabilise and plateau.

Any areas of exceptional demand will stem from new housing or unexpected migration.

It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



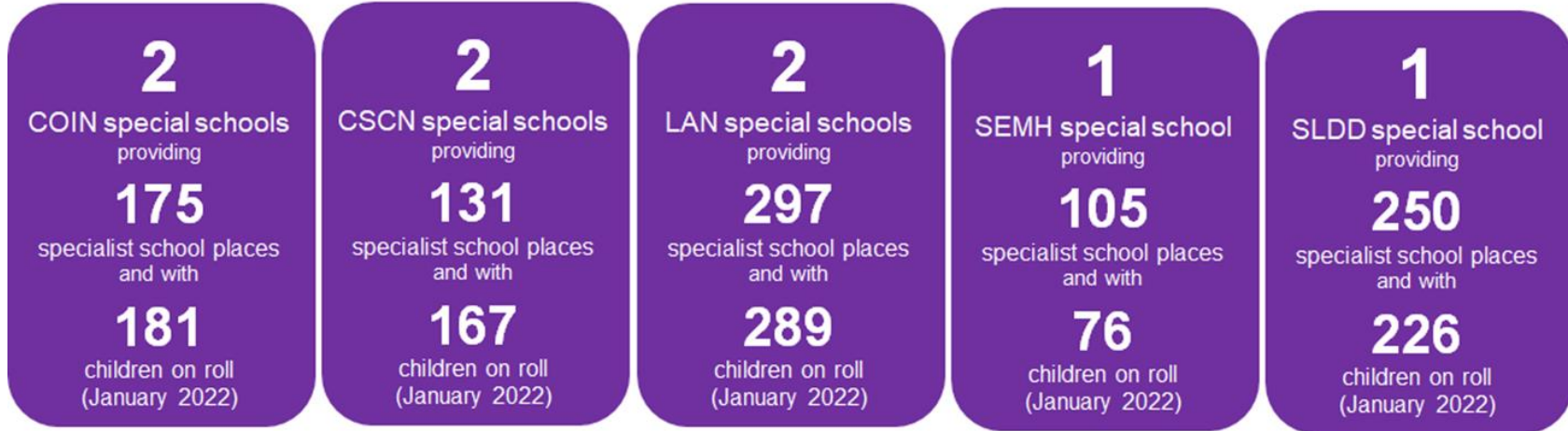
## Year 7 school place demand

Secondary demand mirrors primary demand, with peaks and troughs before a plateau at the end of the period.

Vacant capacity in existing provision will be utilised where it is reasonable to do so before any additional provision is commissioned.

Forecasts are impacted by cross border movement, especially in and out of the county. In general, the district is a net importer of children.

## 9 special schools



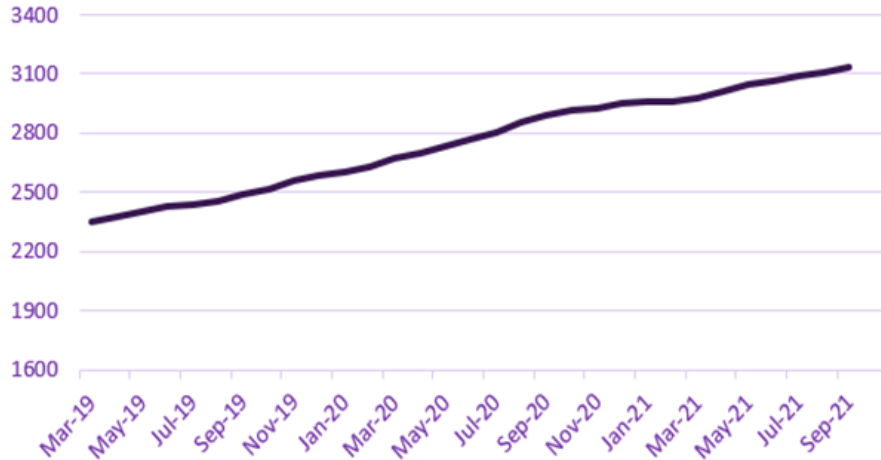
## 11 specialist units (in mainstream schools)



Note: there are no HI specialist units in mainstream schools in the SE quadrant.

# SOUTH EAST SEND

Number of children and young people aged 0-25 with an EHCP residing in SE Surrey



The number of children and young people aged 0-25 with an EHCP residing in South-East Surrey has increased by around 30% since May 2019.

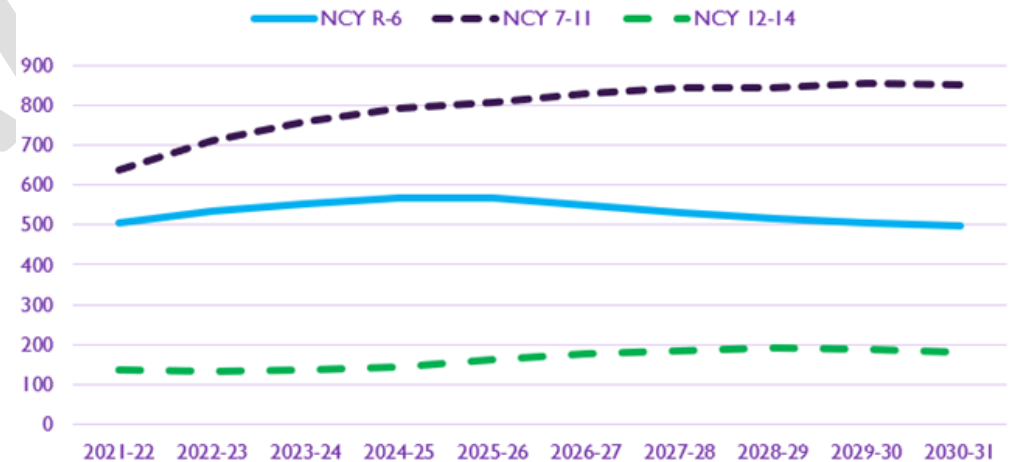
In 2021-22 there were **1149** planned places in maintained specialist schools and specialist units in NE Surrey.

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In the 2021-22 academic year, there were **1280** children and young people with an EHCP, residing in SE Surrey and attending a specialist provision (either maintained or non maintained/independent) in school years Reception to 14.

The number of children and young people with an EHCP who live in SE Surrey and require a specialist school or specialist unit place is projected to increase in the secondary and post-16 sectors steadily, but to plateau and decline in the primary sector after an initial rise.

Projected number of children and young people with an EHCP living in SE Surrey who will require a specialist school/centre place



# GUILDFORD

In Guildford there are currently:

**4** school-based nurseries

**37** primary age schools

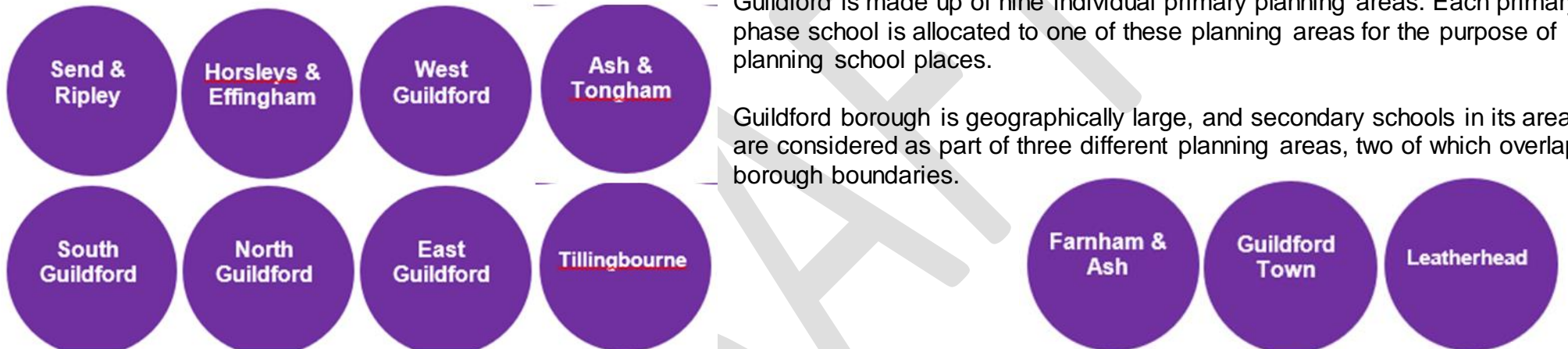
**7** secondary schools

**1** pupil referral unit

**6** sixth forms

**2** colleges

## Planning areas



## Guildford births



- Births **increased by 26%** in the decade to 2012
- At their highest, births in the borough reached 1677 with some peaks and troughs to reach that point.
- Births have now **decreased by 27%** since 2012
- Births in the borough have decreased or plateaued year on year, reaching a low of 1219 in 2020. This is the lowest birth rate in the borough in more than 20 years.

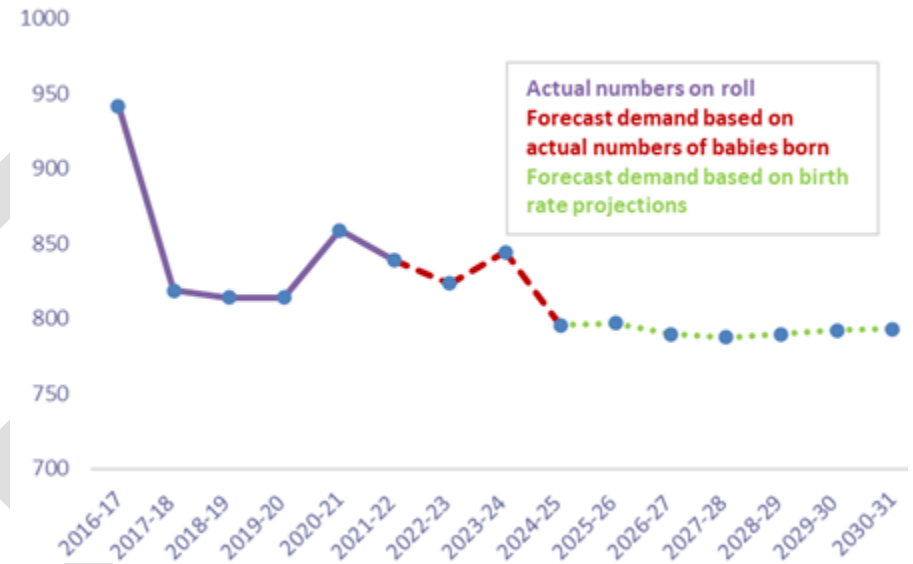


## Year Reception school place demand

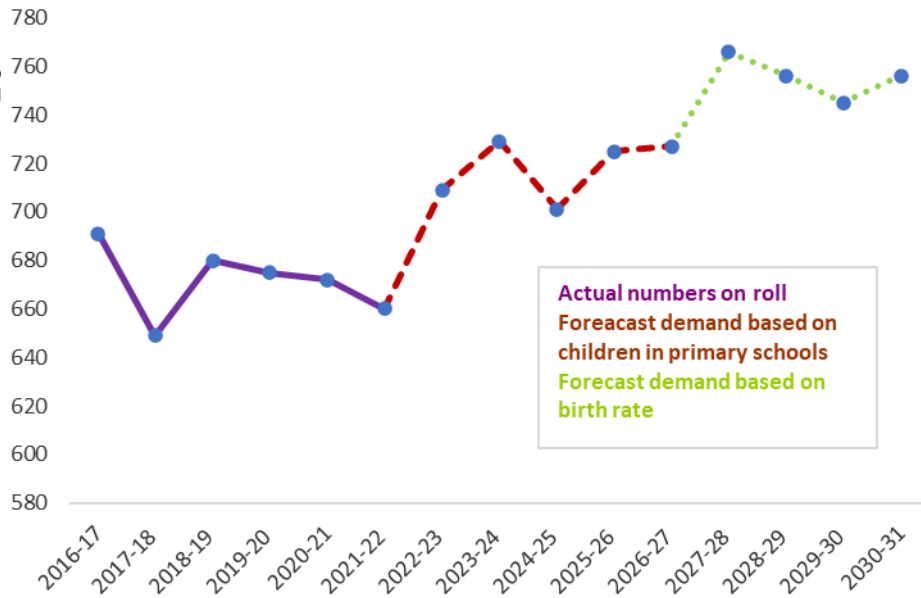
In the medium term, we would expect that the demand for reception places will fall in line with the birth rate.

Any exceptional demand will stem from new housing or unexpected migration.

It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



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## Year 7 school place demand

Secondary demand mirrors primary demand as the larger cohorts transition to secondary school before a decline at the end of the period.

Vacant capacity in existing provision in will be utilised where it is reasonable to do so before any additional provision is commissioned.

# WAVERLEY

In Waverley there are currently:

**4** school-based nurseries

**38** primary age schools

**7** secondary schools

**1** sixth form

**2** colleges

## Planning areas

Waverley is made up of seven individual primary planning areas. Each primary phase school is allocated to one of these planning areas for the purpose of planning school places.

Waverley is split into four separate secondary planning areas and demand is projected across these areas, one of which overlaps the borough boundary.



## Waverley births



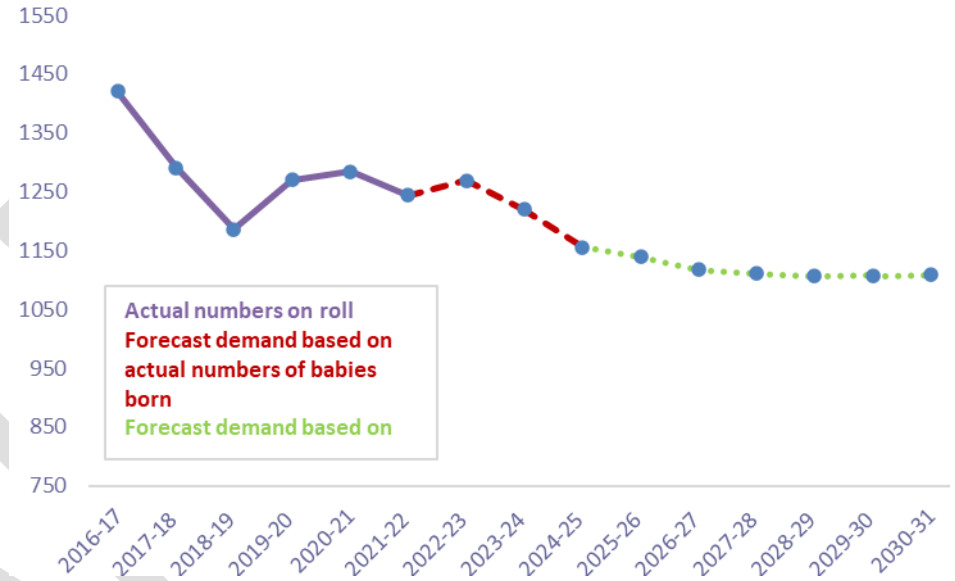
- Births **increased by 12%** in the decade to 2012
- At their highest, births in the borough reached 1385 and increased year on year throughout the period.
- Births have now **decreased by 25%** since 2012
- Births in the borough have decreased or plateaued year on year, reaching a low of 1040 in 2020. This is the lowest birth rate in the borough in two decades.

## Year Reception school place demand

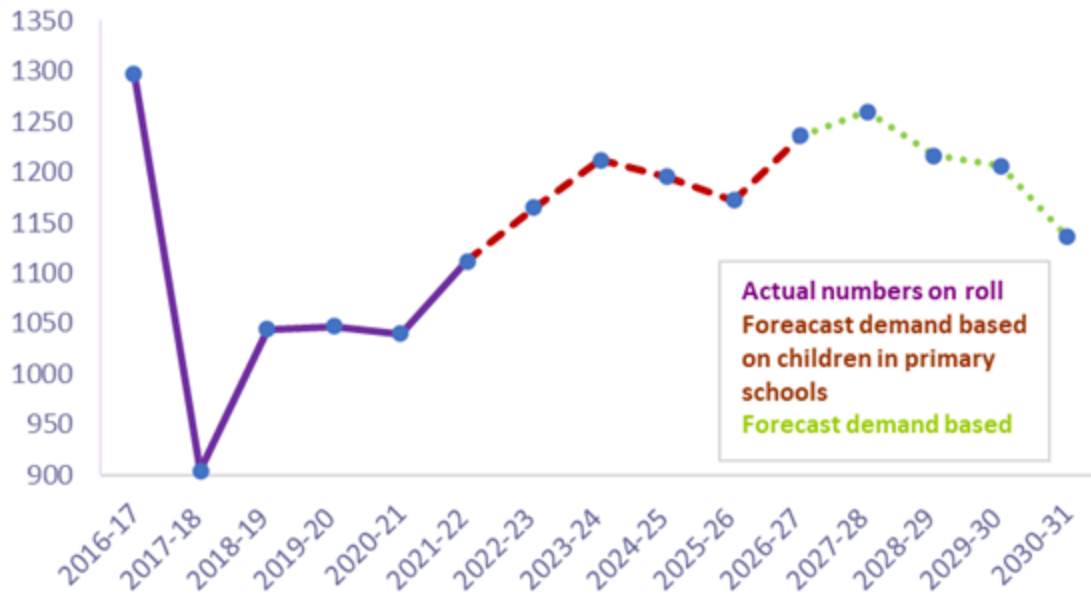
In the medium term, we would expect that the demand for reception places will fall in line with the birth rate.

Any exceptional demand will stem from new housing or unexpected migration.

It is too soon to quantify what effect, if any, the pandemic will have on the birth rate, housing or migration.



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## Year 7 school place demand

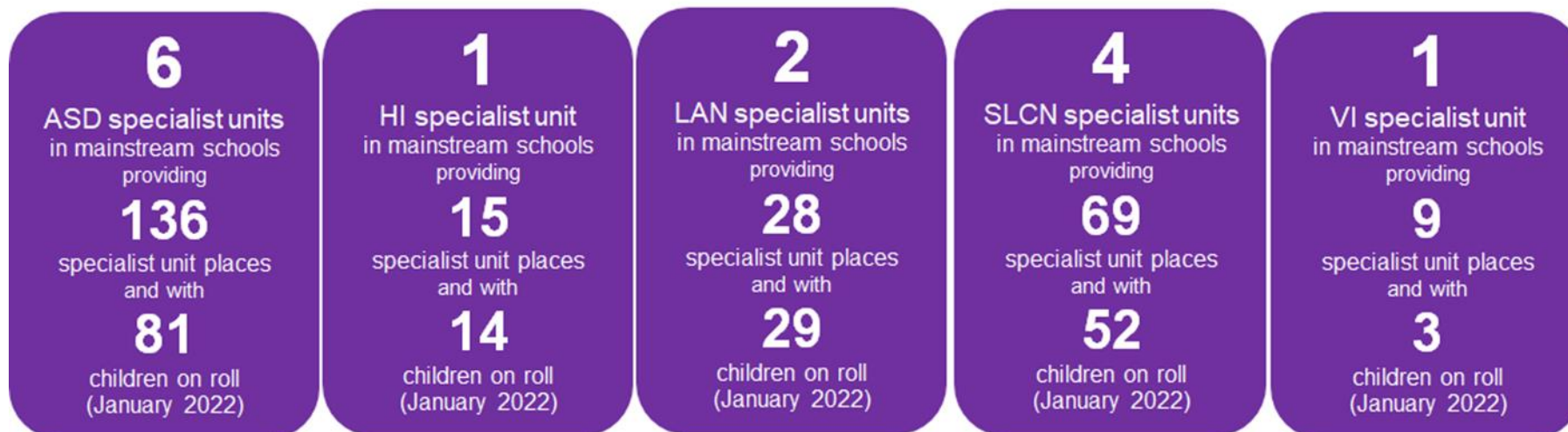
Secondary demand mirrors the peaks and troughs of primary demand as these cohorts transition to secondary school.

Any additional provision is not forecast to be required in the short term but will be investigated in the medium to long term in line with fluctuating demand.

## 7 special schools

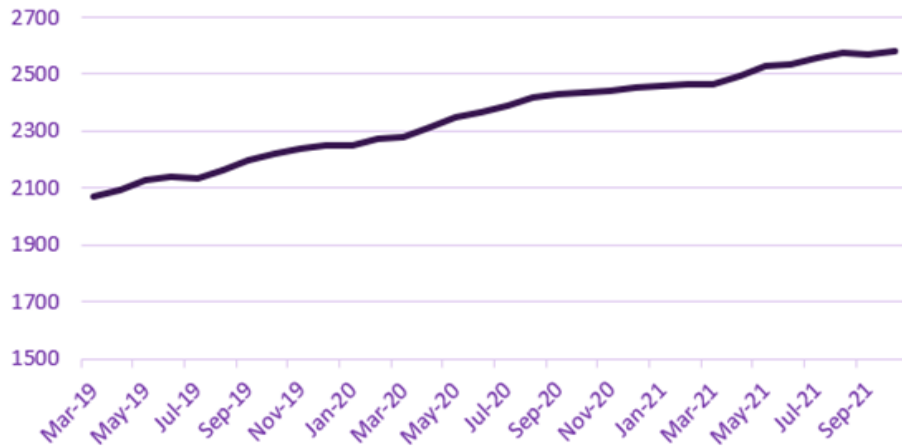


## 14 specialist units (in mainstream schools)



# SOUTH WEST SEND

Number of children and young people aged 0-25 with an EHCP residing in SW Surrey



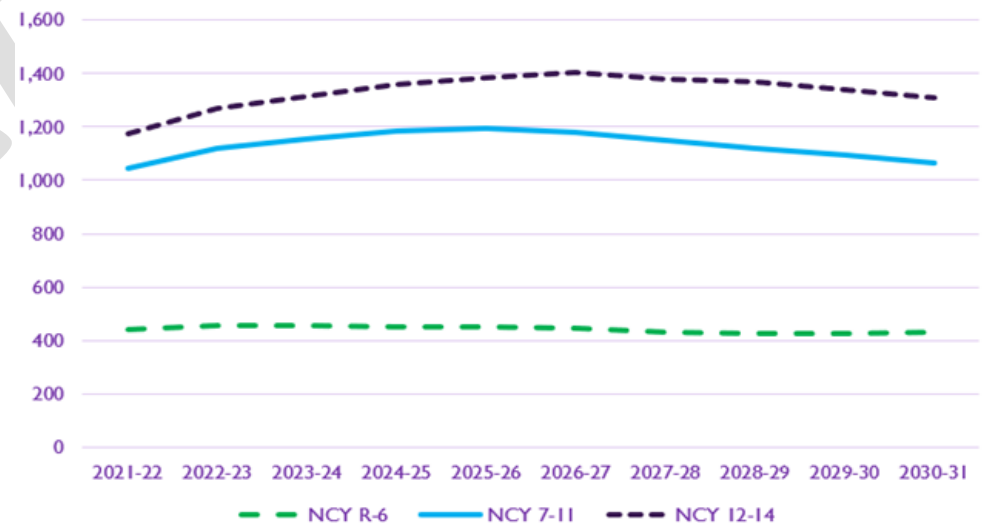
The number of children and young people aged 0-25 with an EHCP residing in South-West Surrey has increased by just under 25% since May 2019.

In 2021-22 there were **1015** planned places in maintained specialist schools and specialist units in SW Surrey.

In the 2021-22 academic year, there were **1176** children and young people with an EHCP, residing in SW Surrey and attending a specialist provision (either maintained or non maintained/independent) in school years Reception to 14.

The number of children and young people with an EHCP who live in SW Surrey and require a specialist school or specialist unit place is projected to increase marginally before plateauing with a small decline across all school phases

Projected number of children and young people with an EHCP living in SW Surrey who will require a specialist school/centre place



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## Appendix 2

### Schools with fewer than 90 children on roll for Infant and Junior and less than 210 for Primary

There are currently 73 infant, junior or primary schools with fewer than 90 or 210 children on roll as follows:

School Name	Phase	Status	Area	DfE designated rural	Number on roll October 2021	PAN	Capacity	No of surplus places	% surplus places	1st preferences for September 2022
Peaslake Free School	I	Free	SW		37	11	33	-4	-12%	14
Scott Broadwood CofE Infant School	I	Voluntary Aided	SE	Yes	50	30	90	40	44%	22
Pine Ridge Infant and Nursery	I	Academy	NW		59	30	90	31	34%	17
St Michael's C E Infant School	I	Voluntary Aided	SE	Yes	66	28	84	18	21%	15
St Peter's C of E School	I	Voluntary Aided	SE	Yes	67	30	90	23	26%	18
Bramley C of E Infant and Nursery School	I	Voluntary Aided	SW		67	30	90	23	26%	23
EWHURST C E INFANT SCHOOL	I	Voluntary Aided	SW	Yes	69	30	90	21	23%	12
St.Matthew's C/E Infant School	I	Voluntary Aided	NE		72	30	90	18	20%	13
St Giles' CofE (Aided) Infant School	I	Voluntary Aided	SE		73	30	90	17	19%	11
Chilworth C of E (Aided) Infant School	I	Voluntary Aided	SW	Yes	73	30	90	17	19%	21
Clandon C of E School	P	Voluntary Aided	SW	Yes	75	15	115	40	35%	7
NEWDIGATE ENDOWED CE INFANT SC	I	Voluntary Aided	SE	Yes	76	30	90	14	16%	17
Wood Street Infant	I	Community	SW	Yes	77	30	90	13	14%	20

Shere C of E Infant School	I	Voluntary Aided	SW	Yes	77	30	90	13	14%	26
St Mary's C of E Infant School	I	Voluntary Controlled	SW	Yes	81	30	90	9	10%	21
Shalford Infant School	I	Academy	SW		82	30	90	8	9%	27
St Andrew's Church of England Infant School	I	Academy	SW		82	30	90	8	9%	12
St John's CE Infant School	I	Voluntary Aided	SW	Yes	82	30	90	8	9%	13
Folly Hill Infant School	I	Community	SW		83	30	90	7	8%	15
HURST GREEN INFANT SCHOOL AND NURSERY	I	Community	SE		84	30	90	6	7%	31
Polesden Lacey Infant School	I	Community	SW		85	30	90	5	6%	28
All Saints CE A Infant School	I	Voluntary Aided	SW	Yes	85	30	90	5	6%	32
St. Mary's School Frensham	I	Voluntary Aided	SW	Yes	85	30	90	5	6%	20
Littleton C of E Infant School	I	Voluntary Aided	NE		86	30	90	4	4%	21
Lorraine School	I	Academy	NW		86	30	90	4	4%	27
St Paul's CofE Infant School	I	Voluntary Controlled	SW		87	30	90	3	3%	25
Meadowcroft School	I	Community	NW		88	30	90	2	2%	9
St Nicolas' Infant School	I	Voluntary Aided	SW		89	30	90	1	1%	48
Witley C of E Infant School	I	Voluntary Controlled	SW	Yes	89	30	90	1	1%	34
Charlwood Village Primary School	P	Community	SE	Yes	94	15	105	11	10%	13
St Mark and All Saints Church of England Primary	P	Academy	SW		104	30	210	106	50%	10
Westvale Park Primary Academy	P	Academy	SE		109	60	180	71	39%	92
The Weald CofE Primary School	P	Academy	SE		161	0	256	95	37%	26 (Year 3)
Riverview C. E. Primary School	P	Voluntary Aided	NE		166	30	210	44	21%	13
The Vale Primary School	P	Academy	NE		175	30	210	35	17%	13
St Joseph's Catholic Primary	P	Voluntary Aided	SE		175	27	189	14	7%	18
Brookwood Primary School	P	Academy	NW		178	30	210	32	15%	31



Surrey Hills All Saints Primary School	P	Academy	SE		178	30	245	67	27%	6
Godstone Primary and Nursery School	P	Foundation	SE	Yes	182	30	210	28	13%	29
Hatchlands Primary	P	Free	SE		183	60	300	117	39%	41
Grayswood CofE (A) Primary School	P	Voluntary Aided	SW		183	30	218	35	16%	22
Thorpe C of E Aided Primary	P	Voluntary Aided	NW		193	30	210	17	8%	27
Darley Dene Primary School	P	Academy	NW		194	30	210	16	8%	19
St James CofE (Aided) Primary	P	Voluntary Aided	SW	Yes	195	30	210	15	7%	29
Powell Corderoy Primary School	P	Voluntary Controlled	SE		196	30	210	14	7%	28
Weyfield Primary Academy	P	Academy	SW		196	30	210	14	7%	13
Lyne & Longcross C of E Aided Primary School	P	Voluntary Aided	NW		197	30	210	13	6%	25
THORPE LEA PRIMARY	P	Community	NW		198	30	210	12	6%	30
Shawfield Primary	P	Community	SW		199	30	210	11	5%	38
Bletchingley Village Primary	P	Academy	SE		200	30	210	10	5%	31
Marden Lodge Primary School	P	Academy	SE		201	30	210	9	4%	19
Merstham Primary School	P	Academy	SE		201	30	210	9	4%	27
Cuddington Community Primary S	P	Academy	NE		202	30	210	8	4%	12
St Johns Primary	P	Academy	NW		203	30	210	7	3%	17
St Cuthbert's Catholic Primary	P	Voluntary Aided	NW		203	30	210	7	3%	33
Woodlea Primary School	P	Academy	SE		203	30	210	7	3%	37
St Lawrence Primary School	P	Academy	SW		203	30	210	7	3%	21
The Dawnay Primary School	P	Community	SW		203	30	255	52	20%	14
St Stephen's C of E Primary	P	Academy	SE		204	30	210	6	3%	43
Kingswood Primary School	P	Community	SE	Yes	204	30	210	6	3%	16
Maybury Primary School	P	Academy	NW		205	30	210	5	2%	36
New Monument Primary Academy	P	Academy	NW		205	30	210	5	2%	25
Dormansland Primary School	P	Community	SE	Yes	205	30	210	5	2%	10
Ongar Place Primary School	P	Community	NW		206	30	210	4	2%	34
St Lawrence C of E (Aided) Primary	P	Voluntary Aided	NW		206	30	210	4	2%	32

Nutfield Church Primary School	P	Voluntary Aided	SE	Yes	206	30	210	4	2%	36
Our Lady of The Rosary School	P	Voluntary Aided	NE		207	30	210	3	1%	28
St John's Church of England Primary School	P	Academy	SE		207	30	210	3	1%	28
Tatsfield Primary School	P	Academy	SE		207	30	210	3	1%	20
Wyke Primary School	P	Academy	SW		207	30	210	3	1%	24
St John's Primary School	P	Academy	SE		209	30	210	1	0%	40
Trinity Oaks Primary School	P	Voluntary Aided	SE		209	30	210	1	0%	26
St Edmunds Catholic Primary	P	Academy	SW		209	30	210	1	0%	32

## Appendix 3

### DfE List of Designated Rural Schools

Kingswood Primary School
Charlwood Village Primary School
North Downs Primary School
Beacon Hill Community Primary School
Dormansland Primary School
Bagshot Infant School
Wood Street Infant School
Milford School
Godstone Primary and Nursery School
Worplesdon Primary School
Tillingbourne Junior School
Lingfield Primary School
Valley End CofE Infant School
St Mary's CofE Voluntary Controlled Infant School
Witley CofE Controlled Infant School
St Peter and St Paul CofE Infant School
Chilworth CofE (Aided) Infant School
St Michael's CofE Aided Infant School
St James CofE Aided Primary School
St Matthew's CofE Aided Infant School, Cobham
Ewhurst CofE Aided Infant School
St Mary's CofE Aided Infant School, Frensham
St John's CofE Aided Infant School
Newdigate CofE Endowed Aided Infant School
Nutfield Church CofE Primary School
Puttenham CofE Infant School
St Peter's CofE Infant School
All Saints CofE Aided Infant School
Clandon CofE Aided Primary School
The Chandler CofE Aided Junior School
Wonersh and Shamley Green CofE Aided Primary School
Send CofE Primary School
Scott Broadwood CofE Infant School
Shere CofE Aided Infant School
Royal Alexandra and Albert School
Burstow Primary School

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## Appendix 4 – Pupil Referral Units and Maintained Alternative Provision

Table 1: List of provision and links to relevant OFSTED reports

School Name	Town	Type	Nature of provision	Ofsted link	Notes
Fordway Centre	Ashford	Community School	Pupil Referral Units (including Mental Health,Behaviour Support and Medical Needs)	<a href="#">50168845 (ofsted.gov.uk)</a>	Converted into an academy September 2021 - no Ofsted on file. Link to conversion letter
Hope, Epsom	Epsom	Community School	Pupil Referral Units (including Mental Health, Behaviour Support and Medical Needs)	See below	
Hope, Guildford	Guildford	Community School	Pupil Referral Units (including Mental Health, Behaviour Support and Medical Needs)	<a href="#">2778933 (ofsted.gov.uk)</a>	
North East Surrey Secondary Short Stay School	Walton-on-Thames	Community School	Pupil Referral Units (including Mental Health, Behaviour Support and Medical Needs)	<a href="#">50171786 (ofsted.gov.uk)</a>	
North West Surrey Secondary Short Stay School	Woking	Community School	Pupil Referral Units (including Mental Health, Behaviour Support and Medical Needs)	<a href="#">2740885 (ofsted.gov.uk)</a>	
Reigate Valley College (Phoenix Campus)	Redhill	Academy	Pupil Referral Units (including Mental Health,Behaviour Support and Medical Needs)	See below	Converted into an academy September 2021 - no Ofsted on file. Link to conversion letter
Reigate Valley College (Sidlow Bridge Campus)	Reigate	Academy	Pupil Referral Units (including Mental Health,Behaviour Support and Medical Needs)	<a href="#">50168909 (ofsted.gov.uk)</a>	Converted into an academy September 2021 - no Ofsted on file. Link to conversion letter
Reigate Valley School (Allingham Road Campus)	Reigate	Academy	Pupil Referral Units (including Mental Health,Behaviour Support and Medical Needs)	See above	Converted into an academy September 2021 - no Ofsted on file. Link to conversion letter
St Peter's Teaching Centre	Egham	Community School	Pupil Referral Units (including Mental Health, Behaviour Support and Medical Needs)	<a href="#">50094484 (ofsted.gov.uk)</a>	
Surrey Teaching Centre At The Children's Trust	Tadworth	Community School	Pupil Referral Units (including Mental Health, Behaviour Support and Medical Needs)	<a href="#">50173478 (ofsted.gov.uk)</a>	
Wey Valley College	Guildford	Community School	Pupil Referral Units (including Mental Health,Behaviour Support and Medical Needs)	<a href="#">50168917 (ofsted.gov.uk)</a>	Converted into an academy September 2021 - no Ofsted on file. Link to conversion letter

Table 2: Update on capital schemes at June 2022

Fordway (Inclusive Education Trust): New build on existing site

[Ofsted | Fordway Centre](#)

Project delivery status: Procurement

On track for delivery for Sep 2023

Wey Valley College (Inclusive Education Trust): Remodel and new build expansion on existing site

[Ofsted | Wey Valley College](#)

Project delivery status: Design

Change of scope resulting from asset availability constraints approved in May 2022 by Directors Education and Corporate Parenting  
On track for delivery Sep 2024

Reigate Valley College (Inclusive Education Trust): New build on new site

[Ofsted | Reigate Valley College](#)

Project delivery status: Site Search

Project remains on hold pending identification of suitable alternative site by Disposals and Acquisitions. Three potential sites have been identified and are being assessed against the specification.

Additional remedial works have been identified to maintain the current provision until the permanent solution is confirmed.

Sep 2024 delivery remains uncertain and may be adjusted to Sep 2025 delivery (dependent on site identified)

North East Short Stay School (LA Maintained): New build on new site

[Ofsted | North East Surrey Secondary Short Stay School](#)

Project delivery status: Feasibility

Project remains on hold at Feasibility until Feb 2023 due to SCC owned site constraints and restricted access pertaining to current tenancy arrangements at the preferred site. Site access and transport strategy is being progressed in the meantime.

Currently still on track for delivery Sep 2024

North West Short Stay School (LA Maintained): New build on new site

[Ofsted | North West Surrey Short Stay School](#)

Project delivery status: Site Search

Project remains on hold pending identification of suitable alternative site by Disposals and Acquisitions.

Sep 2024 delivery remains uncertain and may move to Sep 2025 delivery.

Wednesday, 6 July 2022

## **CORPORATE PARENTING ANNUAL REPORT REGARDING LOOKED AFTER CHILDREN**

### **Purpose of report:**

Update on: the impact of the COVID-19 pandemic on Corporate Parenting; the key performance data for year ending March 2021 for Looked After Children as compared with statistical neighbours and nationally; and, any relevant national policy developments, such as Care Review output.

The development of the work of the Corporate Parenting Board has been provided within the annual report.

### **Introduction:**

1. On 28 July 2020 it was agreed for the Children, Families, Lifelong Learning Culture Select Committee to receive an annual report in relation to the delivery of Corporate Parenting within Surrey County Council.
2. In order to provide the report, it was agreed to present the Department for Education (DfE) benchmarking data. The current data covers 1 April 2020-31 March 2021.
3. Whilst it is important for members to have national benchmarking data it does mean a delay in seeing current outcomes/performance . This year's statutory return is currently being completed. It is due to be submitted to the DfE in June. Therefore we will be able to verbally give an update on Surrey 21/22 performance at the July meeting if required.

### **The impact of the COVID-19 pandemic on Corporate Parenting**

4. The Government ended all Covid restrictions in February 2022. For the past year, and prior to this, staff had settled into a hybrid model of working, where time in the office was combined with working from home, and meetings were a mixture of face-to-face or virtual.
5. Whilst we have now returned to 'business as usual' with the Council's building restrictions regarding social distancing and wearing face masks removed, it is fair to say that 'business as usual' is quite different to what one would have

experienced prior to March 2020, and continues to be a more hybrid model of working which appears to work well for staff.

6. Surrey Children's Services Department, after receiving a rating of 'requires improvement' in all domains from Ofsted report published in March 2022, is ensuring that improvements continue to be made at pace, at the same time as recognising what has already been achieved.
7. Covid-19 impacted Corporate Parenting on many levels, not least:
  - a) our ability to visit children face-to-face was reduced to balance safety of contracting Covid-19 with safeguarding and statutory duties;
  - b) our access to external services were reduced, with many voluntary services ceasing to function and to offer a service, and with statutory partners also struggling to deliver services to the same level, including Child and Adolescent Mental Health Services (CAMHs);
  - c) Family time/contact for our Looked After Children was reduced to virtual contact being offered when face-to-face was not possible;
  - d) Children and families experienced Covid-19, and this impacted on the ability to carry out face-to-face visits until such time that they were no longer contagious;
  - e) The impact of long-term isolation on staff, children and families including feelings of loneliness and increased mental health issues; and,
  - f) Staff sickness increased. Whilst many staff continued to work despite having Covid-19, they could not carry out face-to-face visits to prevent the spread of the virus.
8. The Government's relaxation of statutory duties aided our ability to carry out visits virtually, however the relaxations have now ended, and statutory visits must occur face-to-face, unless the child or family have Covid-19.
9. Initial Health Assessments (IHAs) have returned to face-to-face, rather than virtually, however there are continued pressures with staffing within Health/ NHS and social care which can impact on the timeliness, although our performance fairs well with statistical neighbours and nationally in terms of completing health assessments (see paragraph 20, below).
10. Dental appointments have been re-established for Looked After Children, although we continue to have a national shortage of NHS dentists. Whilst the NHS continue to encourage dentists to prioritise Looked After Children, there is



no statutory duty for them to register Looked After Children and therefore it can take time to find a dentist with availability to register a child, although the main delay can occur when a child changes placements/area, and then needs to register with a local dentist, therefore this can also impact. In saying this, the performance data in this area shows that Surrey County Council remains in a strong position when compared to statistical neighbours and nationally (see paragraph 19, below).

### **The key performance data for year ending March 2021 for Looked After Children as compared with statistical neighbours and nationally**

11. The key performance data for the Council in relation to Looked After Children can be found in the attached report entitled *Appendix 1: Corporate Parenting Data & Performance Information*; this report will be referred to as the Appendix 1 report within this document. The performance intelligence team have undertaken a comparison of the data, from 2019/20 with that of 2020/21 including data from South East benchmarking, statistical neighbours, and national performance.
12. Local authorities only submit data for children who have been Looked After for 12 months or more.

### **Looked After Children performance data and comparisons**

13. Slides 2 and 3 of the Appendix 1 report shows that as of the 31 March 2021 the number of Looked After Children (CLA) by Surrey County Council was 996, which was an increase of 1.5% from the previous year. This resulted in a slight increase in the rate of children per 10,000 when compared to 2020. Surrey County Council, however, continue to have lower rates of Looked After Children than both statistical neighbours and nationally.
14. Slide 4 shows the data for Unaccompanied Asylum Seeking Children (UASC) and reveals that the percentage of UASC decreased by 3% between 2020 and 2021, falling from 108 in March 2020 to 78 by 31 March 2021. This is a similar picture to that seen by statistical neighbours and nationally. It is suspected that this decrease may well have been a result of the Covid-19 pandemic which impacted on all countries and restricted travel. This view would be supported by the increase we are seeing in numbers of UASC at the current time. Due to the National Transfer Scheme placing a directive onto all local authorities to take up to 0.07% of their child and young people population of Unaccompanied Asylum Seeking Children, it is believed that these numbers will continue to rise until we reach this percentage. For Surrey County Council, this means we should expect to have up to 185 Unaccompanied Asylum Seeking Children in our care; currently [as of 26<sup>th</sup> May 2022] we have 135.

15. The majority of Surrey County Council's Looked After Children, as of 31 March 2020, were placed with foster carers and this increased from 70.0% in 2020 to 72.0% in 2021 (Slide 5). This data would support the approach by Surrey County Council to consider in-house foster carers as the first option for our Looked After Children, followed by independent fostering agency foster carers, before considering children's homes or alternative care providers. This approach is part of our sufficiency strategy.
16. For Surrey County Council's Looked After Children living in children's homes (regulated, non-regulated and secure units) we saw a slight decrease of 1.0% to 20.0% in 2021 whereas our statistical neighbours remained the same, and nationally there was a slight increase. Again, this data supports our approach to use foster carers as the first option.
17. Slides 6 and 7 shows that for children placed for adoption, Surrey saw an increase of 0.2% for adoptive placements. Our statistical neighbours saw a 0.3% increase and nationally there was also a 0.2% increase. Surrey County Council have lower numbers of adoptions in comparison to statistical neighbours and nationally, however we also have higher numbers of Special Guardianship Orders, suggesting that we prioritise exploring the wider family members to care for the children. In addition to this, the Court also has a role in relation to what Orders they are willing to grant during and at the conclusion of proceedings.
18. Slide 8 shows that the proportion of Surrey County Council's Looked After Children placed within 20 miles of their home address has increased by 3.0%, from 54.0% in 2020 to 57.0% in 2021. The proportion of Looked After Children living over 20 miles from their home address has increased slightly by 1.0%, from 35.0% in 2020 to 36.0% in 2021. Surrey differs from the national performance data, however is very similar to statistical neighbours. When this is considered in context, Surrey is a large geographical area surrounded by other local authorities and we are in the unusual position where keeping children in Surrey can mean moving them over 20 miles away, whereas moving them out of county could be a much closer option. For instance, Oxted to Farnham is 41 miles, whereas Oxted to Westerham, Kent, is 3.4 miles.
19. Slide 9 indicates that there has been a 1.0% increase in the number of Surrey County Council's Looked After Children living within Surrey, as of 31 March 2021. This percentage was 51.0% in 2020 and increased slightly to 52.0% in 2021. For those Looked After Children living outside the boundaries of Surrey the percentage has decreased slightly by 1.0% from 49.0% to 48.0%. Again, this would reflect wishing for our children to be closer to home, and our sufficiency strategy to ensure children are able to live in Surrey.

20. Slide 10 shows that the number of Looked After Children with an up-to-date Dental Check decreased significantly from 92% in 2020 to 58% in 2021. This can be attributed to dentists being closed due to COVID-19 restrictions. Positively, Surrey compares well when compared to both statistical neighbours (44%) and nationally (40%). With all restrictions lifted in 2022, we expect that our performance will continue to be strong and reflect how we prioritise this, and indeed on 26<sup>th</sup> May 2022 our data showed 82.6% of dental checks completed.
21. Equally, Surrey compares well in terms of completed Health Assessments with a 3% increase between 2020 resulting in 94% completed in 2021 (Slide 11). Whilst statistical neighbours (88%) and national (91%) performance also increased, Surrey remained strongest. Much work has been undertaken with Health colleagues to increase capacity to enable the health assessments to occur on time, and also to ensure we work together to meet our statutory duties. Covid has impacted on staffing both for the NHS and social care, and there have been times since this data was published where we have struggle to meet demand as a result, however there is much focus in prioritising recruitment from our Health colleagues to ensure this remains a priority. In addition, we have made changes within social care which we are currently piloting in the North West that enabled the Looked After Children service manager to be immediately alerted to any missed health appointments, enabling a proactive approach to resolving this issue. It is envisaged this approach will be rolled out countywide in August 2022.
22. Slide 12 provides the overview of Surrey County Council's performance and comparisons for Looked After Children. The overview shows that for those children entering Care in 2021, those entering Care through the granting of interim Care Orders (ICOs) increased from 21.7% in 2020, to 24.6% in 2021. This is considerably lower than both our statistical neighbours and nationally, whereas those entering Care through section 20 is much higher; with Surrey using section 20 for 65.6% in 2021 (a slight decrease on 2020). Statistical neighbours and nationally used Section 20 for 48% entering Care.
23. The use of Section 20 as opposed to the use of ICOs perhaps suggests that Surrey County Council is less likely to enter care proceedings, less likely to seek an ICO, or less likely to be granted and ICO than both statistical neighbours and nationally. However, this approach would also be in line with that of the family safeguarding model, where there is an effort made to work in partnership with the family to address the concerns. These hypotheses need further testing to establish whether Section 20 is always being used appropriately and is always supported through timely court proceedings when in the best interests of the child. There has been a recent discussion (May 2022) with the Courts around tracking children in care proceedings. Whilst this was mainly to track the length of care proceedings, it will also bring scope to enable

tracking of the types of Orders granted and any trends/ outliers that may need further explored.

24. For those Surrey County Council children subject to care proceedings, there was a 5.4% increase in the proportion of children subject to interim Care Orders, rising from 17.9% and a 2.9% decrease in full Care Orders, falling from 53.9% in 2020 to 51.0% in 2021. It is highly likely that the delay in care proceedings caused by Covid-19 restrictions leading to longer proceedings resulted in the decline in full Care Orders. In addition, the adversity caused by Covid-19 may also have played a part in the slight increase in the numbers of interim Care Orders granted.
25. Immunisation checks year on year increased from 91% in 2020 to 93% in 2021, reflecting that more focussed recording has been maintained.
26. Surrey County Council's Looked After Children with confirmed substance misuse decreased by 3.4% from 5.6% in 2020 to 2.20% in 2021. It is unclear at this time if this is as a result of the impact of Covid-19 restrictions, however if so, then it may increase again in next year's data.
27. For Surrey County Council's Looked After Children, there is a statutory requirement to undertake a strength and difficulties questionnaire [SDQ] which helps ascertain how a child is doing emotionally. The DFE data reports on how many SDQs have been completed. The completion rate for Surrey County Council increased by 6% from 83% in 2020 to 89% in 2021. This is a positive improvement in compliance to ensure SDQs have been completed, and an improvement to build. It is particularly relevant, knowing the impact Covid-19 has had on mental health/ wellbeing and loneliness and therefore being able to use SDQs to consider a child's emotional wellbeing enables identification of any needs and therefore the ability to intervene and support. Given the national increase in mental health difficulties in children during the pandemic, it is key that SDQs remain a focus area.
28. For Looked After Children under 5 years old and continuously looked after for 12 months or more, there has been an increase in developmental checks rising from 94% in 2019/20 to 98% in 2020/21 Again, this is a positive improvement and one to build upon.

<b>Our priorities</b>
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29. Our current priorities, as a service, is to ensure we continue to build on the improvements we have made.
30. We are creating our own bespoke, in-house reunification programme so that we consider at the earliest opportunity whether children can be reunified to their parents, if safe to do so. We have secured a Transformation bid in which to do

this work and are confident that our practice is now strong enough to enable this to happen in-house and using the family resilience model already embedded. In addition, because this will be in-house, it will enable a level of flexibility where there are possibilities to reunify children to the place they call home to a relative other than their parents. The final stages of planning are underway for this, and it is hoped the project will be able to take over from the NSPCC reunification pilot by August 2022.

31. The recoument of costs from those with Parental Responsibility policy is in the process of being finalised and will be implemented to ensure that where parents request for their children, under the age of 16, to be accommodated, they are means tested and expected to contribute to the costs of providing such a service.
32. We have produced a service plan alongside operational staff, so that key priorities are clear. Our top priority is to ensure our placement planning form and process is consistent across the county; this is in line with the recommendations from the Ofsted report March 2022. We are currently working alongside Fostering to ensure the form and process is robust and meeting the needs of both the services and our children.
33. Our second area of focus is on preparing our children for independence and adulthood. Much work has occurred in relation to Preparing for independence with our own innovative approach called 'Surrey, how do I - -'. This consists of virtual online help/support with independence skills, alongside a set of face-to-face workshops throughout the year to help bring our children together to prevent loneliness and improve mental health, but also to learn new life skills and provide them with opportunities to obtain accredited certificates through ASDAN.
34. Our third focus will be on how we record onto a child's file, changing our language and writing all recordings directly to the child. We already do this with some of our Looked After Children review letters and visits, however we wish to take a whole system approach in this area, so that any child who later asks to see their file will be presented with a much more child friendly document to read, that looks similar to reading a diary. Discussions around how we will do this have started in terms of discussions with the Looked After Children Service Managers, their staff and the Independent Reviewing Service. The next phase will be to set up working groups to include User Voice Participation, the Independent Reviewing Service and staff from the Looked After Children service. We already have a number of staff who record their visits in this style [writing to the child] but we wish to imbed it into everyday practice. This will be a major piece of work, as all templates and documents currently in use will need to be redesigned to cater for this new approach, therefore it is likely to take the

remainder of 2022 to see a real change in the recording. Working Groups will not begin in this area until July 2022.

35. Knowing that mental health difficulties and loneliness are major issues for our young people, our fourth focus is to improve the health and wellbeing of our young people. This is being embedded within our work, but it will include ensuring SDQs are completed and services accessed at the earliest convenience, and also enabling opportunities for young people to come together, such as with 'Surrey, how do I - -' events. In addition to this, we wish to ensure more consistency across the service in completed risk assessments and accessing services which we plan to do through learning sets and a major focus of this work is also ensuring health assessments and dental checks are completed on time, every time. By being part of the service plan, it ensures all staff within the service see this as a key priority.
36. Our fifth focus is to ensure recruitment and retention to the Looked After Children service is a priority. We know where there are vacancies within teams this can lead to instability for our children, and results in young people having to repeat their story and adjust to new workers. This focus is a countywide initiative across the directorate and we believe it is key to be part of the Looked After Children service top five priorities at this time.

#### **National policy developments**

37. The *independent review of children's social care in England* was published on 23<sup>rd</sup> May 2022. This report makes eighty recommendations to the government as to the changes required to social care.
38. In terms of Looked After Children, some of the recommendations are for Special Guardians and Kinship Carers to receive a new statutory financial allowance to care for a child. In a similar reform to the adoption service by creating Regional Adoption agencies, the Care Review recommends that local authorities take back control in relation to care provision, and create mandated Regional Care Cooperatives (RCCs) to create and run all public sector fostering, residential and secure units in the region. The RCCs are also recommended to commission not-for-profit and private sector care.
39. Equally, the Care Review recognises the shortage of foster carers and makes a recommendation for a 'new deal' with them to provide support networks and training, and to have greater trust in their day-to-day care of our children. The Care Review calls on the government to immediately launch a national foster care recruitment campaign to approve 9,000 new foster carers over the next three years.

40. The Care Review calls for the independent visitors to end, and to provide children with an opt-out independent advocate, and to make Care status a protected characteristic.
41. It concludes that the cost of the reform will require £2.6 billion investment over a four-year period. The Care Review can be found at [The-independent-review-of-childrens-social-care-Final-report.pdf](#)
42. In March 2021, the Competition Market Authority (CMA) launched a market study into children's social care in England, Scotland and Wales, to consider how the placements market was operating. Two main concerns had been raised with the CMA: 1) that local authorities were too often unable to access appropriate placements to meet the child's needs in their care; and 2) that the prices paid by local authorities were high and this, combined with growing numbers of Looked After Children, was placing significant strain on local authority budgets, limiting their scope to fund other important activities in Children's Services and beyond.
43. Recommendations are made within this report for the reform of the operation of the placements market. It identifies that there are significant issues with how the placements market is functioning, particularly in England and Wales. It found that:
  - a lack of placements of the right kind, in the right places, means that children are not consistently getting access to care and accommodation that meets their needs;
  - the largest private providers of placements are making materially higher profits, and charging materially higher prices, than we would expect if this market were functioning effectively; and
  - some of the largest private providers are carrying very high levels of debt, creating a risk that disorderly failure of highly-leveraged firms could disrupt the placements of children in care.
44. The CMA concludes that this market is not working well and that it will not improve without focused policy reform. The CMA sees the main focus as needing to improve the functioning of the placements market, via a robust, well-evidenced reform programme which will deliver better outcomes in the future. This will require careful policymaking and a determination to see this process through over several years.
45. There are three main recommendations to the Government, as follows:
  - to improve commissioning, by having some functions performed via collaborative bodies, providing additional national support and supporting local authority initiatives to provide more in-house foster care;

- to reduce barriers to providers creating and maintaining provision, by reviewing regulatory and planning requirements, and supporting the recruitment and retention of care staff and foster carers; and,
- to reduce the risk of children experiencing negative effects from children's home providers exiting the market in a disorderly way, by creating an effective regime of market oversight and contingency planning.

46. The full report can be accessed at: [Children's social care market study final report - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/94424/childrens-social-care-market-study-final-report-2021.pdf)

### **Conclusions:**

47. The performance data, both when compared from 2020 to 2021, and when compared to both statistical neighbours and nationally, compares well.
48. Whilst there has been concerns as to the impact on Looked After Children of Covid-19 and restrictions, what the data helps show is that Surrey County Council continued to perform well in almost all areas when compared to statistical neighbours and nationally with the exception being Looked After Children placed over 20 miles from their family home, and the percentage placed outside Surrey. It is however key when considering this information that the geographical size of Surrey, along with the number of counties it borders is recognised.
49. As the Council is aware, there is a sufficiency strategy in place which includes seeking to place children 'closer to home' and to ensure we have the right provision within Surrey to meet their needs. Information in relation to this has been presented in other forums, and is regularly communicated at the Corporate Parenting Board.
50. Whilst the performance data cannot evidence it, the improvement in some of the performance is very much aided by our improved relationships and working together with our Health colleagues.
51. Our key priorities for this year are highlighted within the subsection above 'Our Priorities'. Whilst compliance has been a major area of focus, there is now a need to focus on quality and to make changes that result in better outcomes for our children; we believe that our top 5 service priorities help us do just that.

### **Recommendations:**

52. The Select Committee notes the Corporate Parenting Board Annual Report and Performance Report in relation to Looked After Children.
53. The Select Committee are to receive a report next year which will include:



- a) any relevant national policy developments that impact Corporate Parenting;  
and
- b) the key performance data for year ending March 2022 for Looked After Children as compared with statistical neighbours and nationally.

<b>Next steps:</b>
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With the Ofsted ILACs completed and the report published in March 2022 rating Surrey Children's Service Department as 'requires improvement' in all areas, the main focus is now on achieving consistency across the county, and in continuing to improve our practice to ensure the best outcomes for children. See separate ILACS report for update on progress of our improvement plan: Achieving Excellence.

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**Report contact**

Tina Benjamin, Director of Corporate Parenting

**Contact details**

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**Sources/background papers**

*Appendix 1: Corporate Parenting Data & Performance Information*

*Appendix 2: Corporate Parenting Board Annual Report*

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# Appendix 1

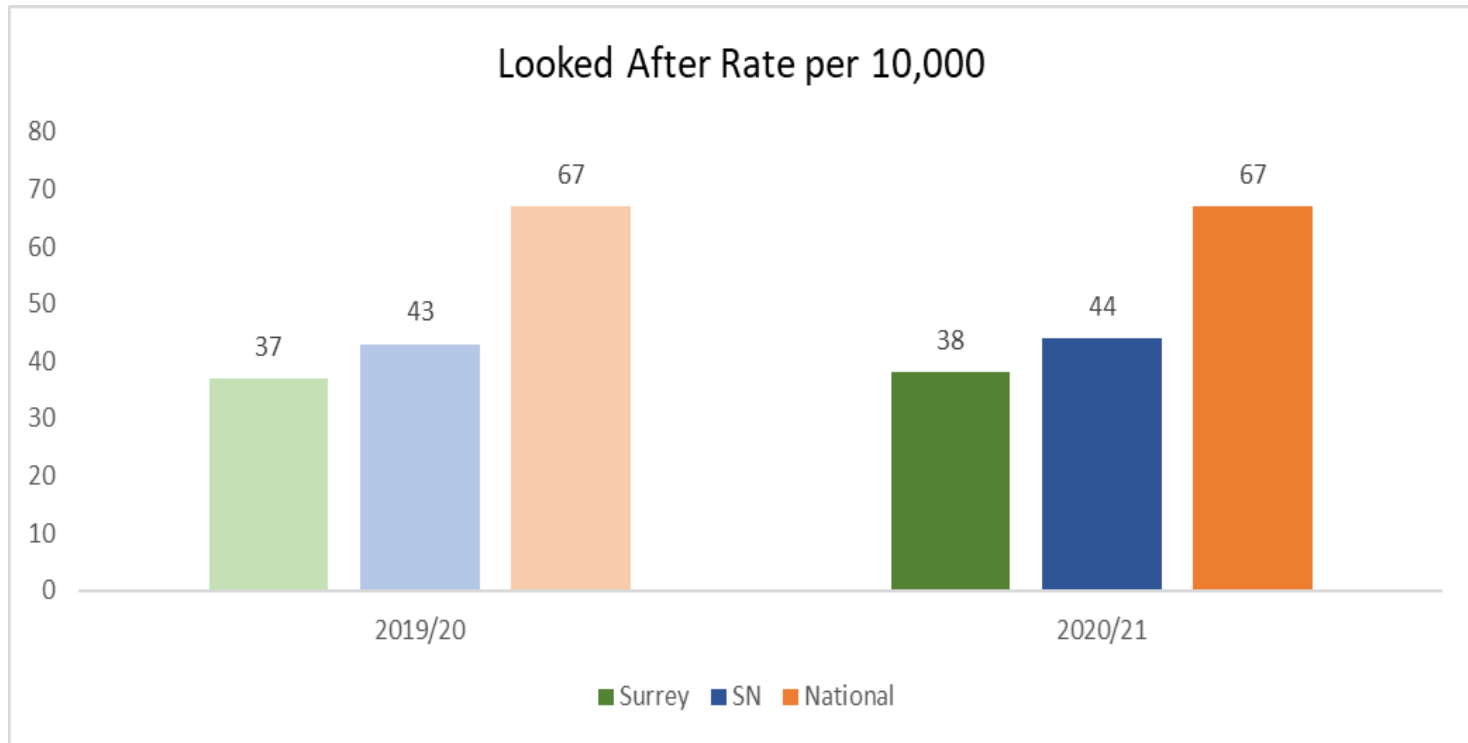
## Corporate Parenting Data & Performance Information

# Rate of Looked After Children

As of the 31<sup>st</sup> March 2021 the number of Looked After Children by Surrey County Council was 996, an increase of 1.5% from the previous year. The rate per 10,000 increased slightly

Number of children looked after at 31 March each year			
	2020	2021	% Difference
<b>Surrey</b>	981	996	1.5%
<b>Statistical Neighbours (SN)</b>	534	544	1.9%
<b>National</b>	80,080	80,050	1.0%

Rate per 10000 looked after at 31 March each year			
	2020	2021	Difference
<b>Surrey</b>	37	38	1
<b>Statistical Neighbours (SN)</b>	43	44	1
<b>National</b>	67	67	0

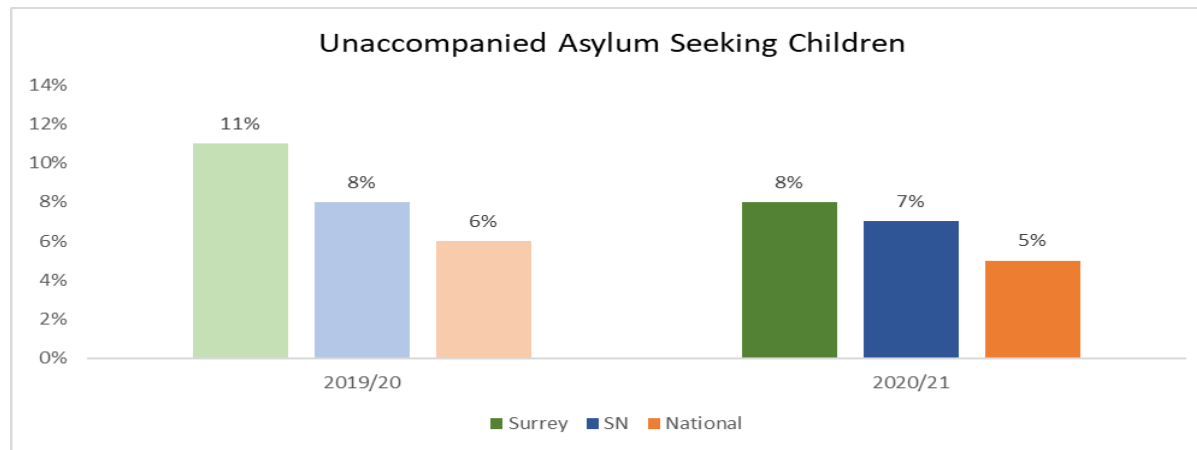


Surrey's rate per 10,000 has increased slightly, which is also evident in the Looked After rate per 10,000 in the Statistical Neighbours. There was no change in the Looked After rate Nationally.

# Unaccompanied Asylum-Seeking Children

Although the number of Looked After Children has increased, the percentage of Unaccompanied Asylum-Seeking Children (UASC) has decreased by 3% between the years 2020 and 2021. As at 31<sup>st</sup> March 2020, the number of UASC within the care of Surrey was 108. This number decreased to 78 in 2021.

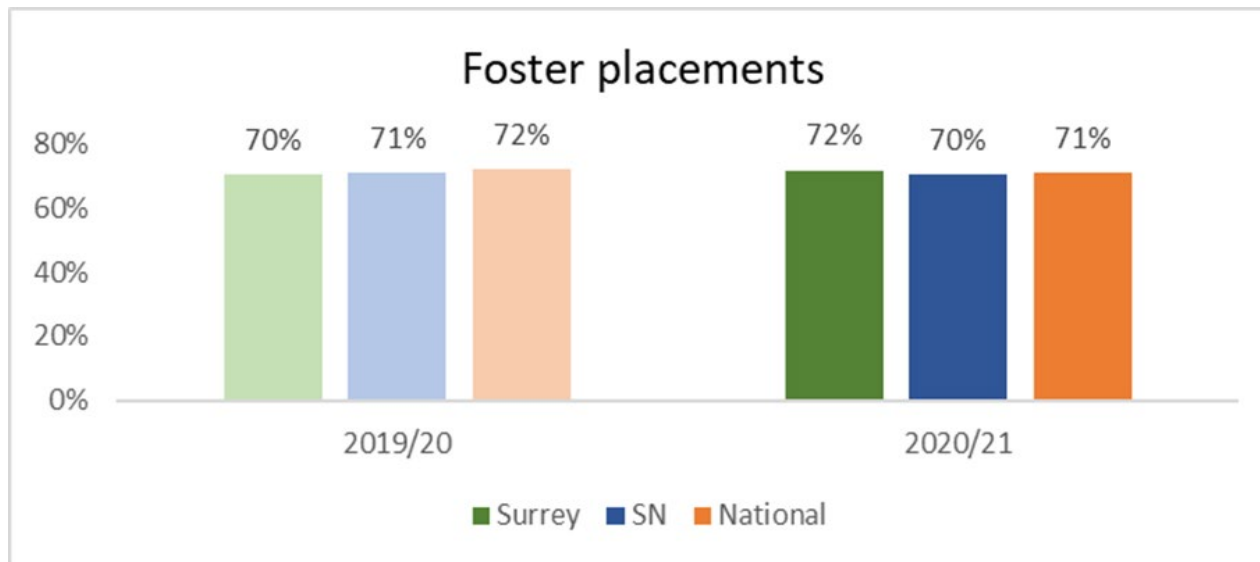
Number of UASC Children in care			
	2020	2021	Difference
<b>Surrey</b>	108	78	-30
<b>Statistical Neighbours</b>	48	37	-11
<b>National</b>	5,000	4070	-930



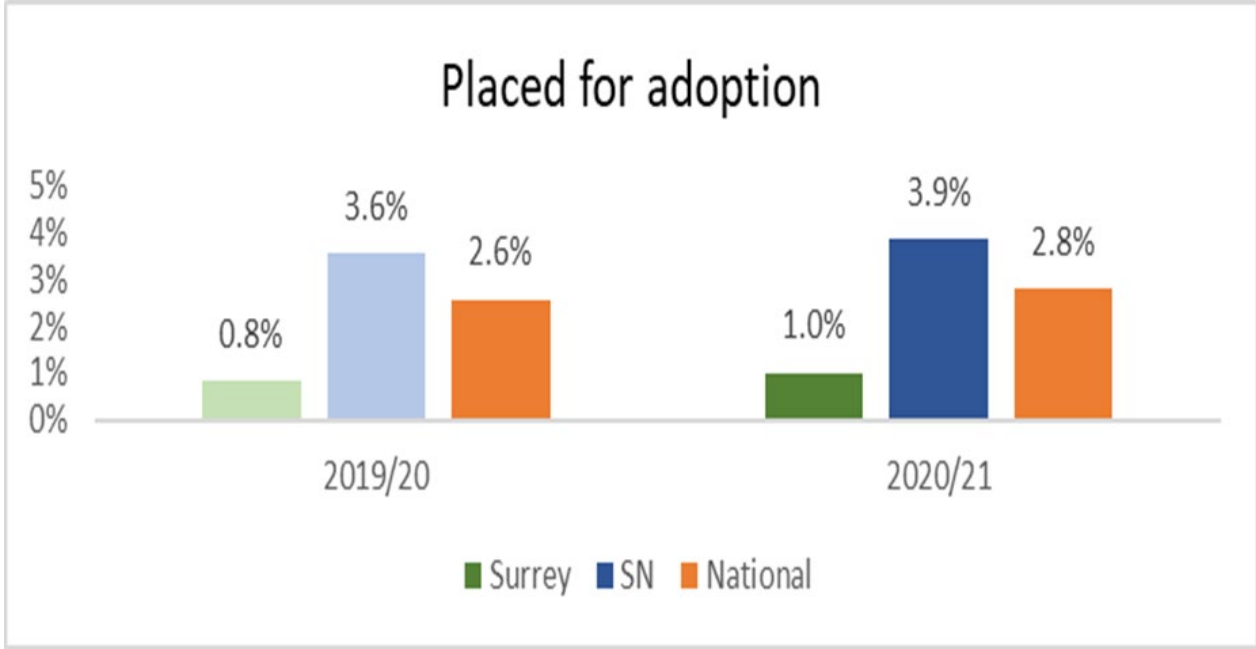
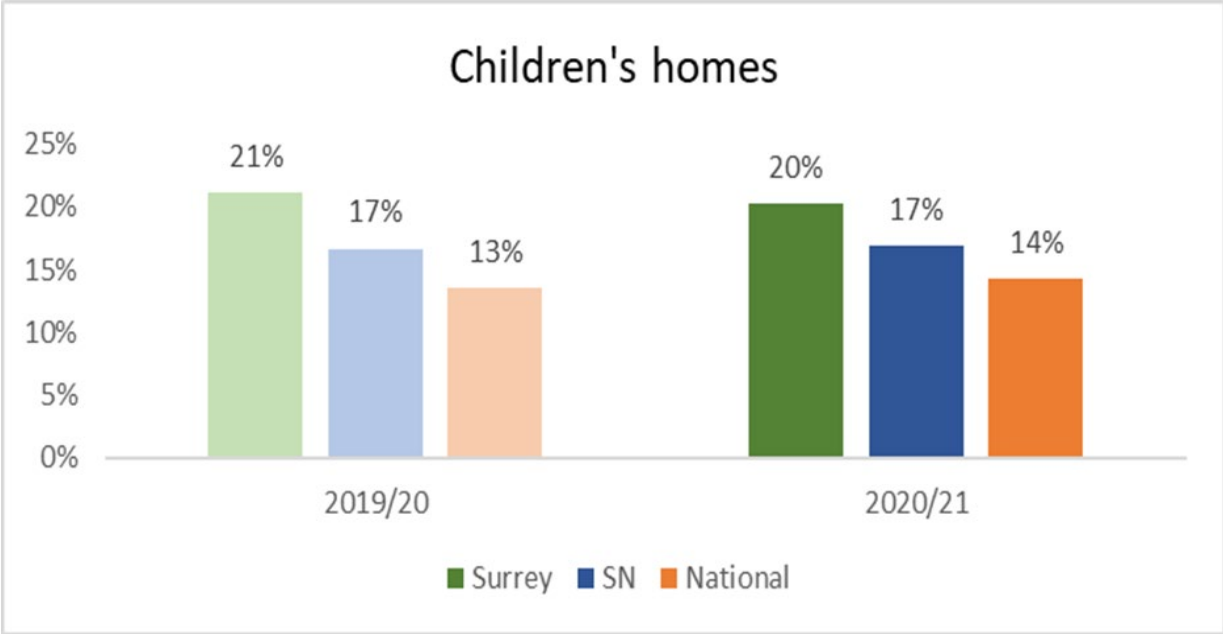
This decrease in percentage for the UASC can also be seen for the Statistical Neighbours and at the National Level. For the Statistical Neighbours the percentage for 2020 was 8.0% this went down to 7.0% in 2021. A decrease in 1.0%. Similarly, the National percentage for UASC in 2020 was 6.0%. In 2021, this had decreased to 5.0%; a drop of 1.0%

# Placements as at 31<sup>st</sup> March

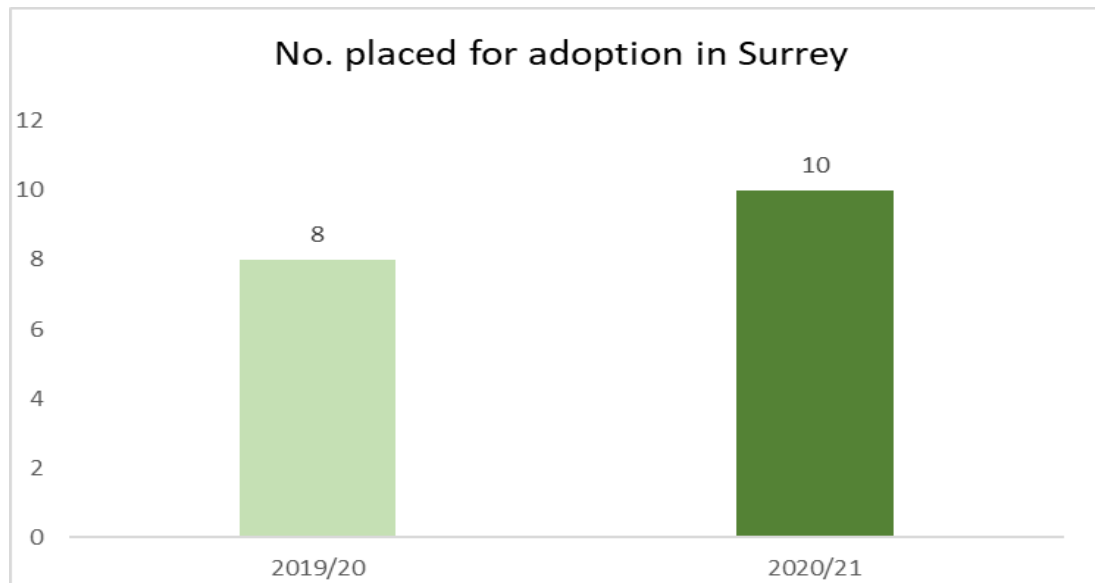
The majority of those Looked After by Surrey as at 31<sup>st</sup> March were placed with Foster Carers and this has increased by 2.0%, from 70.0% in 2020 to 72.0% in 2021. Those placed in Children's homes (regulated, non-regulated and secure units) has decreased by 1.0% to 20.0% in 2021 and adoptive placements have increased by 0.2%.



There has been an increase by 3.0% to 48.0% of Surrey using its own provision as of 31<sup>st</sup> March 2021. External provision includes private provisions and voluntary/third sector provision.



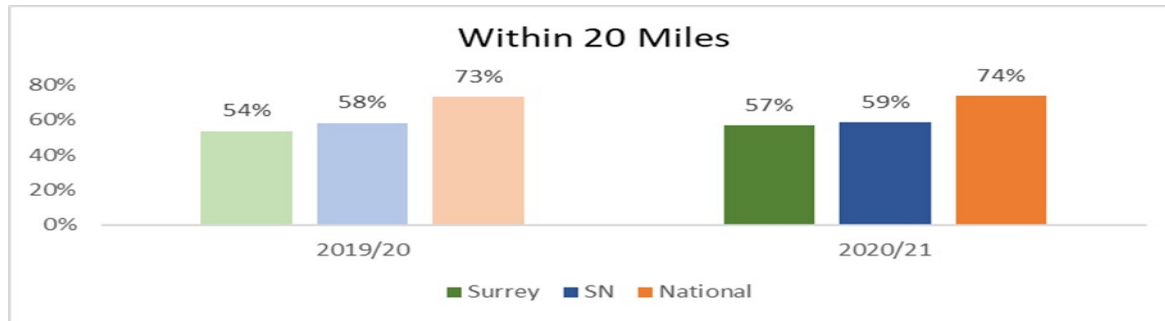




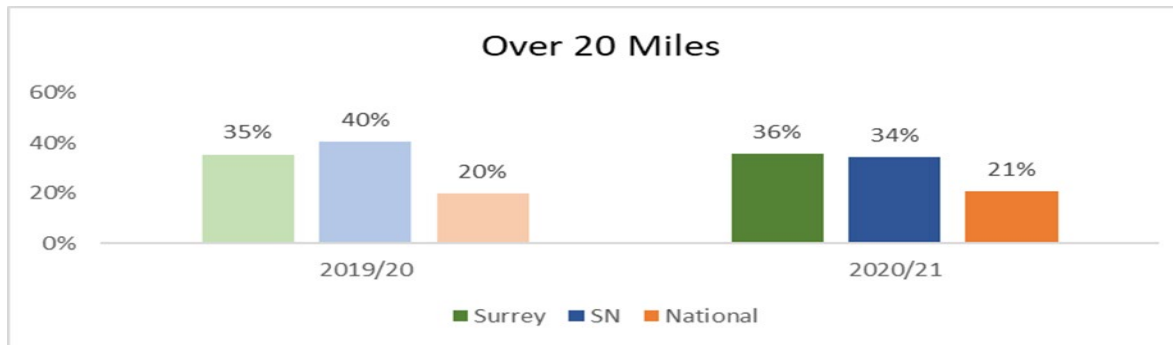
Surrey has seen a slight increase in the percentage of children placed in Foster care. This is different to our Statistical neighbours and Nationally as they have both had a slight decrease. For Children's Homes placements, Surrey with a slight decrease, is again different to our Statistical neighbours as their proportion has remained the same. The National figure has increased slightly. For children Placed for Adoption, Surrey and Nationally there was a 0.2% increase and for our statistical neighbours there was a 0.3% increase.

# Placed Within 20 Miles of Home

- The proportion of Surrey CLA placements placed within 20 miles of their home address has increased 3.0%, from being 54.0% in 2020 to 57.0% in 2021. The proportion of CLA placements placed over 20 miles of their homes address has increased slightly by 1.0%, to 36.0% in 2021.



Surrey percentages will not sum to 100% as cases with distance not known or not recorded were excluded (11% for 2020 and 8% for 2021)

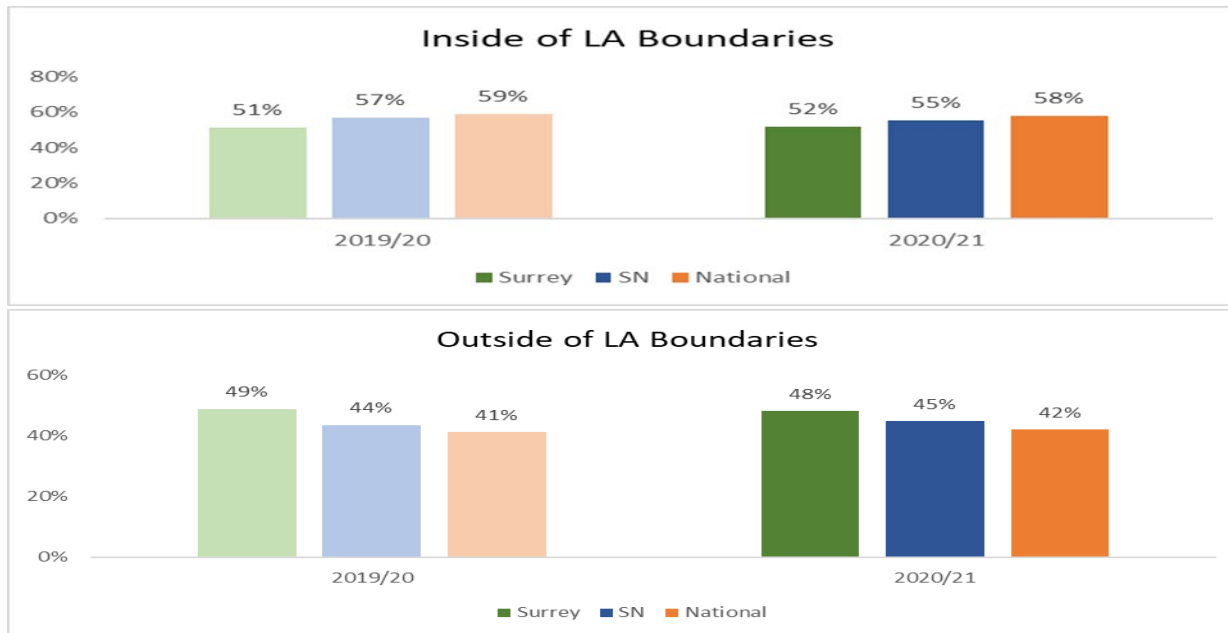


Surrey percentages will not sum to 100% as cases with distance not known or not recorded were excluded (11% for 2020 and 8% for 2021)

For the Statistical Neighbours and Nationally, the proportion of CLA placed within 20 miles of their home address has increased slightly. For the percentage of placements over 20 miles from their home address, there has been a slight increase in Surrey which is in line with National. There has been a decrease for Statistical Neighbours.

# Placed Within Local Authority Boundaries

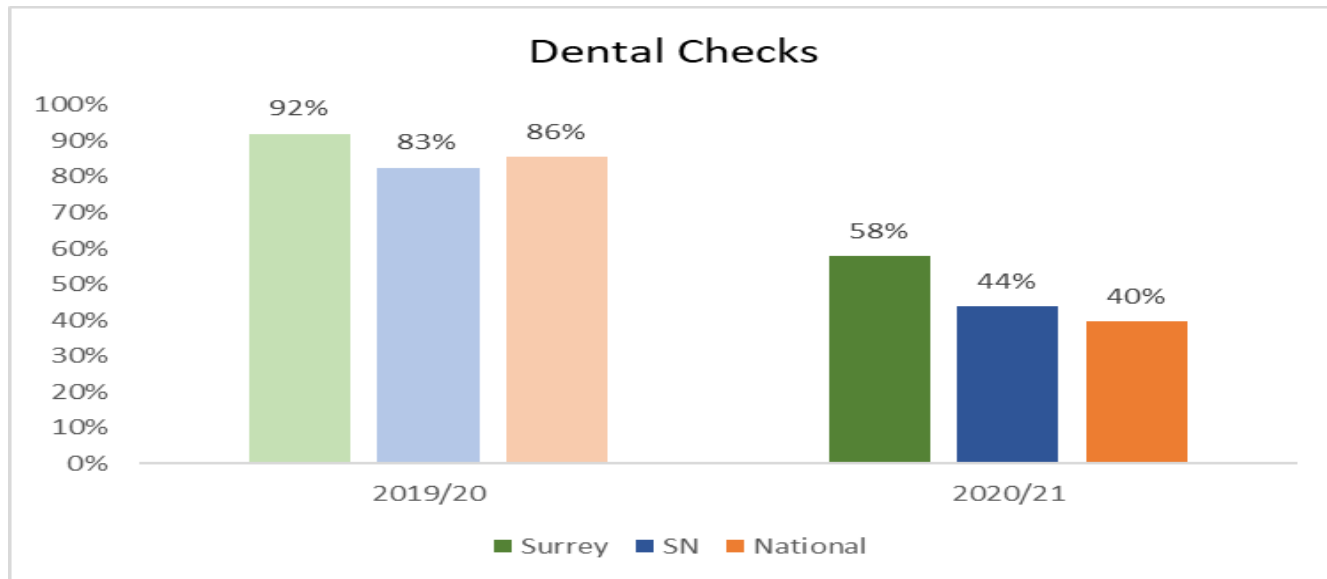
We have seen a 1.0% increase in the number of CLA that have been placed within the County for the children that were in its care as of 31<sup>st</sup> March 2021. This percentage was 51.0% in 2020 and increased slightly to 52.0% in 2021. For those CLA placed outside the boundaries of Surrey the percentage has decreased slightly by 1.0% from 49.0% to 48.0%.



For the Statistical Neighbours, there has been a decrease of 2.0% of cases being placed within the LA boundaries. There has also been an increase of 1.0% of those placed outside the local authority. Nationally, there has also been a 1.0% decrease in cases that have been placed within the LA boundaries to 58%. There has also been a 1.0% increase in the cases placed outside of the LA.

# Dental Checks

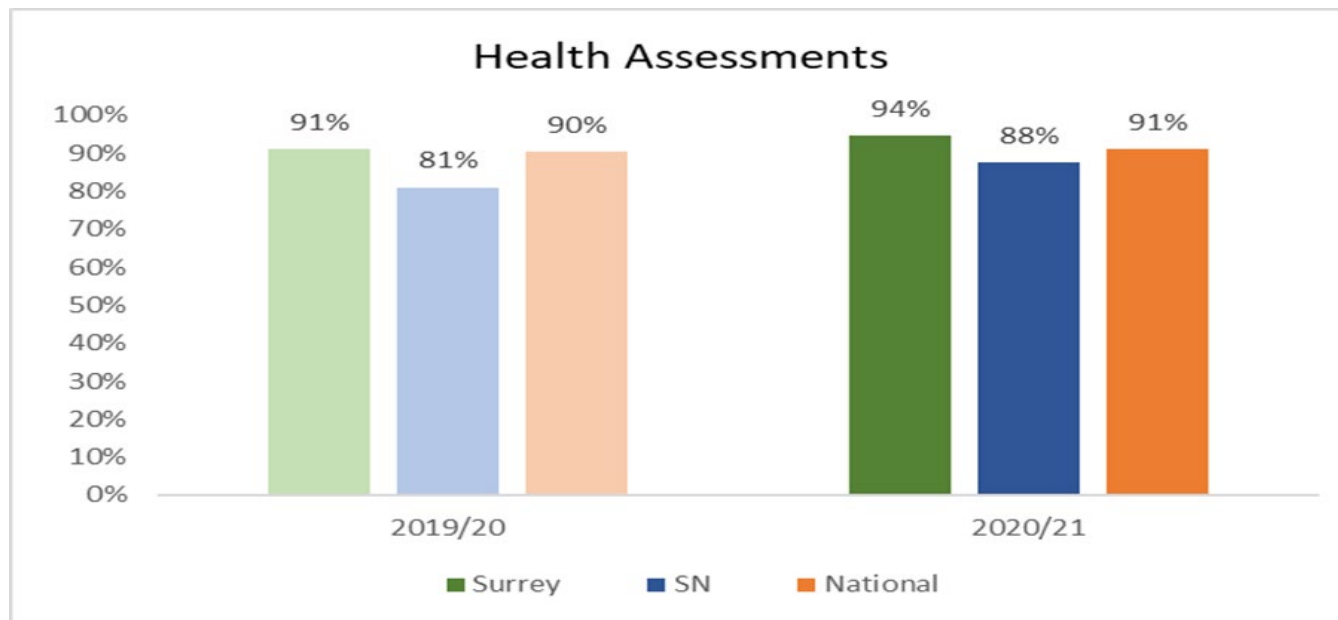
The percentage of those continuously Looked After for 12 months by Surrey with a completed dental check decreased significantly by 34.0% from 92.0% to 58.0%, in 2020 and 2021 respectively. This is as a direct impact of the COVID 19 pandemic where dentists were closed for a long period of time and then only seeing patients in a emergency.



Amongst Surrey's Statistical Neighbours and Nationally, a significant decrease in the percentage of dental checks has also been observed.

# Health Assessments

For Surrey, the number of health assessments that have been completed for those children that have been looked after for 12 months has increased by 3.0%. It was 91.0% and 94.0% for 2020 and 2021 respectively.



For the Statistical Neighbours, there has been 7.0% increase. Nationally there has been a slight increase to 91%.

# Overview

Measure	Surrey 2020	Surrey 2021	Direction	Statistical Neighbours	SE region	England
Rate of Looked After Children per 10,000	37	38	↑	44	53	67
Unaccompanied Asylum-Seeking Children	11.0%	8.0%	↓	7%	8%	5%
<b>Legal Status – Looked After as at 31st March</b>						
Interim Care Orders	12.5%	17.9%	↑	16%	17%	20%
Full Care Orders	53.9%	51.0%	↓	59%	57%	59%
Section 20	29.1%	27.5%	↓	19%	20%	15%
<b>Legal Status – Status When Entering Care</b>						
Interim Care Orders	21.7%	24.6%	↑	37%	29%	37%
Section 20	66.2%	65.6%	↓	48%	55%	48%
<b>Placements as at 31st March</b>						
Foster Care	70.2%	71.6%	↑	70%	70%	71%
Childrens Home	21.1%	20.2%	↓	17%	17%	14%
Placed for Adoption	0.8%	1.0%	↑	4%	3%	3%
<b>Placed Within 20 Miles of Home</b>						
Within 20 Miles	53.6%	56.6%	↑	59%	63%	74%
Over 20 Miles	35.4%	35.5%	↑	34%	28%	21%
<b>Placed Within Local Authority Boundaries</b>						
Inside of LA Boundaries	51.1%	51.7%	↑	55%	60%	58%
Outside of LA Boundaries	48.9%	48.3%	↓	45%	40%	42%
<b>Reason for Leaving Care</b>						
Adoptions	7.7%	7.3%	↓	14%	8%	10%
Special Guardianship Order	9.9%	10.8%	↑	13%	11%	14%
Returned Home	22.2%	24.7%	↑	25%	29%	20%
Other	54.0%	36.7%	↓	53%	32%	35%
Dental Checks	91.9%	57.8%	↓	44%	45%	40%
Health Assessments	90.9%	94.5%	↑	88%	89%	91%
Immunisations	90.9%	92.7%	↑	75%	83%	86%
Substance Misuse	5.6%	2.2%	↓	4%	4%	3%
Strength and Difficulties Questionnaires	83.4%	88.7%	↑	81%	74%	80%
Development Checks	93.9%	97.8%	↑	88%	95%	89%



SURREY  
COUNTY COUNCIL

# Corporate Parenting Annual Report 2021-22



# Foreword by Clare Curran

As Surrey County Council's Cabinet Member for Children and Families and Lead Member for Children's Services, I am pleased to introduce the 2021 Annual Report of Surrey's Corporate Parenting Board.

During the last year the Corporate Parenting Board continued on the improvement journey that was started after the 2018 Ofsted inspection and focussed upon delivering the changes needed in our services for looked after children and those who have left the care of the council.

After the county council elections in 2021, the Corporate Parenting Board had a majority of new members, all of whom share the ambition that all children growing up in the care of the council and care-experienced young people should be safe and healthy and lead happy and fulfilling lives. The impact of the pandemic continued to be felt, not least in the increased need for services to support young people's emotional health and wellbeing, so our collective ambition and drive to improve services at pace was undiminished.

It is important that as a Board we can all understand the lived experience of those children and young people and regularly hear their views. The User Voice & Participation Team has continued to play an essential role in linking us in with children and young people, so that their views can set our priorities, shape what we do and how we tackle challenges and embed improvements into practice and we are grateful to all of the young people whom we have met and for their honesty and openness in their conversations with the Board.

We are particularly proud that 2021 was the year in which the Board secured an exemption from Council Tax for all care leavers in every district and borough in Surrey. This is an example of the scale of our ambition as a Corporate Parenting Board to spread our influence widely across Surrey and to work with all our partners for the benefit of our young people. We are also encouraged that we are well on the way to an agreement of a leisure offer for looked after children their carers and for care leavers.

The Board is comprised of Members, Officers and Carers dedicated to improving the lives of children and young people and keep us focussed on the lived experiences of children in care and young people that have left care. I would like to thank them for their help and contribution to the work of the Board and their commitment as corporate parents.

This annual report provides a summary of the business of the Board and includes an overview of the themes we have focussed on throughout 2021/22 and the core values we bring to our work.



**Cllr. Clare Curran, Cabinet  
Member for Children, Young  
People & Families  
Chair of the Corporate Parenting  
Board**



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# 1. SURREY CORPORATE PARENTING BOARD

## 1.1 Purpose

The Corporate Parenting Board (CPB) provides robust assurance of the whole corporate parenting system, ensuring Surrey is the very best corporate parent to its children; and that all looked after children and care leavers can achieve their full potential.

It does this by putting children at the centre of everything we do. CPB members will inquire and understand, set ambition, champion and challenge our collective care of looked after children and care leavers. It is strategic, forward thinking, informed by our experts, practitioners, children and carers, and has high expectations for the quality and experience of support and services children and carers receive.

The CPB ensures that Surrey County Council and its partner agencies uphold the highest corporate parenting principles. The foundation of our work across our system is the **Corporate Parenting Strategy** and **Sufficiency Strategy**. Part of our Looked after Children and Care Leavers Strategy is our Pledge to children and young people. These are the commitments we make to looked after children and care leavers about how we will care for and support them.

The CPB may inquire into any service for looked after children or that contributes to outcomes for looked after children and care leavers across the system including social care, education, health, policing, housing, leisure, transport and more. The CPB will respond to specific issues, blockages and challenges raised by the Corporate Parenting Operational Group (CPOG) or any other stakeholders as needed.

## 1.2 Membership

The Board has [cross party membership](#) and is chaired by the Lead Member of Children's Services (LMCS).

Name	Role
Cllr Clare Curran	Chairperson, Cabinet Lead for Children & Families
Cllr Denise Turner-Stewart	Cabinet Lead for Education & Learning
Cllr Fiona White	Member
Cllr Jonathan Essex	Member
Cllr Catherine Powell	Member
Cllr Steve Bax	Member
Cllr Julia McShane	Member
Cllr Rebecca Paul	Member
Cllr Maureen Attewell	Member
Jane Porter	Foster Carer
Cindy Morris	Care Experienced Foster Carer
Linda Grover	Foster Carer
Joanna Killian	Chief Executive
Rachael Wardell	Executive Director
Tina Benjamin	Director – Corporate Parenting
Jo Rabbitte	Assistant Director – Children's Resources
Anwen Foy	Headteacher Surrey Virtual School
Jessica Clark	User Voice & Participation Team Manager

The LMCS has a statutory role that was established in the Children Act 2004. The LMCS has political responsibility for the leadership, strategy and effectiveness of Children's Services.

The LMCS is responsible for ensuring that the needs of all children and young people, including the disadvantaged and vulnerable, and their families and carers, are addressed.

The LMCS is not involved or responsible for operational management of Children's Services and Education.

The role is to provide strategic leadership, support and challenge to both the Director of Children’s Services and the senior management team, as appropriate. It is a requirement for the LMCS to provide an annual update to Members on how we are meeting our Corporate Parenting responsibilities.

### 1.3 Relationship with CPOG

The Corporate Parenting Operational Group (CPOG) meets six times per year, meetings shadow themes of the CPB. The role of CPOG is to take forward issues and decisions arising from the CPB which require the engagement of operational services in and outside the council. CPOG is accountable to the CPB and the Director of Children’s Services for the operational delivery of the Corporate Parenting Strategy.

The group is also accountable to our children in care, care leavers and their carers. Unlike the CPB, CPOG has broad membership of officers from across the council, membership consists of foster carer representatives and senior Children’s Services’ leads with representation from key partner agencies including the NHS, police and health, enabling direct multi agency working and involvement.

### 1.4 Format of CPB meetings

A sequence of pre-meetings enables six annual Board meetings to run efficiently during a 12-month reporting period.

The table below demonstrates how we effectively plan and implement CPB meetings.

Item	Deadline	Responsible Owner(s)	Purpose
<b>1. Forward Plan meeting</b>	8-wks before CPB	DCS, Lead Cabinet Member, Director, AD, PM	Agree agenda, discuss report content & contributors
<b>2. Draft Report meeting</b>	3-wks before CPB	DCS, Lead Cabinet Member, Director, AD, PM	Review draft reports, make recommendations & additional requests
<b>3. Pre-meet with CYP</b>	Evening before CPB	All Members of the CPB, looked after children & care leavers	Listen to the views of service users on the CPB theme
<b>4. CPB</b>	Every 2-months	CPB Members & small number of senior officers	Corporate Parenting Board meeting makes recommendations & monitors action-tracker
<b>5. CPOG meeting</b>	1-month after CPB	Multi-agency officer membership	Implement actions & recommendations from CPB

### 1.5 CPB meetings held in 2021/22

In 2021 the reporting period of the CPB was changed to align with the financial year, this change resulted in 7 CPB meetings being held during 2021-22. A Board Forward Plan sets out the theme and dates for 6 CPB meetings during a 12-month period.

**In 2021-22 7 themed CPB meetings were held**

CPB date	Theme	Reports
22 April 2021	Preparation for Independence	<ul style="list-style-type: none"> <li>- Moving Towards Independence</li> <li>- Independence Skills</li> <li>- Children's Homes Annual Report</li> </ul>
22 July 2021	Health & Wellbeing	<ul style="list-style-type: none"> <li>- Clinical Commissioning Group (CCG) Health Report</li> <li>- Emotional Wellbeing &amp; Mental Health (EWMH) for looked after children and care leavers</li> <li>- Hope/Extended Hope Service</li> <li>- Link Member Scheme</li> </ul>
02 September 2021	Education, Employment & Training	<ul style="list-style-type: none"> <li>- Education, Employment, Training &amp; Apprenticeships for care leavers</li> <li>- Looked after children with Special Education Needs &amp; Disabilities (SEND)</li> <li>- Surrey Virtual School Annual Report</li> </ul>
21 October 2021	Placements, Sufficiency, Permanence	<ul style="list-style-type: none"> <li>- Adoption Southeast Annual Report</li> <li>- Fostering Service Annual Report</li> <li>- Independent Visitors Annual Report</li> <li>- No Wrong Door Implementation</li> <li>- Sufficiency Annual Report</li> <li>- Thresholds and Outcomes for looked after children</li> </ul>
09 December 2021	Leisure, Culture & Life Skills	<ul style="list-style-type: none"> <li>- Rights &amp; Entitlements</li> <li>- Leisure Enhanced Offer</li> <li>- Financial Independence for looked after children</li> </ul>
27 January 2022	Safeguarding of Looked After Children and care leavers	<ul style="list-style-type: none"> <li>- Exploitation &amp; Missing</li> <li>- Contextual Safeguarding (policing)</li> <li>- Safeguarding &amp; Mental Health of looked after children &amp; care leavers</li> <li>- Surrey's Approach to Anti-bullying &amp; Implications for looked after children</li> </ul>
31 March 2022	Preparation for Independence	<ul style="list-style-type: none"> <li>- ILACS Ofsted Inspection report</li> <li>- Independence Skills feedback from the pilot</li> <li>- Moving Towards Independence</li> </ul>

The CPB will scrutinise thematic reports from a range of services, such as education, health, leaving care service, adoption and fostering services. The CPB has several standard agenda items, the only themed standard agenda item is 'views of children and young people' (C&YP).

#### CPB standard agenda items:

Standard Item	Purpose	Author(s) amend
Views of C&YP on the CPB theme	To understand what is & what is not working well in relation to themes. To listen to the recommendations and suggestions for service development from C&YP with care experience	Participation Officer

<b>Performance Report</b>	To understand current data & trends in relation to children looked after & care leavers	Strategic Analyst
<b>*Directors Update</b>	Provides regular updates on key areas for the services delivering Corporate Parenting across the county. It provides a summary of the Alerts and Escalations raised on behalf of children by the Independent Reviewing Service.	Director of Corporate Parenting
<b>‘Getting to Good’ Improvement Update</b>  <b>Renamed ‘Achieving Excellence’ following Ofsted ILACS inspection</b>	To provide information & awareness of the various transformation projects & improvement activity currently underway across Surrey’s children’s services. To provide an update on the improvement of corporate parenting services supporting children in care and care leavers.	Senior Programme Manager
<b>CPB Action Tracker</b>	To provide a status update on CPB actions.	Corporate Parenting Project Manager

\*The Directors Update provides assurance to the CPB through providing updates on serious incidence and reporting on vulnerable groups of C&YP, including:

- Missing and exploited
- Young people in secure hospitals
- Number of children in secure accommodation Section 25
- Young people looked after in custody
- Missing and exploited children
- The number of Independent Reviewing Officer (IRO) alerts are reported, included the reason and resolution of the alert
- UASC, EU Settled Status for Looked After Children, care leavers and support for children affected by the Afghanistan crisis

## 1.6 Action Tracking

An action tracker is maintained by the corporate parenting project manager and progress is reviewed at each CPB meeting. Many CPB actions are allocated to CPOG members, a combined action-tracker enables CPB actions to inform CPOG agenda planning.

# 2. OUR VISION AND VALUES

## 2.1 Corporate Parenting Vision

**To be the best corporate parents we can be, working together to provide children and young people in our care with happy and healthy childhoods, helping them reach and exceed their potential and aspirations, and supporting them into successful adulthood.**

## 2.2 The values we bring to help us realise our vision

- We must be the strongest champions of and advocates for all our looked after children and care leavers.
- We should have positive regard for all looked after children and care leavers and make sure that all are nurtured, feel loved and supported.
- Looked after children and care leavers are 'our' children and young people and we must have strong ambitions and aim high for all.
- All our young people are individuals and unique and we must parent each child as such.
- We must build trusting relationships with our children and young people so they feel able to give us their views and can talk to us about their wishes and feelings, their anxieties and hopes.
- We must listen to our children and young people and take account of their views on all matters which affect them.
- We must be resilient and persistent parents with an uncompromising approach to doing the best for our children and young people and a willingness to 'go the extra mile'.
- We want to continuously improve as corporate parents and continuously improve outcomes for our young people.

## 2.3 Pledge Promises



The work of the CPB is underpinned by the Seven **Corporate Parenting Principles** that are enshrined in the Children and Social Work Act 2017 below.

1. To act in the best interests, and promote the physical and mental health and well-being, of children and young people.
2. To encourage those children and young people to express their views, wishes and feelings.
3. To take into account the views, wishes and feelings of those children and young people.
4. To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners.
5. To promote high aspirations, and seek to secure the best outcomes, for those children and young people.
6. For those children and young people to be safe, and for stability in their home lives, relationships and education or work.
7. To prepare those children and young people for adulthood and independent living

## 2.4 Corporate Parenting Strategy

This strategy has guided our priorities throughout the year, it outlines our vision for children and young people looked after by the council, or formerly in care, and the values which inform the way we meet our corporate parenting responsibilities. Drawing on the requirements of the [Social Work Act 2017](#) and the seven corporate parenting principles, it sets out our priorities and the actions we take to ensure that no child looked after by the council is 'left behind'. The Strategy was developed in consultation with children and young people, carers and staff both from the County Council and from partner agencies, a young person version is available.

The Corporate Parenting Strategy is currently under review.

## 2.5 Sufficiency Strategy 2020-2025

Surrey County Council is legally required to consider sufficiency and the term is defined in the [Children Act 1989](#) which is the primary legislation in which all Children's services operate. The act requires all local authorities to take steps that secure, as far as reasonably practicable, enough accommodation within the authority's area that meets the needs of children that the local authority is looking after. Aside from being a statutory duty however, we also know that working to secure the right amount of appropriate provision, in the right places and at the right time, makes a massive difference to Surrey's looked after children and care leavers, and is a key part of how we can enable them to achieve better outcomes. Our aim in producing our [Sufficiency Strategy](#) is to enable the system of support to realise better outcomes for looked after children and care leavers.

## 2.6 Listening to Service Users



The CPB utilises a range of methods to actively listen to C&YP, listening to service users provides Members with a deeper understanding of the reality of life as a looked after child or care leaver. The User Voice and Participation (UVP) team create a Microsoft Form based on a specific CPB theme, relevant feedback from participation groups and targeted consultations/events from the previous 12-months are collated into an impactful report and presented to the Board. Presentations include videos, audio and quotes from young people that are framed around what is working well and what needs to be improved. We ask the question *'if you were in charge what would you do differently?'*. These

presentations are shared in the agenda pack before the CPB and discussed in the meeting to ensure that the Board have the views of young people at the centre of their decision-making.

In addition to a written report, a virtual meeting with C&YP is held in the evening prior to the CPB meeting. Evening meetings allow C&YP to return home from work, school or college. C&YP tell us they are happy with the format of pre-board meetings because they enable a comfortable opportunity to share experiences with Board Members online from home. Approximately 4 to 8 C&YP attend these meetings, due to different C&YP joining virtual meetings, a prep meeting is held with the UVP Participation Officer to review Board Member Profiles and discuss themed findings from the report.

We previously held CPB away days for Care Council members and CPB Members to build relationships. It was not possible to do this in person this year due to Covid-19, however with the relaxation of restrictions, we plan to hold a fun face-to-face event with C&YP in Summer 2022 in conjunction with the review of our **Corporate Parenting Strategy 2019 - 2022 and Pledge Promises**.

We have created an **Action Card database** with feedback from our looked after children, young people and care leavers. Action Cards are raised by young people or CPB members to raise an issue they would like to be resolved. There is a clear process and CPOG is responsible for ensuring actions are resolved and practice is improved. Action Cards are allocated to senior leaders and should be responded to within 2 months.

**The Big Survey** is an annual consultation survey sent to all looked after children and care leavers, the findings tell us C&YP's views on a range of issues such as placement stability, education and leisure activities. Findings were presented to the CPB and CPOG members, where action cards were agreed to improve practice. A total of 179 children and young people completed the Big Survey 2021 which was an increase from 2020. The Leaving Care Service and the Looked After Children Service are participating in the [Coram Bright Spots Survey](#). This survey aims to evaluate the lived experience of C&YP with care experience and provide a national benchmark that will assist Surrey to prioritise service development.

Members of the CPB participated in the **Foster Carer Winter Event** held at Silvermere Golf Club with over 100 foster carers in December 2021, the most heart-warming award recognised 37-years of service by one Surrey foster carer. The Chair of the Foster Carer Executive (FCE) is a CPB Member and in 2022 the Corporate Parenting Project Manager will attend bi-annual Foster Care Executive Meetings to provide updates on the CPB forward plan and gather views and comments from foster carers on key CPB themes, such as 'preparation for independence' and 'sufficiency'. The Chair of the CPB and Director of Corporate Parenting have scheduled regular meetings with the FCE to listen to foster carers and respond to challenges, these findings will be fed in to the CPB to ensure the Board listens and responds to the views of our foster carers.

### 3. SURREY CONTEXT: CHILDREN IN CARE AND CARE LEAVERS

**Data varies throughout this Annual Report 2021/22 because themed reports were presented to the CPB at different times throughout the year. All data in this section is accurate from March 2022.**

Surrey Children's Services were recognised by Ofsted as 'Requiring Improvement to be Good' in March 2022 following an **ILACS inspection**, this judgment acknowledges the significant improvement since our earlier May 2018 inspection judgement of 'Inadequate'. The inspection took place over 1-week 'off-site' and 2-weeks 'on-site', inspectors met with hundreds of professionals and reviewed hundreds of documents and children's records. A great deal of work took place 'behind the scenes' with colleagues preparing Key Lines of Enquiry (KLOE) on the request of inspectors. Ofsted highlighted 6 key priority areas for improvement, 'task & finish groups' have since been established and comprehensive improvement plans will be implemented. At each CPB meeting a progress report will be shared with members. Other positive Ofsted inspection news from this reporting period includes HM Inspectorate of Probation inspection of Surrey Youth Offending Service, this resulted in a rating of 'Good' overall and 'outstanding' in three areas.

Surrey County Council have **8 in-house residential homes**; 4 community homes, 1 solo provision, 1 emergency mental health respite care and 2 specialised services for children with disabilities. Due to Covid-19 Ofsted suspended all routine inspections of social care providers on 17 March 2020, assurance visits were carried out instead. These visits did not result in a graded judgement and



instead of a report each home was sent an outcome letter. All homes, with the exception of Ruth House, received positive feedback on their progress. One community home was closed following an Ofsted inspection.

In March 2021 two Residential Skills Audits were undertaken based on the Social Care Common Inspection Framework (SCIFF). The audit found that children's homes were good at offering stability and 'stickability' and had begun to offer quite specialist care which reflected the needs of the wider cohort of young people, such as those young people with mental health needs, those who were emotionally dysregulated or in crisis, vulnerable to or at risk of criminal exploitation, and those with involvement with the criminal justice system. Occupancy of the community homes remains consistently high at a minimum of 95% with the average length of placement for C&YP at approximately 15.5 months. In 2021 Council approved a spend of 1 million to update and modernise the current portfolio of Surrey children's homes. A further **capital fund investment** of over 3 million was approved, this exciting development will contribute significantly to SCC achieving its sufficiency ambitions.

### **Looked After Children Totals**

The number of children looked after has increased over the last 3 months from 1,029 in January 2022 to 1,050 in March 2022. The number of unaccompanied asylum seeking children (UASC) has also increased over the same period. This data reflects a national trend of increasing numbers of children, including unaccompanied minors, entering the care system.

### **Unaccompanied Asylum Seeking Children**

Approximately 13% of Surrey's under 18 looked after population are unaccompanied asylum-seeking children (UASC). Approximately 35% of Surrey's care leaver population is asylum experienced with 99.94% of the population male and 0.06% female. Surrey has participated fully in the National Transfer Scheme (NTS) and has continued to accept new arrivals alongside young people that may present within Surrey not linked to the scheme. Surrey currently has 136 young people under the age of 18 and 307 18 plus asylum experienced care leavers whom Surrey is corporate parents to.

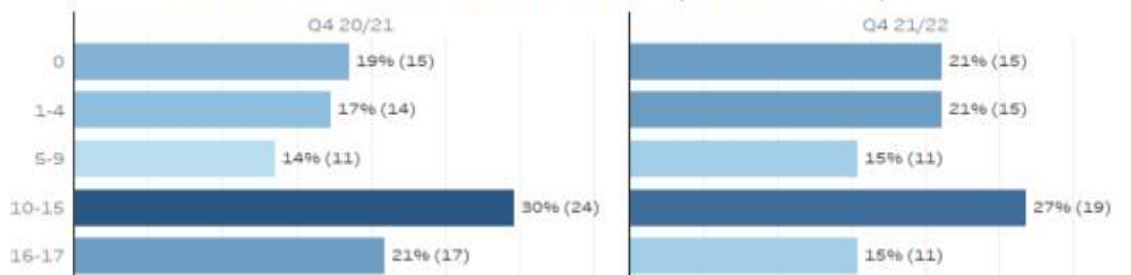
### **Age Breakdown**

Surrey's age profile of looked after children is broadly in line with the latest national figures. 5% of children are aged under 1-year, 14% are aged 1-4 years, 19% are aged 5-9 years, 39% are aged 10-15 years and 23% are aged 16 and over.

### **Age Profile of Children becoming Looked After**

The age group breakdown of children becoming looked after in the last full quarter (1 January 2022 to 31 March 2022) is shown below along with the same period last year for comparison. This data excludes unaccompanied asylum seeking children.

### Children Becoming Looked After by Age (excluding UASC)



### Looked After Children Distance from Home

For current looked after children with a home and placement address recorded, 64% (569 children) have been placed within 20 miles of their home address, an increase when compared to the same period 12 months ago (62%). **We are making progress against our ambitious target of 80% of C&YP living in county.** 16% (140 children) of looked after children are placed more than 50 miles from their home address.

### Placement Category

The table below shows placements by type of provision.

Placement Type	Mar 2021	Mar 2022	Change
Fostering - Total	703	669	-34
	71%	64%	-7%
<i>Of which Internal</i>	491	458	-33
	49%	44%	-5%
<i>Of which External</i>	212	211	-1
	21%	20%	-1%
Placed for Adoption	18	24	6
	2%	2%	0%
Other Placements	273	357	84
	27%	34%	+7%
<b>Total Placements</b>	<b>994</b>	<b>1050</b>	<b>+56</b>

\*Other Placements accounts for 34% in March 2022, this includes Independent Living, Children's Homes and Residential Placements.

### Placement Stability

The long-term stability of placements has surpassed our target of 70% for the last 12 months (75% for March 2022).

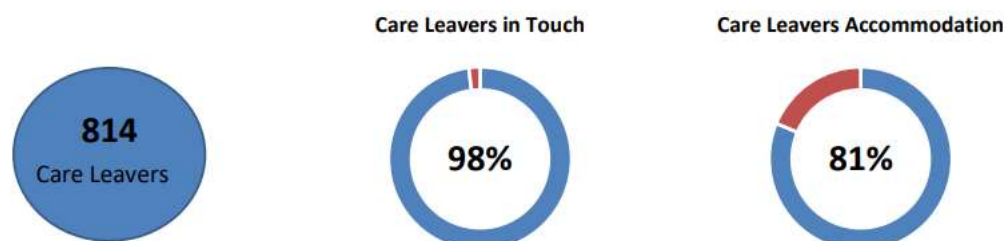
### Looked After Children Leaving Care (including UASC)

Coupled with the increase in the number of children becoming looked after in recent months; a lower number of children leaving care has contributed to more children being looked after.

The number of children leaving care has decreased over the last 3 months from 49 in January 2022 to 20 in March 2022.

### Care Leavers in Touch and In Suitable Accommodation

There are currently 814 care leavers supported by SCC; 798 (98%) are currently in touch with us and 662 (81%) are recorded as living in suitable accommodation.



The largest two groups of care leaver accommodation type are **semi-independent accommodation** (27%) and **independent living** (24%).

### 3.2 Impact of Covid-19

Despite continuing to drive improvement, the Covid-19 pandemic has inevitably had a major impact on the delivery of frontline services, high numbers of Covid-19 affected a number of our Children's Homes and significantly impacted on staff sickness. **We continued to restore services and meet our statutory requirements through 2021/22**, the Service did not return to virtual visiting during the second national lockdown, and contact centres remained open with some moderations to ensure adherence to public health advice. During this period the demand for services increased dramatically with an increase in children coming into care during lockdown, specifically teenagers on section 20 (voluntary) agreements.

In March 2021 an **Ofsted Monitoring Visit found that Surrey responded well to Covid-19**, whether by managing the increased demand at the front door, returning as soon as possible to face-to-face visits, working hard to promote contact between children in our care and their families, or securing additional staff to keep caseloads relatively low.

**Schools re-opening** on 08/03/21 was a significant date for children and young people. Whilst around 50% of our children were attending school during lockdown, the remainder were experiencing home schooling. The Ofsted Monitoring visit in March 2021 found 'virtual school provides effective support to enable children in care to attend school. The attendance of children in care and those with a social worker has been good. During the pandemic, additional funds have been used by the virtual school to provide devices to enable children in care to access education remotely'. (Ofsted)

Central Surrey Heath (CHS) commenced **the vaccine programme** in schools on 22/09/2021. The NHSE target for vaccine take-up is 75% and the immunisation programme for children continues to be rolled out successfully. Surrey-wide 957,789 first doses have been administered to those aged 12+ between 8th December 2020 to 27th February 2022. Benchmarking data shows that 85% of individuals in Surrey aged 12+ have received first dose Covid-19 vaccinations. This is the same as Southeast average (85%) and above the England average (80%). In total, 904,222 second doses have been administered to those aged 12+ (80% of individuals aged 12+) in Surrey. 739,916 individuals aged 18+ (72%) in Surrey D&Bs have received a booster or third dose of a Covid-19 vaccination (data obtained from the Surrey Covid-19 Mass Vaccination Intelligence Report dated 8<sup>th</sup> March 2022 provided by Surrey Heartlands).

All visits to children and care leavers continued to be offered face-to-face unless the worker or family/children's home were required to self-isolate following contact via the track & trace system.

It was acknowledged that the full impact of the Pandemic on the emotional well-being of children and care leavers is yet to be understood. The CPB was informed that some children responded well to increased time with foster carers and residential staff and whilst this was rewarding for many carers and staff, it was also a significant pressure on those that provided home schooling due to shielding.

### Key principles have continued to underpin our work during these exceptional times:

- Child-Centred - Promoting children's best interests: nothing is more important than children's welfare; children who need help and protection deserve high-quality and effective support as soon as a need for help is identified
- Risk-Based - Prioritising support and resources for children at greatest risk
- Family-Focused - Harnessing the strengths in families and their communities
- Evidence-Informed - Ensuring decisions are proportionate and justified
- Collaborative - Working in partnership with parents and other professionals
- Transparent - Providing clarity and maintaining professional curiosity about a child's wellbeing

The Big Survey 2021 asked Surrey C&YP about the health and emotional effects of Covid-19. Listening to the lived experiences of C&YP in our care has helped us to shape the combined response to improve mental health services and provision.

### Impact of COVID-19 on Care Leavers

☹️ Negatively impacted: *social life (37%), wellbeing (35%), relationships (31%), ability to access services they need (25%)*

😊 Positively impacted: *ability to access services they need (24%), support network (21%)*

😐 Not at all impacted: *finances (51%), employment (51%), education (47%), support network (31%).*

### Impact of COVID-19 on Looked After (primary and secondary) Children

The survey asked about the effects of COVID-19 in primary aged children

😊 Good way: *attending school and learning (53%), seeing/speaking with people who support/look after them (47%) and wellbeing (46%)*

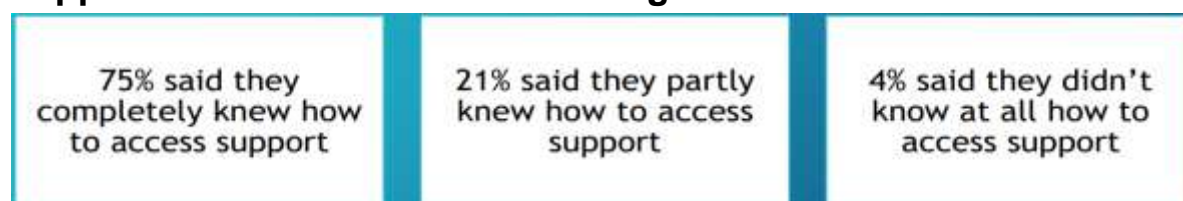
☹️ Bad way: *doing things I enjoy (46%), seeing friends/family (37%)*

The survey asked about the effects of COVID-19 in secondary aged children

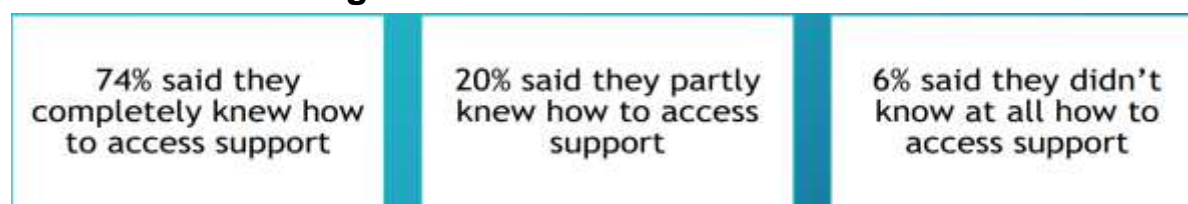
😊 Positively impacted secondary children: *services they need (28%)*

☹️ Negatively impacted: *education (38%), social life (38%), relationships (28%), wellbeing (26%)*

### All school age Looked After Children told us the following about accessing support for their emotional wellbeing



## Care Leavers told us the following about accessing support for their emotional wellbeing



## 4. SPONSORED CORPORATE PARENTING BOARD ACTIVITIES & PROGRAMMES

To enable Members to promote and celebrate achievements of children and young people and to understand operational challenges faced by children & young people and their workers/carers, Members actively participate in a number of corporate parenting programmes and projects.

The CPB sponsors specific activities and member-led projects including:

- The Celebration Fund
- Link Member Project
- Bicycle Scheme
- The Corporate Parenting Offer for CYP (driving lessons, laptop scheme, leisure offer, council tax exemption)
- Member Practice Conversations
- Member Skills Profile
- Care Leaver Covenant

CPB Projects are coordinated by the Corporate Parenting Project Manager in partnership with Members and C&YP.

### 4.1 Member Practice Conversations

We established a programme of 'Member Practice Conversations' in 2018 to support the CPB to listen, understand and act upon the experiences of children, young people, parents, carers and front-line practitioners. The conversations provide opportunities for those people to further understand the role of CPB members and for CPB members to identify and explore wider system issues impacting on the care, support and experience those people receive and/or deliver. Member Practice Conversations provide evidence of child, carer, parent and practitioner insight and experience, and are used to inform discussions at future CPB meetings, and shape assurance and decision-making that improves services and support for children. In 2021 Member Practice Conversations were stopped due to Covid-19, we are excited to announce plans to relaunch this programme in 2022 due to the lifting of restrictions.

### 4.2 Link Member Scheme

As part of ongoing quality assurance arrangements CPB Councillors undertake regular visits to Surrey Children's Community Homes. Each CPB Member is 'buddied' with an individual home, and one CPB Member makes regular visits to secure accommodation. The visits help us to further understand the experiences of staff, carers and children, and the quality of practice children receive. They also enable staff, carers and children to raise good news stories and general concerns independent of the operational service. Members often use their local connections to champion on behalf of homes, for

example, one Member coordinated with borough council colleagues and arranged for residents to receive free Rugby training from a local coach.

In May 2021 SCC held local elections resulting in many new county councillors joining and leaving their role within the county council. In June 2021 six new Members joined the CPB and opportunities were created to buddy seven link Members with Surrey Children Homes. Due to visit stagnation caused by Covid-19 and Member changes we took the opportunity to complete a review of the scheme, the aim being to identify the benefits and highlight opportunities for development. The timing of this review and re-launch were planned to coincide with new CPB membership and training.

### 4.3 Celebration Fund Panel

All councillors at SCC are committed to being good corporate parents and this means supporting C&YP in care and leaving care to achieve their full potential. To help with this there is a small, discretionary fund that corporate parents have set aside to:

- Support a child/young person pursue a hobby or interest
- Participate in a one off activity that will really benefit a child/young person's overall wellbeing
- Provide a child/young person with some additional 'equipment' to help be independent/achieve a goal and to engage in a sports activity
- Go on a visit, trip, or excursion (e.g., school trip)
- Celebrate personal achievements (no matter how small or large)

#### Feedback from young people

“Allowed me to continue with a hobby I have loved since I was young and wouldn’t have been able to continue with it otherwise.”

“I was very happy when I heard you had given me the award. It made me feel special.”

#### Feedback from Keyworker

“T is very happy, as he can explore different things with his friends. The award will enable him to expand his social skills and at the same time his education”.

For the year 2021/2022 Members were asked to contribute to the fund from their community allocation funds, **we are extremely grateful to 29 Members that contributed.** During this year the [Celebration Fund](#) worked with external agencies and private companies, this resulted in additional funding from [Active Surrey](#) to support specific requests for health and wellbeing including gym membership and sports equipment. A further donation was received from [ICG Medical](#), a multi-national company originating from Tandridge borough council.

The Celebration Fund Panel understand the needs of children and young people in care and leaving care, the fund uses its experience to influence further provision. For example, a standard offer for computers, driving lessons and bicycles has been agreed. This year Panel agreed 133 awards to the total of £17,564.91, below demonstrates some awards made during this period.



## 4.4 Bicycle Scheme for Looked After Children & Care Leavers

In June to September 2021 Surrey Children's Services launched a Bicycle Scheme pilot where 93 individual awards enabled looked after children and care leavers to purchase a bike. The total budget of £10,612.50 was sponsored by Active Surrey and Corporate Parenting (Children's Services). The success of this pilot made it clear there was a need to establish a long-term Bicycle Scheme to benefit a cohort looked after children and care leavers.

Due to the high number of applications received from care leavers during the pilot scheme and limited funding for the re-launch, we decided to undertake a survey to help us understand the picture a little better. Also, with rolling out a long-term scheme we thought it pertinent to understand if looked after children had any specific training needs in relation to road safety and cycling proficiency.

Over 115 supervising/children's social workers responded to our online survey, this pleasing response represented approximately 12% of the Surrey looked after children population.

### Some highlights from February 2022 online survey:

- ✓ 87% of C&YP can ride a bike
- ✓ Over half (51%) of C&YP do not have adequate skills to ride safely on the road
- ✓ 43% do not have access to or own a bike
- ✓ Of 115 C&YP in the sample only 37% (41) own their own bike
- ✓ 63% of C&YP that own their own bike do not have adequate road safety skills
- ✓ Of the 41 C&YP that own a bike – 75% of bicycles were purchased by foster carers

Funding for the 2022 [Bicycle Scheme for Looked After Children and Care Leavers](#) re-launch was sponsored by Active Surrey. An initial £20,000 is secured and the scheme plans to generate future funding through third and fourth (corporate) sector sponsorship and by exploiting local Social Value relationships. Below is a picture of a one of three specialist tricycles funded by the pilot scheme, these tricycles were provided to **Applewood and Ruth House** residential and respite homes for children with disabilities.

## Surrey's Bike Scheme

For those in care or care leavers

Are you a looked after child or care leaver (living in or outside Surrey)?

You can get help to buy a bike!

- For ages 5-25
- See application form for rules
- Amount of funding you get depends on your age and if the bike is new or fully refurbished
- Includes money towards a helmet
- FREE Bikeability training to improve your road safety
- Speak to your Key Worker/Social Worker for more information, or email [celebration.fund@surreycc.gov.uk](mailto:celebration.fund@surreycc.gov.uk)



"The bike is helpful, B feels happy to have his own bike. It is helping B to keep fit mentally and physically."

Apply by 19 April

To apply visit

<https://bit.ly/Surrey-bikes-2022>



## 4.5 The Corporate Parenting Offer

In recent months the Board have worked with D&B leisure operators to improve corporate parenting responsibilities towards looked after children and care leavers. In January 2022 a Member of the CPB took a Motion to council that was unanimously agreed by county councillors. A universal leisure offer and council tax exemption are examples of corporate parenting campaigns currently being championed by the CPB. The Board advocate to improve services and provision for C&YP, examples include the establishment of an offer of financial support for driving lessons and a 50% discount for care leavers in county when purchasing second-hand furniture and flooring.

### Local Offer for care leavers



**Your financial support and entitlements**

The care leavers local offer - our support for you



**Get your voice heard and events**

Ways to get involved



**Useful contacts**

Useful contacts for care leavers



**Your employment**

Helping you find a job



**Your health, wellbeing and relationships**

Stay fit, healthy and happy



**Life skills**

Helpful information and useful tips



**Your personal adviser and pathway plan**

Helping you achieve your goals



**Your accommodation**

Your options as a care leaver



**Your education**

Education and work opportunities

We have developed a strategy for the provision of gym membership for out of county C&YP through the Celebration Fund. We are having conversations with large private gym operators, such as 'Pure Gym' with nation-wide coverage to provide discounts for our C&YP living in the UK.

### PURCHASING SECOND HAND FURNITURE

If you're moving into your own accommodation talk to your PA to find out more about local charities who can offer up to 50% discount on second hand furniture and flooring (rugs and carpets). Working Community Furniture Project also offer 10% off electrical items.



## 4.6 Care Leaver Covenant

The [Care Leaver Covenant \(CLC\)](#) have not worked with such a large county council before, therefore SCC signing the Covenant provides a unique and exciting opportunity to create opportunities for Surrey care leavers. Having CPB and senior officer approval for signing the Covenant at this early stage of the process is another unique SCC feature.

# 5. Outcomes from Themed CPB meetings

The CPB held meetings under 6 key themes, as noted in Section 1. Below are six Board themes.

Theme
Preparation for Independence
Health & Wellbeing
Education, Employment & Training
Placements, Sufficiency, Permanence
Leisure, Culture & Life Skills
Safeguarding of Looked After Children and care leavers

## PREPARATION FOR INDEPENDENCE

### 5.1 Surrey Context

'We made a Pledge Promise to C&YP to tell them about options to them and involve them fully in making plans about their life'. The Leaving Care Service has worked to increase the number of Personal Advisors (PA's) with the majority now being in permanent employment. PA's have received up to date training around Housing and Welfare Benefits to ensure they can confidently discuss entitlements with young people. In the past year there has been considerable focus on the allocation of PAs to care leavers, approximately 60% of 16-year-olds now have a PA allocated at 16 with 90% allocation at 17 years.

Ensuring children & young people learn independence skills and are prepared for adulthood is a key role for any good parent. Following feedback from the annual consultation with looked after children and care leavers (Big Survey 2020) the below Action Card was presented to the corporate parenting service:

#### Action Card 103

*'As care leavers we would have appreciated and recommend more opportunities to expand our independence and finance/budgeting skills in our foster homes, placements or at workshops before reaching adulthood so that we feel ready and supported to take steps to becoming independent when turning 18'.*

In response to the Action Card an independence guide was developed and a residential worker and co-ordinator for the Assessment and Qualifications Alliance (AQA) programme implemented a pilot in the North-West (NW) Quadrant with C&YP in residential and foster care. This programme was reviewed in August 2021 where it became evident that this approach to delivering independent skills through the AQA programme was not resulting in the best uptake by our young people. The pilot found that

evidencing skills was time consuming and it took a lot of encouragement from residential/foster carers to engage C&YP.

In December 2021, it was agreed to establish a steering group to develop an innovative video library of clips added to YouTube for young people aged 13 – 18 years. The ‘**Surrey, how do I .....?**’ clips are led by young people and topics cover what young people feel is important, such as ‘Money Management, Healthy Relationships, and Healthy Eating’. The Virtual School currently run ASDAN which offers sixty short courses aimed at developing skills for young people aged 11+ years, because ASDAN does not require a trained assessor, the skills learnt can be signed off by a key worker/carer/trusted adult to confirm that work has been completed. Surrey has a large cohort of UASC and young people with additional needs, therefore offering ASDAN and ‘Surrey, how do I .....?’ video clips will provide a comprehensive supplementary offer of support. This is in conjunction with a range of independence support and guidance provided by social workers and PAs as C&YP travel through the care system.

**Surrey Grandmentors** was launched in 2021 to provide bespoke mentoring for a cohort of 30 care leavers. Grandmentors is a mature organisation with a proven track record and infrastructure around mentoring Care Leavers and other young people from vulnerable groups. This scheme is part funded during its first year by the Virtual School, and future funding for the next two years has been secured.

## 5.2 Key themes from Surrey Looked After Children & Care Leavers

The User Voice and Participation (UVP) team reached out to participation groups, the Care Council, Care Council Juniors and used feedback from the BIG Survey to understand young people’s feelings about preparing for independence. 30 young people aged between 12 and 23 years old who lived in foster placements, residential homes, supported accommodation and independent living contributed their thoughts to the presentation

### The top three skills that C&YP told the Board they needed were:

- a. Support with completing important paperwork
- b. Cooking on a budget and healthy eating
- c. Money Management

## 5.3 Key CPB actions in response to feedback from C&YP

Actions from CPB – theme Preparation for Independence	
<b>CPB action</b>	Make a clear ask of foster carers to ensure consistency in preparing C&YP for independence
<b>Response</b>	The AQA Independence Pilot was opened to children living with foster carers, experienced carers have been asked to speak to fellow carers about the benefits of AQA & workers are encouraged to maintain a placement plan that covers a range of independence skills as C&YP get older. Including conversations about Staying Put/Shared Lives/Supported Lodgings at the age of 14 which in turn encourages conversation’s about independence
<b>CPB action</b>	Work with the third sector to negotiate a furniture & flooring offer for care leavers moving into independent accommodation

<b>Response</b>	Surrey Reuse Network (3 of the 4 charities covering Surrey) now offer a 50% discount on second-hand furniture & flooring
<b>CPB action</b>	Mobilise corporate parents to share their experience and skills with C&YP
<b>Response</b>	A project to map the skills of (81) county councillors was drafted & is being consulted on at present
<b>CPB action</b>	Work with the 2 remaining borough councils (BC) to ensure Council Tax Exemption is provided by all 11 BC
<b>Response</b>	From April 2022 all 11 BC provide 100% Council Tax Exemption to care leavers living in-county
<b>CPB action</b>	Support the join up between education and social care around participation in EET
<b>Response</b>	The Virtual School have increased staffing in the post 16 team & are funding an Employment Education & Training coach within the team.
<b>CPB action</b>	Identify funding to continue the GrandMentor Scheme for care leavers
<b>Response</b>	Funding has been secured to run GrandMentors for a 3-year period
<b>CPB action</b>	Personal Advisors (PAs) to receive adequate training to enable them to provide appropriate level of advice & guidance
<b>Response</b>	PAs access training in respect of pathway planning, welfare rights & entitlements, housing legislation with training being commissioned SHELTER on specific areas for example tenancy management. We have an ongoing contract with SURREY WELFARE RIGHTS who can respond to any financial queries arising for care leavers
<b>CPB action</b>	Look into more financial support for care leavers, in addition to 'Setting Up Home Allowance'
<b>Response</b>	The Local Offer was reviewed to increase finance benefits & practical support to care leavers, including savings on furniture/flooring and floating support for vulnerable YP to manage their tenancy
<b>CPB action</b>	Review the Independence Skills Pilot
<b>Response</b>	In 2021 the pilot was reviewed & replaced with a project called 'Surrey how do I ....?'

\* Actions from the second Preparation for Independence Board meeting held on 23 March 2022 have not been included, as these actions are still in the early stages of progress when writing this report.

## HEALTH & WELLBEING

### 5.4 Surrey Context



2021-22 has been a complex and transformational year for Surrey with Covid-19 continuing to shape health services for looked after children and care leavers. The implementation of [MINDWORKS Surrey](#) will improve emotional wellbeing and mental health (EWMH) outcomes for C&YP. At the same time the procurement process has been completed for the new

EWMH contract which started on 1<sup>st</sup> April 2021, this new Alliance contract includes circa £6m of additional investment (equally provided by the Clinical Commissioning Groups (CCGs) and the County Council) over a 7-year period. The service has a new focus on early intervention and prevention under the [Thrive Framework Surrey](#).

Ofsted commented, “Children’s health needs are identified well. When there is delay for children accessing CAMHS, including those who self-harm, many children are offered packages of support for their emotional health and well-being through alternative specialist provision. The health needs of care leavers are well understood, and personal advisers work well with care leavers and health professionals to ensure that specific health needs are addressed. The emotional and mental health needs of some care leavers are met through bespoke packages of support, but some care leavers do not receive help promptly when they need it”. (Ofsted ILACS 2022)

National benchmarking data shows that Children and Adolescent Mental Health Service (CAMHS) has experienced a 22% increase in demand above the same time last year. Despite this assessment waiting times for looked after children and care leavers in SCC have improved from 2019/20 to 2020/21. A new dedicated out of county role currently sits within the care experienced team within the Surrey and Borders Partnership to support care leavers placed more than 20 miles from the Surrey boundary line.

Guidance for virtual health assessments for Looked after Children during Covid-19 was produced. Following an initial risk assessment, most children received telephone or video non face to face consultations. Risk stratification was developed to identify children who would also require a face to face follow up where clinically indicated and safe to do so. The virtual approach has received positive feedback from some C&YP who find face to face contact uncomfortable. Initial Health Assessments (IHA) have been closely monitored by the CPB and figures continue with an upward trajectory for completion within statutory timescales. The Lead Member escalated a concern regarding low numbers of dental checks due to Covid-19 with the CCG, this resulted in the establishment of a new dental pilot which has increased capacity of dental care appointments for C&YP.

Hope is a unique service in Surrey with an experienced multi-agency team, the service rated outstanding by Ofsted works in partnership with Health, Education and Children’s Services to provide support to young people in the community and through day programme provision. The Hope service works with young people aged 11-18 who are experiencing complex mental health, emotional, social and behavioural needs which could cause a placement breakdown or lead to a psychiatric hospital admission. Hope Foster carers is a new model where young people can be placed for up to 12 weeks, foster carers are embedded in the Hope service. A Hope carer recently had the first young person placed with them which has been a success and prevented the young person being placed out of county.

C&YP raised concerns regarding the automatic referral of care leavers to children’s services during pregnancy. This resulted in the designated health team and UVP reviewing Pre-Birth Pregnancy guidelines. A new child friendly version of this document has been shared amongst health, social care colleagues and care leavers.

## **5.5 Key themes from Looked After Children & Care Leavers**

The C&YP views on Health, Wellbeing and CAMHS included feedback from 28 young people aged between 12-24 years who live in foster placements, residential homes, supported accommodation and independent living The presentation included quotes from looked after children and care leavers, and results from the Big Survey 2021.

## Key Priorities from C&YP

- A need for professionals to have a better understanding on the different health and wellbeing support services available for young people
- Most young people know who to contact for support with their emotional wellbeing and mental health
- Long waitlists for young people to access mental health and emotional wellbeing services such as talking therapies
- Young people have felt supported throughout the Pandemic by a range of people, including professionals, carers, and family members
- Young people do not feel supported by the mental health and emotional wellbeing services they receive

### Children and young people were positive about:

- Their support networks during the Pandemic** - young people stated that they were supported by a wide network including parents, carers and professionals.
- Children and young people reported that they liked the flexibility** of being able to have health assessments undertaken virtually.

### Children and young people felt that the following needed improving:

- Accessing support.** Young people reported that they struggled to access emotional wellbeing and mental health support during the pandemic. This included waiting times for appointments.
- Relationships with health professionals.** Young people wanted to build better relationships with the workers undertaking assessments to help them open up about what was happening to them.

## 5.6 CPB actions in response to feedback from C&YP

Actions from CPB – theme Health & Wellbeing	
<b>CPB action</b>	Share summary of positive feedback received from young people regarding the support they received during the Pandemic, and send to social workers, residential staff and carers
<b>Response</b>	Feedback was shared with front line workers & published on JIVE
<b>CPB action</b>	Work with D&B colleagues to provide gym concessions for C&YP
<b>Response</b>	A universal leisure offer is being established with D&Bs that agrees in principle to offer free leisure for C&YP & 50% discount for foster carers & birth children
<b>CPB action</b>	CPOG to explore approaches to integrating health passports with the NHS app on behalf of the CPB
<b>Response</b>	This action was added to the Healthy Outcomes Sub-Group (HOSG) & is in progress
<b>CPB action</b>	Ensure that professionals have up to date knowledge regarding access to services, resources, and support for children and young people
<b>Response</b>	The Local offer was revised for care leaves and a Finance Policy developed for looked after children, both documents are accessible to C&YP and their workers
<b>CPB action</b>	Consult with young people on App development

**Response**

A T&F group developed a proposal, consultation with C&YP found that not all would utilise an App, developing existing platforms and improving accessibility would be more effective

# EDUCATION, EMPLOYMENT & TRAINING (EET)

## 5.7 Surrey Context

We made an important Pledge Promise ‘to support C&YP with education and to help them grow with good skills for life’. During the Pandemic in 2020-21 a total of 734 laptops were provided to Surrey C&YP to support their learning, including some in years 12 and 13. Surrey virtual school (SVS) worked in partnership with two care leavers to create a fun [SVS Video](#) to help C&YP understand the role of their Virtual School. As of 3rd June 2021, there were 1049 children in the care of Surrey on the roll of the SVS with 71% in good and outstanding schools. The SVS reported improved Key Stage 4 results (Year 11) in the percentage of children achieving both English and maths s 9-4.

A striking feature of the post-16 cohort is the number of young people who have been recently taken into care, meaning that SVS has not had the opportunity before this point to influence their education. SVS has a dedicated Education Support Officer for UASC who works closely with schools, colleges, social care teams and outside agencies to offer support for new to care and looked-after UASC. SVS funds a specialist assessment from REMA (the council’s Race Equality and Minority Achievement Service) for each UASC which includes profiling of first language and English skills to support planning around English as an Additional Language (EAL) needs.

Not in education, employment or training (NEET) figures have reduced, the SVS work in this area has impacted most positively on young people in Year 12, where only 10.4% were NEET as of January 2022 compared with 27.3% in January 2021. As of January 2022, there were 356 young people in Years 12 and 13 cohort (16–18-year-olds) of whom 80 or 22.5% were NEET. *This compares to a cohort size of 304 in January 2021, of whom 88 or 29% were not in education, employment or training, a reduction of 6.5%.* Although this is in line with our statistical neighbours and consistent with the wider picture of NEET looked after children across England, the SVS works determinedly to reduce this. Recent measures have included the establishment of an Education Lead in all children’s community homes and SVS registering as a Functional Skills exam center.

All Care Leavers in Further and Higher Education are in receipt of the relevant bursaries, £1200 per annum for those aged 16 – 19 years in further education and £2000 per annum for those attending university. The below table demonstrates the high number of care leavers that have started their university course from 2017 to the current year.

2017-18	2018-19	2019-20	2020-21	2021-2
20	10	7	15	9

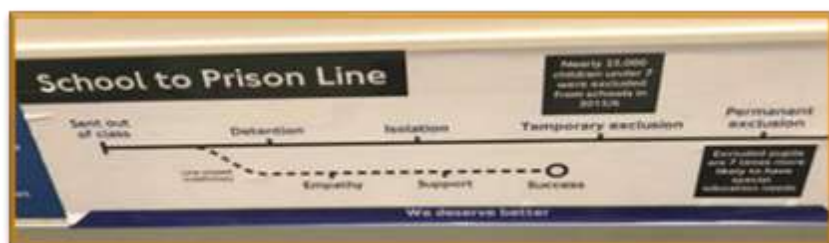
There are currently 31 young people engaged in apprenticeships across the council, some applicants choose not to disclose their care leaver status which can impact accurate reporting. There are three levels of apprenticeship on offer, intermediate, advanced, and higher varying between 15 months and

36 months to complete with apprenticeship opportunities. Across the Children's and Quality & Performance Directorates there are 13 apprenticeship posts ringfenced for young people with care experience, experience of mental health services and those with experience of SEND services, with 6 young people in post.

National data indicates that 'looked after children are almost four times as likely to have a special educational need or disability (SEND) than all children and are almost nine times more likely to have an Education, Health and Care Plan (EHCP) than all children.' (DfE 2019). SCC maintains 11,346 statutory Education Health and Care plans (EHCP) of these 302 are for young people who are looked after children which is 2.66% of the total EHCPs maintained by the council. The proportion of pupils who are not looked-after in England who have some form of SEND (15.14%) is almost the same as that for SCC (15.49%). This means that Surrey looked-after children are around four times as likely as other children to have SEND, at 60.93%. More SCC looked after children have SEND than those in England (55.74%) and looked after children in SCC are slightly more likely to have SEND than those in the Southeast.

A specific meeting ACME – Area Children Missing Education tracks children in each quadrant who are missing education or receiving an alternative education package. VSH report 2021 states: 'The Virtual School has secured a continued reduction of children missing education (CME) which has reduced from 33 in April 2020 to 3 in July 2021 – equating to 0.5% of the cohort. The percentage of children in 'education other than at school' is similarly low (0.5%). This reduction has resulted from SVS Education Support Officer advocacy supported by senior leaders, the monthly SEND – Virtual School – social care quadrant meetings where 'stuck' cases are resolved, and the support of Surrey's Corporate Parent Board around children with SEND'.

In 2019-2020 there were no permanent exclusions of Surrey's children looked after.



OFSTED noted that *"The virtual school provides effective support to enable children in care to attend school. The attendance of children in care and those with a social worker has been good."* (March 2021)

## 5.8 Key themes from Looked After Children & Care Leavers

16 looked after children and care leavers who are aged between 14-21 years and live in foster placements, residential homes, supported accommodation and independent living contributed to CPB feedback on the theme of education, employment and training.

### Themes from children and young people

- CYP would like more support from Surrey services to support them to prepare for and develop their careers and with finding and maintaining work
- Education is currently not flexible enough to support individual needs
- Most CYP feel supported in education and to reach their goals through support and guidance from allocated workers, the Care Leavers' Service, and their school

- **EET to CYP means learning the skills they need for the future, gaining more knowledge in preparation for independence and being financially independent and ready for adulthood**
- **Employment and training has been impacted by Covid-19, with CYP struggling to find employment opportunities during this time**

### Three top recommendations from children and young people

1. **Confidence & resilience:** C&YP to be given opportunities for work experience and mentoring to enable them to feel able to apply for more opportunities
2. **Support:** More specific guidance and action planning, for those who want it
3. **Communication:** More accessible information to be shared with C&YP regarding opportunities and experiences that will help their education and career pathway

## 5.9 Key actions in response to feedback from our C&YP

Actions from CPB – education, employment and training	
<b>CPB action</b>	Develop a formal strategy for education, employment and training for care leavers
<b>Response</b>	This work will be undertaken together with stakeholders and SVS/LCS aiming to be completed by Spring 2022.
<b>CPB action</b>	Provide further information on the impact of attendance on educational outcomes for children with SEND, particularly with regards to the impact of an attendance rate of 80% or less, and any particular issues for children with SEND
<b>Response</b>	An update report was added to the January 2022 agenda pack for Members
<b>CPB action</b>	Provide an explanation of what is included in 'other circumstances' in relation to young people not in education, employment or training
<b>Response</b>	The category of other is used for the purposes of statistical reporting to DfE. A request to the 'Change Board' has been made to explore how the category of 'other' can be explored
<b>CPB action</b>	Ensure child sexual exploitation is brought as an item to the Corporate Parenting Board in future, including information on how many children are at risk of child sexual exploitation
<b>Response</b>	An 'Exploitation and Missing Children' report was brought to the Board in January 2022

# PERMANENCE, PLANNING AND SUFFICIENCY

## 6. Surrey Context

Improving [sufficiency](#) of accommodation is a key strategic priority and in 2019 we made a Pledge Promises 'to do our best to make sure C&YP live in homes that are right for them'. On the 1<sup>st</sup> of April 2021, just over half of looked after children (51.6% or 515 individuals) were living within the geographic boundary of Surrey. This compares to the national average of 59%, for SCC this presents improvement when compared to a low point of 47.1% in county in April 2019. The latest data shows a continuing and increasing positive trend, with 54.2% of children who are looked after placed in the county (561) on 1 October 2021. SCC are actively reviewing and developing proposals to strengthen our in-house



offer of fostering and residential provision through children's homes, so capacity is maximised. Our working hypothesis is an ambitious goal of enabling 80% of looked after children to remain within SCC. Ofsted commented "A comprehensive sufficiency strategy is being implemented. The strategy is based on a detailed understanding of the gap between identified needs and resources. This is leading to an increased range of suitable accommodation options for children, although some gaps remain, especially for care leavers." (Ofsted ILACS 2022)

When fostering reported to the board in October 2021, it stated that 73.3% of looked after children were living with foster carers. Surrey Fostering Service has placed 502 (50.2% of the total looked after population) children with in-house foster carers. Of the total looked after children in foster care provision, 67% were placed with Surrey approved carers. This is an increase of 59 children with foster carers and 78 in Supported Lodgings or Staying Put arrangements since March 2020. The previous year has seen an increase in the number of fostering households approved from 393 in 2019/2020 to 398 in the reporting period 2020/2021. There were 286 general households which is small increase than the previous year and 112 connected persons households, an increase from 109 the previous year. This has been achieved against the backdrop of the Pandemic. In 2021 Surrey fostering service commissioned a Peer Review by Essex County Council, findings from the review are currently being implemented. It is important to note that in 2020-21 25 Surrey children were placed for adoption.

SCC officially launched the [Mockingbird Model](#), in conjunction with The Fostering Network, in October 2019. SCC Mockingbird has continued to develop, launching its third constellation on 10/8/2020. Mockingbird is an extended family model, with the aim of providing a community of support and relationships for foster carers, to reduce isolation and increase connection for both foster carers and children alike. The model provides for sleepovers and short breaks, peer support, regular joint planning and training, and social activities. SCC Mockingbird group activity over the year included 32 constellation meetings and 62 social activities, this number has doubled since the last reporting year and was an important source of support during the Covid-19 lockdown. In 2020/21 50 Mockingbird connected person foster carers were approved thus demonstrating the scheme continues to grow.

SCC has committed to implement the No Wrong Door™ model which was pioneered by North Yorkshire Council, and which provides support (and if necessary flexible accommodation) from one multi-agency hub for the most complex teenagers. SCC has committed to develop two No Wrong Door Hubs by the end of 2022/23. Each hub will be able to work with up to 40 young people at any one time who are at imminent risk of becoming looked after. NWD hubs will also support up to 10 young people who are looked after and who would benefit from NWD accommodation as well as support. This will reach a total of approximately 150 young people a year and will also provide a 24/7 crisis response.

During the reporting period the Independent Review Officers (IRO's) undertook 2,831 reviews. This is an increase of 117 review meetings compared to the previous year. Reporting data indicates that 98% of all children's looked after review meetings were held in time, this is above the target of 95%. During the past year, the care planning alert process was triggered for 286 children, this is an increase on the previous year when it was raised for 261 children. Overall, the alerts raised for children were due to 470 different reasons. The number of alerts, including the reasons and resolutions are regularly reported to the CPB.

## **6.1 Key themes from Looked After Children and Care Leavers**

Responses were received from 13 looked after children and 7 care leavers aged between 14-21 years, these C&YP live in foster placements, residential homes, supported accommodation and independent

living. This section includes responses to the Big Survey 2021 from 179 looked after children and care leavers aged 5-25.

## Themes from C&YP

- C&YP reported that to them **‘Permanence’ is a very important concept**, it means being able to call the place in which they live ‘home’, without being afraid of having to move again; it’s somewhere where they feel safe and stable, and that gives them a sense of belonging. Some young people also referred to permanence in terms of stable education and employment
- **The majority of C&YP feel supported where they live**, they have good relationships and communicate well within the home, with some saying that it feels like family

## 6.2 Key actions in response to feedback from our C&YP

Actions from CPB – Placements, planning and sufficiency	
<b>CPB action</b>	Circulate a briefing on the Access to Resourcing panel pilot. The briefing is to include detail on the scale of the pilot, plans to become mainstream, frequency of meetings, scale of impact and detail on staffing and resourcing.
<b>Response</b>	TOR are being reviewed and will be shared with Members when available
<b>CPB action</b>	Circulate detail of the sufficiency modelling for Members outside the meeting
<b>Response</b>	Details of sufficiency modelling were shared in a Members Sufficiency Session (1) March 2022
<b>CPB action</b>	The Board agreed to circulate a briefing outlining the short and long term impact of the family court delays and any plans for mitigation
<b>Response</b>	An update was provided in March 2022 action-tracker
<b>CPB action</b>	Circulate a breakdown of the children that were being placed out of county, and the reasons why, to the Board
<b>Response</b>	Written update was shared with Members

# LEISURE, CULTURE AND LIFE SKILLS

## 6.3 Surrey Context

In 2017 The Children and Social Work Act 2017 introduced a duty on all local authorities in England to publish information about the services the local authority offers care leavers aged 18-25 years. The current [Surrey Local Offer for Care Leavers](#) was developed in 2019/2020 and in 2021 a series of meetings were held to review, amend, improve and expand the content of the Local Offer to ensure its relevance for care leavers. This activity listened and responded to feedback from care leavers via the Big Survey 2021. The Ofsted Monitoring visit in 2021 noted that “young people were provided with extensive information in both paper and digital formats and have accessible links and signposts to more detailed information and further sources of advice”. In addition to clear information on rights and entitlements for care leavers, a Young Person’s Finance Policy was developed for looked after C&YP aged 0-18 years, this policy covered finance for C&YP living in the various types of placement options, it addressed ‘out of policy’ requests, such as clothing for a school Prom and set out clear finance processes for workers and managers.

[The Care Leaver Covenant](#) (CLC) is a DFE funded initiative dating from 2018, the key aim of the Covenant is for organisations to commit to provide additional support for young people leaving care;

making available a different type of support and expertise from that which is provided by local authorities. A key aspect of the Covenant requires local authorities to sign a Proforma stating their county-wide commitments to deliver change across five strategic areas below:



1. Awareness raising of the Covenant within the LA
2. Training and employment opportunities within the LA
3. Council tax exemption
4. Social Value policy
5. Economic development

In 2021 the CPB made a commitment to sign the CLC and in Spring 2022 a consultation event is planned with care leavers and partners to establish a ‘Wish List’ which will help to shape SCC Care Leaver Covenant commitments. Commitments will be aligned with **Surrey Social Value Priorities 2021**.

SOCIAL IMPACT		ECONOMIC IMPACT		ENVIRONMENTAL IMPACT	
reduce INEQUALITY	promote INDEPENDENCE & WELLBEING	discover HIDDEN TALENT	think LOCAL	tackle ROOT CAUSES of climate change	invest in Surrey's GREENER FUTURE

In 2021 a working group was established to address a ‘post code lottery’ within SCC. Historically 5/11 borough councils provided a leisure offer for C&YP living in a county council comprising of eleven different borough councils. Live leisure offers varied greatly from borough to borough, for example one offered free swim only, many excluded care leavers post 18 years and only 1/5 provided leisure provision for Surrey foster carers.

## Views from Foster Carers on the historic leisure offer provided by 5/11 borough councils

**“In my home Borough, Offers have been inconsistent and very difficult to find. Foster Carers need to ask because any advertised Offers are in hiding. This is echoed across the County”.**  
Jane Porter, Chair SFCA

**“From my point of view currently I do not know of any supported provision for leisure or cultural activities in my area, if it is out there it’s not easily visible or known about”.** Foster Carer

The working group, with support from senior officers and CPB elected members began a county-wide corporate parenting campaign to promote the adoption of a universal leisure offer. The working group engaged with borough council senior leisure officers and operators, in 2022 a free universal leisure offer was agreed in principle. This leisure offer will be available to all C&YP irrespective of the borough council in which they live. The offer specifically addressed children with additional needs and the existing barriers that prevent C&YP accessing leisure provision. [Active Surrey](#) have agreed to fund a P/T post to support D&B colleagues with administering the offer and to ensure provision is coordinated and monitored. An out of county leisure strategy agreed the Celebration Fund would support out of county gym membership applications.

## Below is the universal leisure offer agreed in principle by 11 D&Bs

## The Leisure Offer for looked after Children, Care Leavers & Foster Carers 2022

- Free gym membership
- Swimming access at all times (*not Spectrum*)
- Classes and additional activities – 50% concession
- All bookable activities - 50% concession
- All looked after children under 16 years are entitled to one free **adult** admission
- Looked after children and care leavers aged 16 and 17 years entitled to one **friend** admission – (*does not include gym membership*)
- Care leavers aged 18-25 with additional needs entitled to one free **adult** admission
- Foster carers and their birth children (aged under 18 years) have a 50% concession on all leisure provision

In 2019 Cabinet agreed a recommendation made by the then DCS and Lead Member to provide council tax discounts to care leavers, subsequently 9/11 borough councils made provision to provide care leavers living in county with 100% council tax exemption. In 2021 a working group was established by the CPB to encourage all 11 borough councils to adopt a fair and consistent offer in respect of council tax exemption. The group worked to improve finance processes and monitoring. Due to the tenacious effort of the CPB elected members and DCS, all 11 borough councils now provide council tax exemption for Surrey care leavers.

During the past 18 months, SVS has worked with Surrey Arts to offer free music lessons to Surrey Looked After Children, Active Surrey to promote various opportunities for C&YP to improve their health and wellbeing, developed the SVS Summer Extravaganza as a summer holiday offer to improve 'soft skills' primarily for our Y6 children transitioning to secondary school. The Big Leaf Foundation ran a 3 night residential to Jamie's Farm for our UASC and promoted the 'family learning' offer from Surrey Adult Learning (SAL). Summer holiday events from different providers were captured in one leaflet produced by a care experienced SVS events apprentice.

Surrey's Fostering Service and Children's Community Homes enable children to access a wide range of community based and tailored leisure activities, both services promote the Celebration Fund as a useful source of funding for C&YP living in all placement types to apply for items such as, sports equipment, day trips and leisure activities.

## 6.4 Key themes from Looked After Children and Care Leavers

14 looked after children and 12 care leavers contributed their views to this section, C&YP represented placement types including children's homes, foster care and independent accommodation.

### Themes from C&YP

- **Most C&YP report going to the park fairly often** and a good proportion use the gym, Some young people mentioned that leisure activities are too expensive
- **7 C&YP reported being aware of the "leisure offer** for looked after children and care leavers"
- All looked after children and the majority of care leavers report **feeling supported by their carer/worker in developing life skills**. C&YP suggested funding activities, taking C&YP to do activities, listening and communicating better would be helpful

- Some care leavers suggest that the **barriers in accessing cultural and leisure activities are money, time, and not knowing the area in which they live in**

## Three top recommendations from C&YP

- **Communication** – workers and carers should be available, helpful, great listeners and promote consistent dialogue with their young people
- **Finance is a major barrier in accessing leisure and cultural activities** - we urge services to liaise with boroughs and districts to ensure that there are consistent offers for care experienced C&YP to access activities for free or at a discounted rate
- **Signposting** – inform C&YP and their carers about other schemes and concessions available in their local area

## 6.5 Key actions in response to feedback from our C&YP

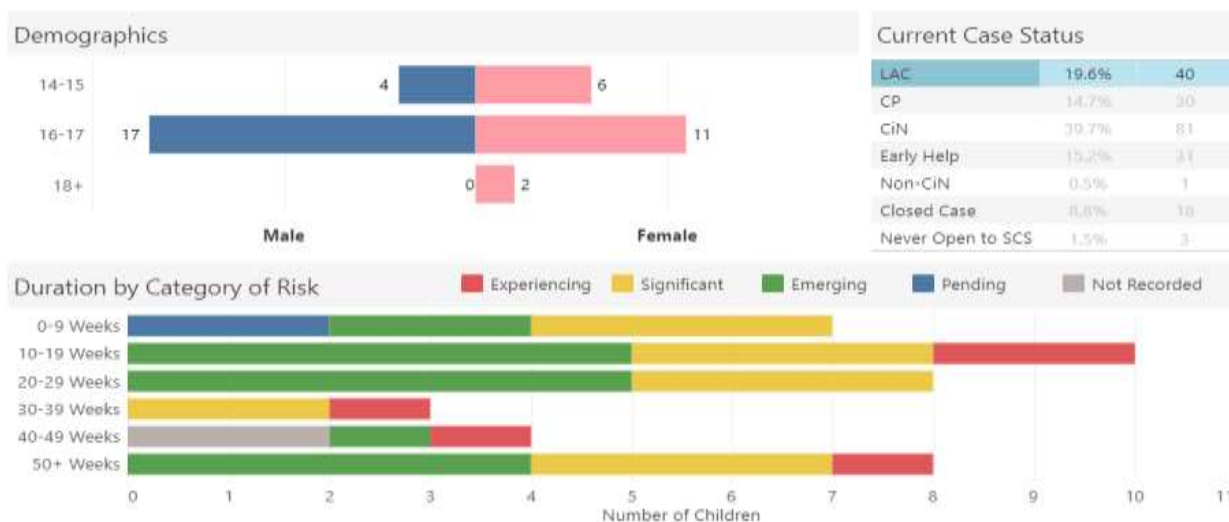
Actions from CPB – Leisure, culture & life skills	
<b>CPB action</b>	For Children, Families, Lifelong Learning and Communication colleagues to look into streamlining information regarding leisure offers to improve communication
<b>Response</b>	Funding for a post holder to coordinate the universal offer has been secured
<b>CPB action</b>	For the SVS to make the information regarding the NCS and the University of Surrey courses available to foster carers
<b>Response</b>	Delayed due to Ofsted visit, action is being completed
<b>CPB action</b>	For the Director for Children’s Services to look into foster carers accessing staff benefits
<b>Response</b>	This action is being progressed through CPOG fostering item
<b>CPB action</b>	The Chairman and Director for Children’s Services to follow up connecting the work of social prescribing to the wider work of the directorate and Mind Works
<b>Response</b>	This action is being progressed through CPOG

# SAFEGUARDING OF LOOKED AFTER CHILDREN AND CARE LEAVERS

## 6.6 Surrey Context

Exploitation and Children Missing from Home or Care has been identified as a priority area of work for Children’s Services, ‘keeping children safe and ‘feeling safe’ is a Pledge Promise we made to C&YP. As reported to the CPB in January 2022, there are currently a total of approximately 200 children identified as being at risk of exploitation across SCC, within these numbers our looked after children account for approximately 20% or 40 children with a large percentage being boys aged 16/17. Around 25% of these children are placed outside of Surrey.

**Below is a table to highlight the demographic of looked after children and care leavers at risk of exploitation**



Most children in care do not have any missing episodes. The proportion of looked after children and young people who are frequently missing is small and there is a comprehensive multi-agency risk management response for these children. Any child, whether looked after by SCC or supported by parents/carers gets a service if they are at risk of exploitation or go missing. There are a number of different systems in place to support SCC children and young people. As part of the newly refreshed and updated Terms of Reference for our Child Exploitation and Missing Teams, Surrey police have agreed a new process specifically in relation to children's homes, to ensure they are aware of any significant information involving any new child placed in the Home. Each children's home has a named SPOC (Single point of contact).

Surrey police developed a [Short Video](#) to highlight contextual safeguarding, this video has to date reached over 1 million accounts on Facebook, Instagram, and YouTube alone, with over 100,000 people watching, liking, sharing and commenting on it. A shorter version is planned that could be shared in local cinema's. Children's Services (UVP) with care experienced trainers have trained around 1,000 police officers and frontline staff across the Force to understand 'How to talk and engage with children and young people'.

## 6.7 Key themes from Looked After Children and Care Leavers

6 looked after children and 17 care leavers living in foster placements, supported accommodation and independent living contributed to a report on C&YP's views on safeguarding.

Themes from C&YP:

- **Support:** C&YP said they need a good support network of trusted people in their lives to encourage the feeling of safety. This can be workers, supported accommodation staff, carers, family & friends. Alongside being supportive, C&YP reported that this support network needed to actively listen to them and have regular communication with them
- **Security:** secure accommodation is key to ensuring C&YP feel safe in the places they call home. This includes secure entry into buildings, appropriate CCTV where necessary, staff on site where possible and other residents ensuring they keep buildings secure
- **Planning:** ensuring clear planning and timelines are in place for C&YP futures will help to decrease feelings of uncertainty and unsafety

The top three important areas identified by young people that would make them feel safer

- A good support network
- Having someone to talk to
- Activities to help with mental health

## 6.8 Key actions in response to feedback from our C&YP

Actions from CPB – Safeguarding of looked after children & care leavers	
<b>CPB action</b>	The UVP Officer to check the extent to which young people are consulted as a matter of course about their accommodation
<b>Response</b>	UVP Officer has contacted Chris Tisdall and Sarah Foster to identify any gaps, UVP will support CYP to participate fully
<b>CPB action</b>	For the Chair of the Board to raise the identification of dark alleyways in the county with the Cabinet Member for Transport & Infrastructure
<b>Response</b>	The Chair has spoken with Cabinet Member for Highways & Cabinet Member for Community Protection about street lighting and personal safety concerns
<b>CPB action</b>	Member to email the Police Officer regarding training for voluntary organisations
<b>Response</b>	Cllr. Catherine Powell is working with a member of Surrey Police
<b>CPB action</b>	Associate Director to provide updated information on referral to assessment and assessment to treatment times in three months' time
<b>Response</b>	A paper update will be shared with CPB members in April-May 2022
<b>CPB action</b>	Ahead of the May meeting of the Board the Chair and Officers to set up a one-hour session to cover the Sufficiency Strategy and supporting data
<b>Response</b>	A sufficiency session was held with Members on 21.02.2022 and a further session is planned in May 2022

## 7 Looking forward

The purpose of the Corporate Parenting Board is to inquire and understand; set ambition; and to champion and challenge our collective care of looked after children and care leavers. This is an assurance role that sits alongside multi agency operational work and organisational scrutiny. It is informed by our experts, our practitioners, children and young people and carers.

Throughout the next year we will monitor our performance against the Pledge Promises and refresh our commitments to children in care and care leavers, this important activity will drive the creation of a fresh new Corporate Parenting Strategy 2022-2026. Working in partnership we will continue to drive change and model best practice corporate parenting behaviours. The Board will work with Children's Services to support the implementation of the six OFSTED ILACS improvements:

- The quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16- and 17-year-olds and privately fostered children.
- Partnership work to secure support for children and young people's mental health and well-being.
- The provision of essential information to carers about children, and viability assessments to inform placements with friends or family.
- The sufficiency of suitable accommodation for young people, including care leavers.
- The quality and impact of supervision to ensure that decisions are timely and support the

progression of children's plans.

- The proportion of permanent staff, to reduce turnover

We will champion the signing of the Care Leaver Covenant which will set ambitious commitments to create opportunities and improve outcomes for Surrey Care Leavers. Having recently reviewed the external corporate parenting website, we will focus on developing an internal corporate parenting website to demonstrate impact and increase visibility and accessibility of the Board and its sponsored projects.

We have a number of challenges in the year ahead, particularly related to the ongoing impacts from the Pandemic, but we are committed to tackle these head-on to ensure we continue to drive improvements in the way we support children and young people in SCC.

## 7.1 Summary

This has been somewhat of a transformational year for the Board, with a project manager now established in the role, the Board and its Members will continue to champion positive outcomes for 1,050 children and 814 care leavers in our care and we will be relentless in asking ourselves and others **'Is this good enough for my child?'**

**"Children are not the people of tomorrow,  
but are people of today.  
They have a right to be taken seriously,  
And to be treated with tenderness and  
respect.  
They should be allowed to grow into  
whoever they were meant to be –  
'The unknown person' inside each of them  
is our hope for the future"**  
Janusz Korczak



# Annex 1. Glossary of Acronyms

ACME	Area Children Missing Education
AQA	Assessment and Qualifications Alliance
ASDAN	Award Scheme Development and Accreditation Network
ASE	Adoption Southeast
BC	Borough Council
C&YP/CYP	Children and Young People with care experience
CAMHS	Children and Adolescent Mental Health Service
CCG	Clinical Commissioning Group
CLC	Care Leaver Covenant
CME	Children Missing & Exploited
CPB	Corporate Parenting Board
CPOG	Corporate Parenting Operational Group
CSH	Central Surrey Heath
D&B	District & Borough
DFE	Department For Education
EET	Education, Employment & Training
EAL	English as an Additional Language
EHCP	Education, Health and Care Plan
ESOL	English to Speakers of Other Languages
EWMH	Emotional Wellbeing & Mental Health
FCE	Foster Care Executive
HOSG	Health Outcomes Sub-Group
IHA	Initial Health Assessment
ILACS	Inspection of Local Authority Children's Services
IRO	Independent Review Officer
IV	Independent Visitor
KLOE	Key Lines of Inquiry
LCS	Leaving Care Service
LCS	Liquid logic Children's Social Care System Software
LMCS	Lead Member of Children's Services
NEET	Not in Education, Employment or Training
NTS	National Transfer Scheme
NWD	No Wrong Door
PA	Personal Advisor
PEP	Personal Education Plans
PVO	Placement Value Outcomes
REMA	Race equality & Minority Achievement
SAL	Surrey Adult Learning
SCC	Surrey County Council
SCIFF	Social Care Common Inspection Framework
SEND	Special Educational Needs and Disabilities
SHS	Surrey Healthy Schools
SPOC	Single Point of Contact
SVS	Surrey Virtual School
UASC	Unaccompanied Asylum Seeking Children
UVP	User Voice & Participation (team)
YMCA	Young Men's Christian Association

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Wednesday, 6 July 2022

## CHILDREN'S SERVICES (ILACS) INSPECTION FINDINGS

### Purpose of report:

This report provides an update on the findings from the Ofsted Inspection of Local Authority Children's Services (ILACS) that took place in January 2022. The feedback from Ofsted, including further detail not published in the final inspection report, is included here along with an outline of the next steps that Surrey's Children's Services are taking in response.

### Introduction:

1. Children's services improvement is a high priority for the Council. Since the last full inspection of our services by Ofsted in 2018, we have been delivering an ambitious and innovative improvement plan which has driven by a focus on improving outcomes for children and families and goes well beyond resolving only the issues highlighted by Ofsted, the Department for Education (DfE) and the Commissioner.
2. The routine national inspection activity resumed in May 2021 following a pause due to the COVID-19 pandemic and Ofsted carried out a full ILACS inspection (also known as a 'Standard Inspection') of Surrey's children's services in January 2022. The [final report of Ofsted's findings](#) was published on their website on 9 March 2022.
3. This report sets out the scope and timescales of the inspection, the findings and feedback provided, and the next steps for the services to ensure we continue to build on the work so far and fulfil our ambition of delivering consistently good and outstanding services for children and young people in Surrey.

### Ofsted ILACS Inspection: Scope, Timescales & Processes

4. The ILACS inspection took place in accordance with the [ILACS Framework](#). It is principally focused on the effectiveness of Surrey's services to help & protect children, the effectiveness of the experiences and progress of children in care wherever they live (incl. those who return home), the arrangements for permanence for children who are looked after, adoption and progress of care

leavers. The inspectors also evaluate the effectiveness of leaders and managers; the impact they have on the lives of children and young people; and on the quality of professional practice.

- On Monday 10 January 2022, the Executive Director of Children, Families and Lifelong Learning received notification from Ofsted that the inspection would be starting. This initial notification starts an inspection process lasting approximately 3 weeks with a period of off-site/remote work for the inspectors followed by a period of on-site work. The complete timetable is set out below:

Week 1 – Notice Period (Off-Site)	
Monday 10 January	Receive phone call notification of inspection
	Afternoon call with Rachael Wardell & Lead Inspector
Tuesday 11 January	Share child-level data and audits
Wednesday 12 January	Share performance & Management Information
Thursday 13 & Friday 14 January	Full team off-site evaluation of evidence Telephone conference team meeting (including an Ofsted analytical officer)

During Week 1, Inspectors also meet with senior leaders and partners (e.g. Leader, Lead Member, DCS, Directors, SSCP Chair, Judge, CAFCASS.etc).

Week 2 Fieldwork	
Monday 17 January	Lead inspector on site in afternoon to meet Rachael & set up the inspection
	Full inspection team on site gathering evidence
Tuesday 18 January	Full inspection team on site gathering evidence
Wednesday 19 January	Full inspection team on site gathering evidence
Thursday 20 January	Full inspection team on site gathering evidence
Friday 21 January	Full inspection team off-site evaluation of evidence

Week 3 Fieldwork	
Monday 24 January	Full inspection team on site from lunchtime gathering evidence
Tuesday 25 January	Full inspection team on site gathering evidence
Wednesday 26 January	Full inspection team on site gathering evidence
Thursday 27 January	Full inspection team on site gathering evidence
Friday 28 January	Feeding back inspection findings Team offsite by early afternoon

6. There were five Social Care Inspectors (one of those being the Lead Inspector), an additional Social Care Regulatory Inspector (SCRI) and one Education Inspector. While the Social Care Inspectors are evaluating all aspects of children’s services as set out in the framework, the SCRI focuses on the recruitment, assessment & training for foster & adoptive carers. The Education Inspector focuses on:
- the educational progress of children in care
  - children missing education
  - electively home-schooled children
  - how the local authority has promoted school attendance
  - partnership working between schools and the local authority
  - the experiences of care leavers not in education, employment or training (NEET)
7. At the end of the inspection, Ofsted make their graded judgements on a 4-point scale: outstanding, good, requires improvement to be good, inadequate. A separate judgement (using the 4-point scale) is made on the following four areas:
- Experiences & progress of children and young people in need of help & protection.
  - Experiences & progress of children and young people in care & care leavers.
  - Impact of Leaders on social work practice
  - **Overall Effectiveness** – This grading is derived from the above three areas. They use both evidence and professional judgement to determine the grade.

<b>Ofsted ILACS Inspection: Final Judgement and Findings</b>
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8. A huge amount of activity takes place both before and during an Ofsted inspection. Throughout the 1 week off-site and the 2 weeks on-site, Ofsted met with hundreds of people – both virtually and in-person, evaluated hundreds of documents and reviewed hundreds of children’s records. A brief summary in numbers of the activity that took place during the inspection is included here:

21 Focus Group meetings	2 visits to front-facing services	214 documents / evidence provided
8 meetings with Partners	11 calls / meetings with young people	24 KLOEs & Requests for Further Info
9 meetings with senior leaders	16 phone calls to parents / carers	10 children and young people’s cases referred for follow-up
69 one-to-one meetings with practitioners	226 children’s records accessed & reviewed	0 case escalations for serious safeguarding concerns

9. The final report was published on 9 March 2022 with a judgement in all four areas of 'requires improvement to be good'. Ofsted recognised our efforts over the last few years and saw this evidenced in the quality of practice that they observed during the inspection. The higher grading means that we are no longer in intervention (for the first time in 7 years) and are now on the right path to delivering excellent services for children and families in Surrey.
10. Ofsted made 6 recommendations of areas we should focus on improving (far less than the 18 recommendations received in 2018); we have shared an improvement plan with Ofsted to address these 6 areas of practice in late-June. The recommendations are to improve:
  - The quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16- and 17-year-olds and privately fostered children.
  - Partnership work to secure support for children and young people's mental health and well-being.
  - The provision of essential information to carers about children, and viability assessments to inform placements with friends or family.
  - The sufficiency of suitable accommodation for young people, including care leavers.
  - The quality and impact of supervision to ensure that decisions are timely and support the progression of children's plans.
  - The proportion of permanent staff, to reduce turnover.
11. A copy of the Ofsted Improvement Plan has been included with this report (see: *'Annex A – Ofsted Improvement Plan 22-6-2022'*).
12. While these have been highlighted as areas to focus on, we know there is more to do in other parts of children's services before we are delivering excellent services for all those we support. Further feedback from the inspectors highlighted a number of other areas that require further improvement. The following were highlighted when evaluating the experiences and progress of children who need help and protection:
  - Some children's needs are not well articulated during assessments, and sometimes these assessments are overly focused on the adults.
  - For children with disabilities, some plans focus primarily on the child's disability, resulting in a less robust response to wider needs.
  - Critical evaluation of information at child protection conferences needs to be better developed and actions should have a clear purpose, with timescales.
  - Our interventions for children living in neglectful situations needs to be more effective – and consistent. The Graded Care Profile 2 tool (introduced last year) is highly effective but this practice is not yet well embedded.

- Children aged 16 and 17 that are homeless should receive a more consistent response and receive a social work assessment sooner where appropriate.
  - Our identification of children living in private fostering arrangements needs to improve as does our evaluation of these assessments.
13. There are further areas of improvement based on the experiences and progress of children in care and care leavers:
- When visiting children in care, we need to consistently record those visits to a high standard. Good quality recording emanates warmth and interest in children's circumstances but others are more impersonal.
  - Despite effective work to improve personal education plans, they are not yet of a consistently good quality, although overall the virtual schools are having a positive impact on the educational progress of children in care.
  - We need to reduce delays in identifying suitable placements for some children. There are a small number of older children with complex needs who experience early placement disruptions before a suitable residential care placement is found.
  - Despite more recent improvements in the recruitment of foster carers, there is still a significant shortage of local placements. We need to build on the success of the Mockingbird model to improve recruitment and retention.
  - Some care leavers do not receive prompt emotional and mental health support when they need it.
14. Although there are clearly further improvements to be made – a position supported by our own self-evaluation of our services – it was encouraging to see the progress recognised and a significant number of strengths highlighted by Ofsted as well. Here are some of the highlights from evaluating the experiences and progress of children who need help and protection:
- Well understood thresholds and effective early help services.
  - Effective multi-agency working for children at risk of significant harm
  - Highly effective Family Safeguarding Model addressing & reducing long-standing risks & needs.
  - Thorough – and in some cases excellent Assessments of need.
  - Strengthened approach to pre-court proceedings work with many children diverted from care.
  - Strong multi-agency work and interventions for children missing or at risk of exploitation.
15. The strengths highlighted when evaluating the experiences and progress of children in care and care leavers include:
- Early permanence for children in care & effective planning to return home when safe to do so.

- Children living in connected carer arrangements are settled & well supported.
  - Children in care are seen regularly by child-focused social workers.
  - Well managed Children in Care Council that young people clearly value and whose wishes and priorities lead to tangible changes.
  - Good identification of children's health needs, including for children with disabilities and unaccompanied asylum-seeking children (UASC) and young people.
  - Recent successes in recruiting foster carers and an effective Mockingbird model for those carers that are part of it.
  - Committed personal advisers supporting our care leavers.
  - Thoughtful, sensitive and person-centred direct work with UASC care leavers.
  - Health needs of care leavers are well understood, and personal advisers work well with care leavers and health professionals to ensure that specific health needs are addressed.
16. Further areas of strong practice were highlighted through the evaluation of the impact of leaders on social work practice with children and families:
- The senior leadership team and council leaders, including the director of children's services (DCS), the leader of the council and the chief executive, have achieved a significant change in the culture of leadership through strong and credible commitment and drive to improve services for vulnerable children and families in Surrey.
  - Leaders at all levels actively provide effective scrutiny and challenge and have a comprehensive range of performance reports. They know the service well & have a good understanding of its effectiveness and what still needs to improve.
  - Effective partnerships enable the progression of joint initiatives and joint approaches to improve practice.
  - A comprehensive sufficiency strategy is being implemented with an increased range of suitable accommodation options.
  - Social workers report that they have felt well supported during the pandemic, both emotionally and professionally.

<b>Ofsted ILACS Inspection: Next Steps</b>
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17. For the 6 recommended areas for improvement highlighted by Ofsted (see paragraph 10), an improvement plan has been developed and shared with Ofsted in late-June 2022. In some cases we already have established improvement programmes in place such as the Recruitment, Retention & Culture programme and the Placement, Values & Outcomes programme which are focused on tackling these issues and will continue to do so.



18. We have refreshed our approach to our children's services improvement programme – now known by a title which represents our ambition – 'Achieving Excellence'. The Achieving Excellence Board will be meeting every 6 weeks and will be focused on achieving the changes needed across our services, not just for the 6 recommended areas. Task and finish groups are being established where needed and we have further committed additional resources to support this until at least March 2023.
- a) This improvement programme builds on the successes of the Getting to Good transformation programme which was delivering changes across children's services from Autumn-2021 to January 2022. We are in a new phase of improvement following the acknowledgement of the changes made so far but there is still a lot to do.
- b) The scope of the Achieving Excellence programme is very broad with support being provided across C-SPA, Early Help, Assessment, Family Safeguarding, Children with Disabilities, Looked After Children, Care Leavers and Fostering services.
- c) Current priorities for the programme include:
- Embedding the Family Safeguarding Model and delivering 'phase 2'.
  - Improving recruitment and retention of staff across the workforce and reducing reliance on agency workers.
  - CWD safeguarding practice and partnership working across children's services.
  - Placement planning for children in care, referral pathways for placements and ensuring carers and children receive the right information at the right time.
  - Developing our local offer for care leavers and keeping information accurate and up-to-date for young people and the Care Leavers service.
  - Piloting new ways of working at the front door (C-SPA) following recommendations from the task & finish group.
  - Improving processes across the Fostering service and developing more effective recording and reporting solutions.
  - Ensuring learning from monthly QA Practice Learning Reviews inform our priorities going forward and that improvement resources are adjusted accordingly.
19. We gained a significant amount of feedback and insight into the quality of practice during the ILACS inspection (far more than ever appears in the final report) and can provide assurance that all feedback will be addressed over the coming months – including building on the range of strengths highlighted by Ofsted.

20. Our ambition for our services is high, we know what good quality services look like and we will be maintaining a relentless focus on achieving excellence because our residents deserve nothing less. Our ambitions are reflected in our refreshed directorate purpose: 'We root children and families in our hearts and minds because it is our purpose to ensure that every child is seen and heard, feels safe and can grow'.
21. The following video [Rooting children and families in our hearts and minds - YouTube](#) best reflects our ambitions for Surrey's children's services.

### **Conclusions:**

22. Surrey's children's services have been in intervention, with an overall Ofsted judgement of 'inadequate' since 2015. The recent ILACS inspection marks a significant milestone on our improvement journey and the changes made have been recognised by Ofsted with an improved judgement of 'requires improvement to be good'.
23. We know there is more to do. Our own self-evaluation shows this and matches the findings from Ofsted so we have renewed our commitment to achieving excellence for children's services and delivering consistently good and outstanding practice for children, young people and families.
24. While a significant amount of improvement work is already underway, the Achieving Excellence programme is developing focused improvement plans to address those areas we know need further work and to strengthen the areas of good practice across our services.

### **Recommendations:**

It is recommended that the Select Committee:

25. Reviews the findings from the January 2022 Ofsted ILACS inspection and the progress made since 2018 to achieve the improved judgement and the move out of intervention with Ofsted.
26. Agrees to receive a further update on the progress made delivering the children's services 'Achieving Excellence' programme in Autumn 2022.

### **Next steps:**

- An improvement plan to address the 6 recommended areas for improvement (highlighted in the inspection report) has been shared with Ofsted in late-June 2022.

- Oversight and scrutiny of the improvements to children’s services will continue to take place at the Achieving Excellence Board, Surrey Safeguarding Children’s Partnership (Executive group) – where appropriate, the Surrey Corporate Parenting Board and the Children, Families, Lifelong Learning & Culture Select Committee.
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### **Report contacts**

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### **Sources/background papers**

- Ofsted Inspecting Local Authority Children’s Services Guidance published on GOV.UK - [Inspecting local authority children’s services - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/inspecting-local-authority-childrens-services)
- Ofsted January 2022 inspection report - published 9 March 2022 on Ofsted’s website: [Ofsted | Surrey County Council](https://www.ofsted.gov.uk/inspections/2022/03/09/inspection-report-january-2022)

### **Annex Documents**

- Annex A – Ofsted Improvement Plan 22-6-2022

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# Improvement Plan – 6 Areas for Improvement (January 2022 ILACS Inspection)



# 1) To Improve: The quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16- and 17-year-olds and privately fostered children.

We will...	The impact of this will be...	We will know we have achieved this...
<p>Improve the quality of assessments, providing intervention alongside assessments and by working to enhance our best practices. We will work with children and families using a strengths-based approach underpinned by Motivational Interviewing (MI) ensuring all staff complete the required training.</p>	<ul style="list-style-type: none"> <li>• Children and families will receive more targeted support as we will better understand their needs.</li> <li>• The child's voice and lived experience will better inform outcomes / next steps.</li> <li>• Children and families will be provided with support from the outset leading to higher need families receiving support quicker.</li> <li>• Intervention will have a positive and sustainable impact on the families, young people, and children.</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer escalations to CIN / CP with fewer children being re-referred to children's services.</li> <li>• Direct work / intervention will be evidenced within the assessment to highlight the needs of the children / families.</li> <li>• All staff within the Assessment service will have completed the MI training.</li> </ul>
<p>Continue to embed the Family Safeguarding Model across services supporting children subject of CP and CIN plans. Building on this, begin to rollout and embed elements of the Model within the Assessment Service...Including introducing key tools (e.g. Module 1 – Reason for Referral / Module 2 – Family History). Relevant training will be provided for practitioners/managers.</p>	<ul style="list-style-type: none"> <li>• We will see an effective use of the workbook, which meets the needs of the family and creates a comprehensive assessment/intervention plan and ensures that general case recordings are easily accessed, and quality assured.</li> <li>• Children and their families are subject to statutory assessment and support only when it is evident their needs cannot be met through early help.</li> <li>• Children and their families' needs are met by confident practitioners trained in evidence-based interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Social Workers will be working with the right family at the right time with effective assessments and intervention plans in place preventing children's needs from escalating and therefore fewer step-ups from Early Help to CIN and CP Plans.</li> <li>• Assessment service will be using the LCS Workbook and will have completed all required training / learning sets.</li> </ul>
<p>We will understand and better respond to children experiencing neglect through further embedding the Graded Care Profile 2 (GCP2) tool into practice. An initial rollout to the Assessment service of the GCP2 in the North East quadrant will complete in June 2022 – rollout of the tool to the remaining quadrants will take place over the summer. Continued support from the GCP2 Lead in Surrey enables us to continue this important work.</p>	<ul style="list-style-type: none"> <li>• Parents will be reassured by the strengths identified with GCP2 and better understand practitioners' concerns, permitting the timeliness of the right support at an earlier time.</li> <li>• Reduction in the number of children in Surrey on repeat child protection plans due to neglect.</li> <li>• As a result of GCP2 being used to support more effective interventions with families, or to evidence the need for escalation sooner, there will be a reduction in the number of children on child protection plans for more than 18mths with neglect as a factor.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in families presenting with the same concerns (i.e. neglect) after stepping down or when cases have been closed.</li> <li>• Increase in the % of children on a CP and CIN plan as a result of neglect, who have a completed GCP2.</li> <li>• Reduction in the number of children on repeat CP plans as a result of neglect.</li> <li>• As a result of GCP2 being used to support more effective interventions with families (or evidencing the need for escalation sooner), there should be a reduction in children on child protection plans for more than 18mths with neglect as a factor.</li> </ul>

Continued on next page 

# 1) To Improve: The quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16- and 17-year-olds and privately fostered children.



Page 1

We will...	The impact of this will be...	We will know we have achieved this...
<p>Develop and create child-friendly plans for any child we have assessed and will assess (whether supported by CIN, CP, LAC, Early Help etc).</p>	<ul style="list-style-type: none"> <li>Children and families will be more engaged in developing plans and will have agreed the actions that need to be taken to improve situations for children and families.</li> </ul>	<ul style="list-style-type: none"> <li>Child friendly language will be evident in our recordings for children. They will be able to understand what we have written about them and their families.</li> <li>Plans will be SMART, ensuring a clear understanding of the support offered.</li> <li>The right interventions (identified in the assessment) will be provided.</li> </ul>
<p>Focus on child-centred recording that helps children and young people to better understand their journey, with greater partnership working across Assessment, Family Safeguarding and Looked After Children teams.</p>	<ul style="list-style-type: none"> <li>Children and young people requesting access to their records will receive information that is more person-centred and relatable.</li> <li>Looked After Children practitioners will have more information available about the experiences of the child or young person prior to coming into care.</li> </ul>	<ul style="list-style-type: none"> <li>Every child in care will have one plan only where possible, any supplementary plans will be incorporated into the child's care plan.</li> <li>Children and young people will be 'brought to life' in meetings through the use of photographs where there is consent to do so.</li> <li>Photographs recorded on the system will be kept up to date.</li> <li>A child focused policy about 'later life' information will have been implemented.</li> </ul>
<p>Ensure the voices of children with disabilities are clearly articulated in all recording, and appropriate mechanisms of communication are used to help them express their wishes and feelings. All communication is individualised, accessible and child-centred. Outcome letters from resource panels will be improved. Additional training / learning sets such as 'Child Centred Practice Training' and 'Purposeful Visiting &amp; Recording Training' will be provided to practitioners.</p>	<ul style="list-style-type: none"> <li>CYP and families will have a better understanding of their packages of support and reasoning for decisions.</li> <li>Families understand the criteria for support from CWD Team and where else they can access support if needed.</li> <li>Reduction in complaints and tribunals as families have a better understanding / expectation of the service.</li> <li>Recording will be more individualised and personable for children and young people accessing their records.</li> </ul>	<ul style="list-style-type: none"> <li>The CWD service is well explained on the <a href="#">Surrey (SEND) Local Offer</a> and appropriate information is easy for families to find and understand.</li> <li>All families will receive clear outcome letters from resource panels that clearly explain the reasons behind a decision.</li> <li>Staff use a wide range of communication aids to ensure information is accessible for children and families.</li> <li>Evidence of the voice of the child in all recordings and plans.</li> <li>Resource allocation will be linked to the impact on lived experiences.</li> </ul>

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# 1) To Improve: The quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16- and 17-year-olds and privately fostered children.

We will...	The impact of this will be...	We will know we have achieved this...
<p>Improve recording and tracking of homeless 16-17 year olds. Following implementation of the Joint Housing Protocol in January 2022 (developed alongside housing leads), further feedback from Levelling Up colleagues is being incorporated. Deliver training on the protocol across all quadrants, housing teams and partner agencies. Update and communicate a leaflet outlining the options and choices for 16-17 year olds.</p>	<ul style="list-style-type: none"> <li>• Better monitoring of 16–17-year-olds that present as homeless at the Children’s Single Point of Access.</li> <li>• Youth Homelessness Prevention Advisor will be involved at an earlier stage ensuring we are fulfilling all statutory requirements in accordance with the Southwark Judgement.</li> <li>• Improved involvement and partnership working with Housing teams at an earlier stage.</li> </ul>	<ul style="list-style-type: none"> <li>• All 16-17 year olds presenting as homeless will be clearly recorded within LCS and this data will be reportable through Tableau.</li> <li>• A Joint Housing Protocol will be in place – signed-up-to by Housing Leads (and all Ds&amp;Bs). This will be adhered to by all relevant partner agencies.</li> <li>• Practitioners across children’s services teams and housing teams will have completed the required training on the Protocol and will have a consistent understanding of the policies and procedures related to it.</li> </ul>
<p>Review the Private Fostering roles and responsibilities, including an assessment of whether Early Help (or other services) should have greater involvement throughout – and whether a specialised service should be set up. Develop an improved recording process for Private Fostering arrangements and Tableau dashboard(s). Focus on improving visiting timescales and achieve greater consistency across the county.</p>	<ul style="list-style-type: none"> <li>• Improved identification of Private Fostering, ensuring children in these arrangements are known to the local authority.</li> <li>• Improved quality of Private Fostering assessments, ensuring needs are quickly addressed.</li> <li>• Visits to children / carers in Private Fostering arrangements will be within timescales.</li> </ul>	<ul style="list-style-type: none"> <li>• An updated recording system will be in place with a specific Private Fostering case note on the LCS system.</li> <li>• Tableau dashboard showing all children in Private Fostering arrangements in Surrey and the visiting records, easily available to managers and practitioners.</li> <li>• E-learning will be available on the Olive training system and practitioners (including the Virtual School) will have completed this mandatory training.</li> <li>• An overall review of the service will have been completed with recommendations on if and how to change roles and responsibilities across children’s services.</li> </ul>

Private Fostering



## 2) To Improve: Partnership work to secure support for children and young people’s mental health and well-being.

We will...	The impact of this will be...	We will know we have achieved this...
<ul style="list-style-type: none"> <li>Refresh the EWMH strategy.</li> <li>Embed the ITHRIVE model across the system so that children and young people receive support when they need it most.</li> <li>Collective view of CYP emotional health and wellbeing needs (with robust data and analytics)</li> </ul>	<ul style="list-style-type: none"> <li>The system will continue to support improvement of children’s emotional wellbeing and mental health, working around a collective approach (Thrive).</li> <li>The system will know when we are doing well and when and where we need to make improvements based on what data and information and most important children are telling us.</li> </ul>	<ul style="list-style-type: none"> <li>System objectives are known and understood and championed.</li> <li>Data and information set are routinely available and used within the system to understand how we are supporting our children.</li> </ul>
<p>Build more mental health support that is close to home at time of crisis. This includes support in our acute hospitals, joint working on CYP Havens, tier 4 provision and bespoke help for children with a learning disability, ASD and challenging behaviours.</p>	<ul style="list-style-type: none"> <li>Reduce the numbers of CYP attending / being admitted to the ward in need of crisis beds.</li> <li>Increased outcome reporting of CYP and families.</li> <li>Timely access to services - (including crisis routes and for vulnerable / protected groups).</li> <li>Positive experience for children and young people and their families.</li> </ul>	<ul style="list-style-type: none"> <li>Completed evaluations and evidence of implementation of finding / recommendation for PLN / CYP Havens / SHIPP / transitions.</li> <li>Improved reporting – data and quality.</li> <li>Improved Service User Feedback</li> <li>Improved feedback from strategic partners.</li> <li>Evidence of newly funded projects being effective (MHST/SDF).</li> </ul>
<p>Improve mental health resilience, including;</p> <ul style="list-style-type: none"> <li>Suicide prevention.</li> <li>Eating disorder service improvement, including physical health checks.</li> <li>Support for young carers.</li> <li>Earlier identification – risk stratification.</li> <li>Work in partnership with schools to strengthen their response to Emotional Health and Wellbeing (EHWB), including workforce development.</li> </ul>	<ul style="list-style-type: none"> <li>Improved confidence through staff skills and competency CYP self-harming / with suicidal ideation.</li> <li>Learning shared and embedded across Mindworks from recent deaths review.</li> <li>Mindworks system wide response to self-harm / suicide prevention.</li> <li>Tailored service for young carers to support their emotional wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of Strategic connection to CYP Suicide prevention strategy through Wellbeing for Education Return (WER).</li> <li>Service User / Staff feedback.</li> <li>Improved reported outcomes from training.</li> <li>Evidence of and evaluation of safety plans and schools' work.</li> <li>Waiting times for services reduced.</li> </ul>
<p>Improving access to mental health services through transformation of existing contract:</p> <ul style="list-style-type: none"> <li>Reducing backlogs and waiting times across all services (governance and reporting).</li> <li>Strengthen the strategic connectivity between services for children with additional needs (SEND services) and Neurodevelopmental (ND) needs.</li> </ul>	<ul style="list-style-type: none"> <li>Timely access to services.</li> <li>Positive experience.</li> <li>Evidence of service users and key stakeholder shaping services – including enhanced evidence from protected groups.</li> <li>Improved outcomes.</li> <li>Children and families and staff have clear understanding of what to expect from Surrey.</li> </ul>	<ul style="list-style-type: none"> <li>Robust governance arrangements with streamlined single narrative (workstream Community Eating Disorders (CEDs)).</li> <li>Reduction in waiting times.</li> <li>Outcomes reporting across Mindworks Surrey demonstrating improvement.</li> <li>Clear and timely decision making via Transformation Board to unblock previous processes.</li> </ul>
<p>Focus on improving the health of our children and young people in care [exploitation, mental health, additional vulnerabilities, Deprivation of Liberty].</p>	<ul style="list-style-type: none"> <li>Children and young people will have better health and outcomes.</li> <li>Children and young people will feel safe.</li> <li>Staff will have the systems to support them to manage any risks, with consistent practice across the county.</li> <li>We will know and manage risks well.</li> </ul>	<ul style="list-style-type: none"> <li>Greater consistency of risk assessment templates.</li> <li>Staff will receive training to help them to understand and know when to consider DOLS.</li> <li>Initial Health Assessments, Review Health Assessments and Dentals will be completed in time.</li> </ul>

### 3) To Improve: The provision of essential information to carers about children, and viability assessments to inform placements with friends or family.

We will...	The impact of this will be...	We will know we have achieved this...
<p>Review best practice examples of Placement Plans and redesign the existing form to ensure it enables complete and accurate recording of the plan. Any workflow issues in the LCS system will be resolved.</p> <p>Ensure placement planning is consistent across the county, implementing a template that ensures essential information is recorded and is focused on the benefits to the child.</p> <p>Ensure Placement Planning Meetings are consistent across the County, building on the strong practice already in place for the majority of these meetings.</p> <p>Monitor completion and sharing of placement plans with carers and establish a process for quality assuring the content of these plans (e.g. through auditing / dip-sampling).</p> <p>Develop and share a guidance document setting out what should be given to carer and when (e.g. a checklist).</p>	<ul style="list-style-type: none"> <li>• Consistency for staff and children.</li> <li>• Further increase placement stability and reduce placement breakdown by knowing the children’s needs from the outset.</li> <li>• Help manage expectations from carers and from children and young people.</li> <li>• Give clarification to carers about their delegated authority.</li> <li>• Ensure that we are compliant with the law which is in the best interests of children, young people and families.</li> <li>• Helping parents to be involved with planning where appropriate (particularly for children with additional needs and disabilities).</li> </ul>	<ul style="list-style-type: none"> <li>• There will be an amended placement planning form on LCS.</li> <li>• No plans marked as complete on LCS will be blank.</li> <li>• Every looked after child will have a placement plan recorded on LCS.</li> <li>• All placement plans will have essential information recorded about family life to support carers to support the child or young person.</li> <li>• Every child will have clear delegated authority.</li> </ul>
<p>Review the process (and guidance) for completing Delegated Authority Forms ensuring there is better join-up with the Looked After Children teams (and Family Safeguarding teams where appropriate) and the completion of the Placement Plan</p>	<ul style="list-style-type: none"> <li>• Improved join-up and consistency with more effective Placement Plans being provided to carers.</li> <li>• Clearer information being provided to carers on the Placement Plan and Delegated Authority Form.</li> <li>• Reduced duplication of effort between the Fostering service and the Looked After Children / Family Safeguarding teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Practitioners in both teams will work together to develop the Placement Plans and the Delegated Authority Forms.</li> </ul>
<p>Ensure initial viability assessments are completed promptly when connected carers are being considered and achieve consistency across Surrey with the quality / robustness of these assessments.</p>	<ul style="list-style-type: none"> <li>• Only suitable connected carer arrangements proceed to the Reg 24 stage.</li> <li>• Children living with family and friends in connected carer arrangements will continue to be well supported.</li> </ul>	<ul style="list-style-type: none"> <li>• When completing the Reg 24 process, the completed viability assessments will have ensured that only suitable connected carer arrangements are being considered at this stage.</li> </ul>

## 4) To Improve: The sufficiency of suitable accommodation for young people, including care leavers.

We will...	The impact of this will be...	We will know we have achieved this...
<p>Improve recruitment of foster carers in Surrey. Target of 120 fostering placements increase over the next 2 years. We will be benchmarking Surrey's financial remuneration packages and identifying and publicising the service's range of support services available for carers. We will better define and communicate the range of benefits for carers including support, training, development, social opportunities, communication and the 'one-team' approach.</p>	<ul style="list-style-type: none"> <li>• Enabling more children to remain in Surrey homes.</li> <li>• More children will be able to continue to attend their schools, have access to Surrey based services.</li> <li>• Accessible family time with shorter travel.</li> <li>• Ensuring statutory compliance around approval and reviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater choice of local foster carers.</li> <li>• Reduction in the numbers of children placed outside of Surrey.</li> <li>• Less reliance on IFA approved foster carers.</li> <li>• Improved data to target work plans.</li> </ul>
<p>Strengthen the support offered to foster carers which will include the introduction of 2 Fostering Review Officers (FRO) and 6 Fostering Support Workers (FSW). We are also developing proposals to strengthen the offer to families who chose to become Special Guardians.</p>	<ul style="list-style-type: none"> <li>• FRO's will enable objective oversight of the fostering year.</li> <li>• Views from children who have moved on being included in reviews.</li> <li>• FSW's will improve resilience in placements.</li> <li>• Improving the fee and allowance award.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater stability of fostering placements.</li> <li>• Ensure we can continue to draw on the skills and experience of our existing carers.</li> <li>• Contributing to Surrey's USP in carer recruitment and retention.</li> </ul>
<p>Increasing the capacity of children's homes in Surrey and maximising use of this provision for Surrey's Looked After Children. Capital investment programme to increase our children's homes provision will continue.</p>	<ul style="list-style-type: none"> <li>• Improved outcomes for children due to living in Surrey, remaining rooted in their communities.</li> <li>• Improved ability to better meet the needs of children and young people in priority groups.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 add'l children living in Surrey children's homes by April 2023.</li> <li>• Improved assurance of the quality of provision accessed by children locally.</li> <li>• Increased proportion of spend on Surrey children's homes.</li> </ul>
<p>Strengthening the short breaks services for children and young people with disabilities in Surrey, including recommissioning the offer ahead of April 2023.</p>	<ul style="list-style-type: none"> <li>• Improved sufficiency of provision and access to services across Surrey for children and young people with disabilities in greatest need.</li> </ul>	<ul style="list-style-type: none"> <li>• New contracts in place from 1 April 2023.</li> <li>• Maximised spread and diversity of services across Surrey to best meet need, within available resources.</li> </ul>
<p>Increasing the number of children living in family settings, taking a joined-up approach across SCC-run fostering and independent fostering agencies (IFA).</p>	<ul style="list-style-type: none"> <li>• Improved outcomes for children as a result of living in a family.</li> <li>• Improved placement stability for children.</li> </ul>	<ul style="list-style-type: none"> <li>• More Looked After Children living in: family settings overall and in Surrey; and SCC foster and kinship placements.</li> <li>• 10 add'l children living in Surrey IFA placements by April 2023.</li> <li>• Reduced average cost of placements.</li> </ul>
<p>Creating new Houses of Multiple Occupation (HMOs), as part of our strategy to enable more care leavers and unaccompanied asylum seekers to progress to independence in Surrey. Repurposing existing properties in Dorking (subject to planning agreement) and Epsom providing 10 additional beds across those sites.</p>	<ul style="list-style-type: none"> <li>• Young people better prepared for their tenancies.</li> <li>• Improved relationships with local housing teams and better joint working between SCC teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Created up to 10 additional beds in Surrey this year.</li> <li>• Increased value for money, reflected in an estimated supported accommodation cost containment of £140k.</li> </ul>

## 5) To Improve: The quality and impact of supervision to ensure that decisions are timely and support the progression of children's plans.

We will...	The impact of this will be...	We will know we have achieved this...
<p>Ensure there is consistent management oversight (MO) and supervision - taking place within timescales.</p> <p>We will ensure all managers have completed the necessary training and are clear on the management expectations as set out in the Practice Guidance. Dip-sampling carried out by Service Managers each month will focus on more on the quality and timeliness of MO / supervision with issues addressed in SM/TM supervision and at team meetings.</p>	<ul style="list-style-type: none"> <li>• Social workers will have support and guidance to make reflective, informed and evidenced based recommendations.</li> <li>• Children and families will receive a better service and more consistent targeted and timely support.</li> <li>• A reduction in drift with no discernible progress or achieved outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved consistency in management oversight.</li> <li>• Improved timeliness of supervision.</li> <li>• Staff will feel safe and supported.</li> </ul>
<p>Ensure we have a quality assurance process in place for supervision – a cycle of assess, do and review.</p> <p>The monthly dip-sampling process (carried out by Service Managers) will be strengthened with time dedicated to the findings at Practice Challenge Meetings – actions will be agreed and followed up at these monthly meetings.</p>	<ul style="list-style-type: none"> <li>• A process of quality assuring as part of practice to support delivery of the best possible service.</li> <li>• To record examples of good practice that can be used as case studies for peer-to-peer learning.</li> <li>• Raise the quality of supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports and quality benchmarks in place for what good supervision looks like.</li> <li>• Quality of contacts.</li> <li>• Managers reading reports and shadowing contact supervisors.</li> </ul>
<p>Decide (following review) and communicate on the version of Supervision form to be used going forward to ensure CP/CiN/LAC plans and progress are captured effectively.</p> <p>Review of supervision model, length and frequency so it is reflective of the Level 3 work that TYS undertakes.</p>	<ul style="list-style-type: none"> <li>• Social workers will have more time to spend with children, families and carers.</li> <li>• Improved risk assessment and safeguarding.</li> <li>• Appropriate time to focus on personal supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Social workers will find value in case supervision. We will evidence progression of plans and avoid drift.</li> </ul>
<p>Improve the use and consistency of group supervision to include families open to Supervising Social Workers and Adult Practitioners appropriately.</p>	<ul style="list-style-type: none"> <li>• We capture the work completed with the adults (within Family Safeguarding) via group supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Group supervision offers value to the intervention for the families, and we see that we are working with the right family at the right time.</li> </ul>
<p>Investment in workforce development through relevant training, use of motivational interviewing in supervision, clear inductions and support of NQSW staff.</p> <p>Additional Academy staff being recruited to support both NQSWs and International social workers.</p> <p>The Social Work Progression Pathway will be launched in June 2022 supporting the development of the right staff ready to progress and providing an opportunity for them to learn through the mentoring programme.</p>	<ul style="list-style-type: none"> <li>• Greater stability within teams to enable service ambitions to be realised.</li> <li>• Skilled and motivated staff working with children, families &amp; carers.</li> <li>• Staff have a clear understanding of their role and a solution focussed approach to the work.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff retention.</li> <li>• Less reliance of agency staff.</li> <li>• Opportunity of progression for all staff.</li> <li>• Staff feeling able to move into different roles within the service including secondment to gain greater professional experience.</li> </ul>

## 6) To Improve: The proportion of permanent staff, to reduce turnover.

We will...	The impact of this will be...	We will know we have achieved this...
<p>The Recruitment, Retention &amp; Culture (RRC) Programme was relaunched in late-2021 with a revised governance and programme structure, increased resources and far greater involvement from operational services. A Programme Board was setup (meeting monthly), working groups for each workstream, new reporting and escalation processes with greater oversight from the CFLL Leadership Team and assigned Workstream &amp; Operational Leads to drive forward the plans on a day-to-day basis. A summary of the programme activity is included below.</p>		
<p><b>(1) Explore Workstream:</b></p> <ul style="list-style-type: none"> <li>• Develop and relaunch the exit interview process.</li> <li>• Monitor exit interview data and provide analysis every 2 months for review at Leadership Team.</li> <li>• Conduct an employee opinion survey later in the year to assess the impact of any changes on staff.</li> <li>• Hold regular webinars with locums to improve the proportion of those becoming permanent.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved visibility of the Exit interview process.</li> <li>• Service Needs are met and clear roles and responsibilities are in place.</li> <li>• Opportunity to assess any leavers' trends &amp; reduce attrition across the workforce.</li> <li>• Awareness of employees' opinions about working for Surrey CC (positives and negatives).</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment to key roles improves, including locum conversion.</li> <li>• Retention rates for new starter, locums, ASYEs etc. improve creating a more stable workforce.</li> </ul>
<p><b>(2) Attract Workstream:</b></p> <p>Audit: Job Adverts, application process &amp; attraction channels.</p> <p>Promote social care comms channels / social media.</p> <ul style="list-style-type: none"> <li>• Hold webinars and open evenings, update the recruitment website and LinkedIn information, and develop 'total reward' statements.</li> <li>• Engage with Connect2Surrey and establish a workforce planning tool with accurate and up-to-date vacancy data with regular reporting and oversight by the Leadership Team and RRC Board.</li> <li>• Identify Recruitment Leads across all services with greater operational input. Develop service-specific recruitment approaches where appropriate.</li> <li>• Increase diversity in all roles.</li> <li>• Expand the NQSW programme and opportunities for the 2022 cohorts.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage more candidates to apply and make it easier for them to apply.</li> <li>• Improved CFLL culture and image that demonstrates our strengthening of leadership, management and support.</li> <li>• Strengthened interview process with established interview panels and questions focusing on our core values and behaviours.</li> <li>• Increase our profile on social media platforms, increase attraction to our roles.</li> <li>• Creating a more diverse workforce and having a clear understanding of why people are leaving, what attracts people to the roles etc.</li> <li>• Children, young people and families will experience greater consistency and have workers who are part of their journey for the long term.</li> <li>• Caseloads will be more manageable and therefore practitioners will be able to spend more time with their children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment to key roles improves, including locum conversion. No team will carry more than 16.7% vacancies [this is the national average post Covid lock down].</li> <li>• Reduction in the number of children allocated to each social worker. Caseloads will be more manageable and therefore practitioners will be able to spend more time with their children and young people.</li> <li>• The percentage of permanent staff will continue to improve over the next 12 months.</li> </ul>

## 6) To Improve: The proportion of permanent staff, to reduce turnover.

We will...	The impact of this will be...
<p><b>(3) Engage &amp; Retain:</b></p> <ul style="list-style-type: none"> <li>To explore what would make SW's want to stay at SCC and their views on the Culture at SCC.</li> <li>Each service and team to develop a Culture Mission Statement &amp; Wellbeing Plan (team-specific).</li> <li>Implement a 'Stay Interview' process (for staff that have been in post for 18 months) to encourage retention across the workforce.</li> <li>Enable staff to transfer between teams/services wherever possible. Establish a formal process for doing so.</li> </ul>	<ul style="list-style-type: none"> <li>Culture and wellbeing of individuals / teams / services will be incorporated into everyday thinking at all levels of the workforce.</li> <li>Children, young people and families will experience greater consistency and have workers who are part of their journey for the long term.</li> <li>Caseloads will be more manageable and therefore practitioners will be able to spend more time with their children and young people.</li> <li>Families can establish rapport with their social worker, support identification of risks and protective factors.</li> <li>Staff will have improved wellbeing and job satisfaction.</li> </ul>
<p><b>(4) Develop:</b></p> <ul style="list-style-type: none"> <li>Implement an apprenticeships offer enabling current non-qualified staff to undertake social work degrees.</li> <li>Develop a social work progression pathway.</li> <li>Review Advanced Social Worker role agreement.</li> <li>Support services to manage increased ASYE intake.</li> <li>Improve induction processes: sessions run by the Academy, an interactive app and manager guidance.</li> <li>Create practitioner/manager training brochure.</li> <li>Develop a Consolidation Year for social workers on completion of their ASYE.</li> </ul>	<ul style="list-style-type: none"> <li>Gives reward and recognition to skilled unqualified SWs.</li> <li>Ensure retention is supported by preventing workers looking to other councils for quicker and easier progression options, whilst having the right support.</li> <li>Ensure ASWs can be recruited to with a clear role in job descriptions and the necessary capacity and support.</li> <li>Have a consistent, effective onboarding process which enables new starters to feel welcomed &amp; supported.</li> <li>Higher level of engagement by managers to support ASYEs coming into their services in larger numbers.</li> </ul>
<p><b>(5) Succeed:</b></p> <ul style="list-style-type: none"> <li>Develop a workforce strategy for children's services.</li> <li>Improve data and insight across the workforce.</li> <li>Conduct skills analysis to better understand succession planning, service growth and needs.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the strategic direction of CFLL services and workforce and the frontline delivery of services.</li> <li>Greater insight through improved data sources will assist in identifying retention and diversity issues.</li> <li>Enables a pipeline for future social workers.</li> <li>Support strategic readiness through early identification of required roles, skills and experience.</li> </ul>

# Children, Families, Lifelong Learning & Culture Select Committee



*6 July 2022*

## Children's Homes - Ofsted Reports Published Since the Last Meeting of the Select Committee

1. As part of the recently agreed communications plan in Children's Services the Select Committee will receive recent Ofsted reports on Surrey County Council-run Children's Homes in its agenda.

### Recommendation:

That the Select Committee reviews and notes the attached reports asking questions as appropriate.

### Next Steps:

The Select Committee will receive further reports as they are published.

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# SC405933

Registered provider: Surrey County Council

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

This short-breaks home is run by a local authority and provides care for children with a range of complex disabilities, including those with autism spectrum disorder. Currently, 35 children are registered to use the short-breaks service and up to six children use the service at any one time.

The manager has been registered with Ofsted since 11 February 2014.

Due to COVID-19, at the request of the Secretary of State, we suspended all routine inspections of social care providers carried out under the social care common inspection framework (SCCIF) on 17 March 2020. We returned to routine SCCIF inspections on 12 April 2021.

### Inspection dates: 12 to 13 April 2022

**Overall experiences and progress of children and young people, taking into account**      **good**

How well children and young people are helped and protected      good

The effectiveness of leaders and managers      good

The children's home provides effective services that meet the requirements for good.

**Date of last inspection:** 13 July 2021

**Overall judgement at last inspection:** outstanding

**Enforcement action since last inspection:** none

## Recent inspection history

Inspection date	Inspection type	Inspection judgement
13/07/2021	Full	Outstanding
29/08/2019	Full	Good
23/10/2018	Full	Good
25/07/2017	Full	Good

## Inspection judgements

### **Overall experiences and progress of children and young people: good**

Children benefit from staying in this home and they are supported well to make good progress. Staff read children's placement plans regularly to ensure that they are aware of any changes. As a result, staff know the children's needs well and they provide good-quality, individualised care.

Children make good progress in all areas of their lives. Staff work in partnership with a range of professionals to ensure that children's health is optimised and well maintained. Staff receive training specific to children's health, for example, regarding gastro feeding and epilepsy. A new system is in place regarding the notification of changes in medication; this is intended to reduce the likelihood of medication errors. Dietary needs are well met, despite the diverse and complex range of food and feeding styles.

Staff support the education arrangements for the children effectively. Staff attend education reviews at school so that they know about the children's progress and their assessed needs. Staff implement the relevant targets set at these meetings, and this ensures consistency of approach for the children.

There are good relationships between staff, parents and other professionals. Staff provide parents with reports on how their children have been while at the service and parents appreciate these updates. In addition, staff have developed an effective programme to involve parents in the continued development of the physical environment of the home. This is a particular strength and one that parents value.

Parents and professionals are complimentary about the service. One parent said 'we're only as chilled out as this because of this home', and another said 'we receive a mental break, a release'. Professionals said that the home 'adapts for parents and helps out in emergencies', and that parents usually ask for more opportunities for their children to spend time at the home. Feedback from parents and professionals was entirely positive. Children happily stay at the home and parents say that their children are always keen to attend.

Children's day-to-day experiences are positive. Staff take them out into the local community and support them to access fun activities, such as at the local farm or cinema. Children's wishes and feelings are respected and if a child does not wish to go, they are offered an alternative activity. Children are also given choices about the food that they wish to eat and the clothes that they wish to wear. This enables them to feel respected and valued.

Children are well prepared for their futures. They receive opportunities to develop independence skills, and this is often done in ways that are fun. One child has made significant progress in their cooking skills and happily helps in the kitchen at

mealtimes. A risk assessment is in place, and they understand some of the dangers in the kitchen.

Children receive a warm and welcoming introduction to the home. Introductions are thorough and, as a result, many children have continued to access the home for several years. Staff work closely with new providers when children are moving on. The sharing of information is recognised as a positive way to ensure a smooth transition into a new home. On some occasions, a young person's stay at the home has been extended for a short while after their 18<sup>th</sup> birthday. This has ensured that the young people have moved on in a planned and positive way.

### **How well children and young people are helped and protected: good**

Risk assessments are in place and staff ensure that they are aware of any changes or updates. Risks are identified and control measures put in place to ensure the children's safety. Staff have a good understanding of how to keep children safe and this includes understanding the vulnerabilities of children with disabilities.

Staff receive training in safeguarding children, and this is updated annually. They speak positively about the quality of this training and know how to report concerns about the safety of a child. However, some staff did not know about the role of the local authority designated officer and how concerns might be progressed outside of the home.

Staff take a positive approach to behaviour management that helps the children to develop and to learn. This approach includes using strategies that help to de-escalate a situation. Physical intervention is used as a last resort and only when necessary to keep the child and others safe. For example, in one incident when a child was displaying particularly complex behaviours and was becoming unsafe, staff confidently used de-escalation strategies before implementing a physical move to an environment where the child felt safe. This helped to reassure both the child and others who were being impacted by the incident.

Children do not go missing from this home. They are monitored closely, and safety measures are in place to ensure that they cannot leave the building without an adult. Staff recognise that children with disabilities are more vulnerable to abuse, and they respond appropriately when they have concerns about a child.

### **The effectiveness of leaders and managers: good**

Leaders and managers ensure high standards of individualised care to all children who stay at the home. The training provided to staff means that they know how to meet the complex and diverse needs of the children who use the service. The consistent and stable staff team means that agency workers are not used, and a small bank team of workers are used when required. This enables consistency for children as well as for their parents, who have good, trusting relationships with the staff.

Leaders and managers are able to explain the progress that children are making. However, documents intended to monitor progress and development are not used consistently.

Leaders and managers understand the strengths of the home and the areas for development. They take effective action when necessary. For example, the manager responded quickly to a recent incident regarding a medication error. She put in place a group email address to ensure that all staff know about medication changes at the earliest opportunity. As a result, staff feel confident that there will not be a repeat of this kind of incident.

Staff say that they feel well supported. They are positive about the training that they receive, and they feel that this equips them to meet the specific needs of the children. Staff receive regular individual and group supervision. These meetings help them to reflect on their work while learning, developing and continuing to deliver high standards of care.

Leaders and managers have good professional relationships with external partners. Social workers are positive about the input from managers when attending meetings. They also commented on how well the manager knows the needs of the children. The manager is skilled in building relationships with parents. Consequently, parents feel involved and are confident in leaving their child in the care of the home.

Leaders and managers have several systems in place to monitor aspects of the home. However, the subsequent internal monitoring review lacks analysis and a clear plan of how they will improve identified areas. Leaders and managers are responsive to recommendations made by their independent visitor and ensure that staff know their own role in implementing the recommendations.

Leaders and managers have a strong commitment to the promotion of equality and diversity. This is evident throughout the home. Children's achievements are recognised on an achievement tree in the reception area. Children's dietary needs are met, regardless of their complexities. The staff group is diverse and staff are respectful of each other's differences. They respect children's and each other's religious and cultural beliefs. There is an equalities champion on the staff group and this person shares information with the team following any meetings that they attend.

## What does the children’s home need to do to improve? Statutory requirements

This section sets out the actions that the registered person(s) must take to meet the Care Standards Act 2000, Children’s Homes (England) Regulations 2015 and the ‘Guide to the children’s homes regulations including the quality standards’. The registered person(s) must comply within the given timescales.

Requirement	Due date
<p>The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children’s home that—</p> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(h))</p> <p>This particularly refers to ensuring consistency in reviewing, recording, and signing off on children’s progress in the home.</p>	<p>30 June 2022</p>

## Recommendations

- The registered person should actively seek independent scrutiny of the home and make best use of information from independent and internal monitoring (including under regulations 44 and 45) to ensure continuous improvement. (‘Guide to the Children’s Homes Regulations, including the quality standards’, page 55, paragraph 10.24)
- The duties and responsibilities of local authorities and others who deliver children’s services with regard to safeguarding children are set out clearly in the statutory guidance, ‘Working together to safeguard children’. In particular, staff should be aware of the role of the designated officer and designated safeguarding lead. (‘Guide to the Children’s Homes Regulations, including the quality standards’, page 42, paragraph 9.2)

## **Information about this inspection**

Inspectors have looked closely at the experiences and progress of children and young people, using the 'Social care common inspection framework'. This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service, how it meets the core functions of the service as set out in legislation, and to consider how well it complies with the Children's Homes (England) Regulations 2015 and the 'Guide to the children's homes regulations including the quality standards'.

## Children's home details

**Unique reference number:** SC405933

**Provision sub-type:** Children's home

**Registered provider address:** Quadrant Court, 35 Guildford Road, Woking, Surrey GU22 7QQ

**Responsible individual:** Laura Hoyles

**Registered manager:** Elizabeth Mahdi

## Inspector

Vevene Muhammad, Social Care Inspector



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# Children, Families, Lifelong Learning & Culture Select Committee



*6 July 2022*

## Forward Work Programme and Actions and Recommendations Tracker

1. The Select Committee is asked to review its draft forward work programme and actions and recommendations tracker which is attached.

### Recommendation:

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

### Next Steps:

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

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**Report contact:** Ross Pike, Scrutiny Business Manager

**Contact details:** 020 8541 7368, [ross.pike@surreycc.gov.uk](mailto:ross.pike@surreycc.gov.uk)

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ACTIONS AND RECOMMENDATIONS TRACKER  
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<b>KEY</b>			
	No Progress Reported	Recommendation/Action In Progress	Recommendation/Action Implemented

**Recommendations**

Meeting	Item	Recommendation	Responsible Officer/Member	Deadline	Progress Check On	Update/Response
14 December 2020	Update on the Implementation of the SEND Task Group [Item 5]	<b>CFLLC 1/20:</b> 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.	Liz Mills, Director – Education, Learning and Culture		July 2022	The outreach review was delayed by one year due to the pandemic – the existing arrangements were extended during this period. A consultation is underway to help inform the new outreach offer and the Select Committee will be updated again once the proposals have been agreed.

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18 October 2021	SEND Transformation Update [Item 5]	<b>CFLLC 2/21:</b> At an appropriate time, the Select Committee visit educational settings supporting children with special educational needs and disabilities.			July 2022	Visits are being looked into for later this year.
		<b>CFLLC 3/21:</b> 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.	Liz Mills, Director - Education and Lifelong Learning	April 2022	July 2022	<p>Work is underway on our SEND partnership self-evaluation. This will feed into our new Additional Needs and Disability/ 'SEND' partnership strategy to be in place by Jan 2023.</p> <p>This coproduced self-evaluation has had input from all partners across education, health, care, voluntary sector. Work undertaken so far has identified a number of areas of strength and areas of focus, which will</p>

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						<p>form the basis of the self-evaluation. Insight into families' experience of the system has been obtained via ethnographic research which concluded in April. Direct feedback from children and young people will be obtained via the Our Voice Matters survey. Further feedback will be obtained via a parents' and carers' survey to be launched in June. The Additional Needs Partnership Board will be finalising the self-evaluation following a workshop session on 13 July.</p> <p>It had originally been envisaged that the Self-evaluation would be ready to share in April, however now that the SEND review has been published, it has been confirmed that the new</p>
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						<p>SEND local area inspections will not now start until 2023, later than previously envisaged, allowing for an extended period of coproduction to ensure all partners are able to contribute to the self-evaluation. The new SEND local area inspection framework will be out for consultation this summer. Moving forward, inspections will focus on the experience of families as well as outcomes for children and young people with additional needs. We will be taking part in a mock inspection with East Sussex in June, and the learning from this will inform our inspection preparation.</p>
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	EWMH [Item 9]	<b>CFLLC 5/21:</b> The Select Committee agree an approach to future scrutiny of Emotional Wellbeing and Mental Health services with the Adults and Health Select Committee.	Julie Armstrong, Scrutiny Officer – CFLLC Omid Nouri, Scrutiny Officer – Adults and Health	January 2022	July 2022	An approach will be established in due course.
		<b>CFLLC 6/21:</b> 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.	Hayley Connor, Director – Commissioning	April 2022	N/A	The dashboard has been distributed to both sets of Select Committee Members.

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		<b>CFLLC 7/21:</b> 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.	Hayley Connor, Director – Commissioning	April 2022	N/A	The report has been shared with Select Committee Members.
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7 April 2022	Care Leavers Service Report [Item 5]	<b>CFLLC 9/22:</b> The Select Committee recommends that the Corporate Parenting Service work with the Council’s Greener Futures Team to understand the energy efficiency of current care leavers accommodation and opportunities for its improvement, and seek to place care leavers in energy efficient accommodation wherever possible going forward.	Cabinet	May 2022	N/A	A report went to Cabinet on 31 May.
		<b>CFLLC 10/22:</b> The Select Committee agrees to write to <ul style="list-style-type: none"> <li>a) all district and borough councils in Surrey encouraging them to support the housing needs of care leavers; and</li> </ul>	Select Committee Chairman			Letters were sent to the councils and County Councillors in April.

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		b) all County Councillors requesting those who are also members of district or borough councils to encourage those councils to act to support the independent accommodation needs of care leavers.				
	Proposed Changes to Home to School Travel Assistance Policy [Item 6]	<b>CFLLC 12/22:</b> The Cabinet Member for Education and Learning ensure the Home to School Travel Assistance Policy reflects the following recommendations before it is referred to Cabinet for agreement:  a) The 45-minute maximum intended journey time for	Denise Turner-Stewart, Cabinet Member for Education and Learning	May 2022	May 2022	A report went to Cabinet on 26 April.

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		<p>primary-aged pupils contained in statutory guidance be maintained and only exceeded in exceptional circumstances, such as journeys which enable a child to attend the setting which best meets their needs or where it would be impractical or disproportionately expensive for a journey to be shorter than 45-minutes – journeys should always enable children to arrive at school ready for a day of study and be suitable, safe and reasonably stress free.</p>				
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		<ul style="list-style-type: none"> <li>b) Collection points be situated in locations which protect the safety and wellbeing of children.</li> <li>c) In the case of an appeal against a withdrawal of travel assistance, assistance not be withdrawn until the appeal is complete.</li> <li>d) There be no change to the appeals panel membership; and that steps be taken promote member attendance at appeals panel meetings.</li> </ul> <p>That Cabinet agree the reported changes to the Home to School</p>				
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		Travel Assistance Policy subject to the changes recommended in recommendation 1.				
1 June 2022	Ofsted Report into Surrey County Council run Children's Home: SC04062 [Item 5]	<b>CFLL 13/22:</b> Children, Families and Lifelong Learning to bring for discussion any reports published since the previous meetings of the Corporate Parenting Board and the Children, Families, Lifelong Learning and Culture Select Committee.	CFLL	July 2022	N/A	Already implemented at Corporate Parenting Board on 19 May 2022, where the latest published reports were listed in the Director's Update. Included in the agenda papers for the Select Committee meeting on 6 July.

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		<b>CFLL 14/22:</b> Children, Families and Lifelong Learning to ensure the latest reports about Surrey County Council-run children's homes are added to the Members' portal.	CFLL	July 2022	N/A	Already actioned and the Members' Portal will be updated each time a new report is published.
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**Actions**

Meeting	Item	Action	Responsible Officer/Member	Deadline	Progress Check On	Update/Response
15 July 2021	Children's Improvement Update [Item 1]	<b>CFLLC 1/21:</b> 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.	Matt Ansell, Director – Family Resilience and Safeguarding	N/A	N/A	The findings have been shared with the Select Committee Members.
		<b>CFLLC 4/22:</b> The Director for Education and Lifelong Learning to provide information on home to school transport arrangements for SEND children, including: <ul style="list-style-type: none"> <li>Consideration of Education Health and Care plans when arranging provision,</li> </ul>	Liz Mills, Director – Education and Lifelong Learning	N/A	N/A	Included in the report at April's Select Committee and the discussion at the meeting.

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		<ul style="list-style-type: none"> <li>Schools' involvement in decision-making,</li> <li>The number of children who did not start school at the beginning of the 2021/22 school year due to home to school transport issues,</li> <li>Data on the increase in demand for home to school transport.</li> </ul>				
7 April 2022	Care Leavers Service Report [Item 5]	<b>CFLLC 6/22:</b> The Assistant Director – South West to provide the data on the differences in accommodation between asylum experienced care leavers and the wider cohort.	Siobhan Walsh, Assistant Director – South West	N/A	May 2022	The response has been provided and shared with Select Committee Members.

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		<p><b>CFLLC 7/22:</b> The Assistant Director – South West to provide the targets for the number of care leavers in county and associated timescales.</p>	<p>Siobhan Walsh, Assistant Director – South West</p>		<p>July 2022</p>	<p>Surrey County Council remains ambitious to enable more care leavers to remain in Surrey and enrich our communities, as reflected in our Looked After Children and Care Leaver Sufficiency Strategy 2020-25.</p> <p>We are pleased to be able to report that, as of May 2022, we now have 52% of our care leavers living in the county, which represents steady and sustained improvement over the last two years, from levels of closer to 40% or below. This has been achieved through both strengthening our practice, as reflected in the recent Ofsted Monitoring visit focussed around care leavers in September 2021 and the broader ILACS inspection in January, and developing and commissioning additional provision in county, in</p>
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						<p>particular supported accommodation for young people.</p> <p>Whilst we have a clear overall ambition and strategic direction in terms of increasing the number of care leavers who live in Surrey, we are currently in the process of setting more specific targets for this to help us monitor progress over time and further improve. We plan to bring initial proposals for future targets to the Placement Value and Outcomes Transformation Programme Board on 6 June for Director consideration.</p>
		<p><b>CFLLC 8/22:</b> The Assistant Director – South West to provide data on the number of changes of accommodation experienced by care leavers.</p>	<p>Siobhan Walsh, Assistant Director – South West</p>	<p>N/A</p>	<p>N/A</p>	<p>The response has been provided and shared with Select Committee Members.</p>

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	Proposed Changes to Home to School Travel Assistance Policy [Item 6]	<b>CFLLC 11/22:</b> That future Select Committee meetings allow for sufficient time for each agenda item and a lunchbreak where appropriate.	Select Committee Leadership and support officers	N/A	N/A	At the Chairman and Vice-Chairmen's planning meeting after the April meeting, it was agreed that all future meetings will include a lunchbreak and where possible briefings involving other parties will not be scheduled immediately after public meetings.
1 June 2022	Ofsted Report into Surrey County Council run Children's Home: SC04062 [Item 5]	<b>CFLL 15/22:</b> An approach to be agreed between CFLL and Democratic Services regarding the oversight role of the Corporate Parenting Board and the Children, Families, Lifelong Learning and Culture Select Committee.	CFLL and Democratic Services	July 2022	July 2022	In progress.

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		<b>CFLL 16/22:</b> The Executive Director for Children, Families, and Lifelong Learning to provide a written answer regarding strengthening the role of Link Members.	Rachael Wardell, Executive Director for CFLL	July 2022	July 2022	In progress.
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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: Ross Pike | Democratic Services Assistant: Emily Beard**

Date of Meeting	Type of Scrutiny	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priorities	Cabinet Member/Lead Officer
4 October 2022	Overview, policy review and development	<b>Universal youth work</b>	To review the provision of universal youth work and outcomes for all young people at county and district levels and outcomes for service users; and contrast data from new provision with that of previous provision.	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
4 October 2022	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 services users and also all families; and contrast data from new provision with that of 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

<p><b>4 October 2022</b></p>	<p>Overview, policy review and policy development and pre-decision</p>	<p><b>SEND Transformation Update and the development of the next SEND Strategy</b></p>	<p>Committee to review progress of SEND Transformation Programme and Safety Valve agreement, be updated on the development of the SEND strategy and recent complaints data and insights; and updated on any relevant national policy developments, such as output of SEND review.</p> <p><i>To include the guidance on the rate of pay for Personal Advisers through transition, co-production in development of support programmes and the number of case workers involved in a single process (e.g., development of an EHCP). To also include information on 18- to 25-year-olds.</i></p>	<p>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.</p>	<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>Emily George, Assistant Director – SEND Transformation</p> <p>Julia Katherine, Assistant Director – Inclusion and Additional Needs (NW Quadrant and policy lead)</p> <p><b>External</b> Family Voice Surrey</p>
<p><b>4 October 2022</b></p>	<p>Pre-decision</p>	<p><b>Children’s Social Care Workforce Strategy</b></p>	<p>Committee to review children’s social care workforce stability and challenges, thematic analysis of exit survey responses and proposed changes to the children’s social care workforce strategy.</p>	<p>Committee holds Cabinet Member and senior officers to account and makes recommendations as appropriate.</p>	<p>Tackling health inequality</p>	<p>Clare Curran, Cabinet Member for Children and Families</p> <p>Rachael Wardell, Executive Director for Children, Families, Lifelong Learning and Culture</p> <p>Matt Ansell, Director for Family Resilience and Safeguarding</p>



<p><b>4 October 2022</b></p>	<p>Overview, policy review and policy development</p>	<p><b>Report of the Adult Learning and Skills Task Group</b></p>	<p>Committee to receive the report of the Adult Learning and Skills Task Group.</p>	<p>Committee reviews and endorses the Report and its recommendations.</p>	<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>Chris Townsend, Vice-Chairman/Chairman of the Adult Learning and Skills Task Group</p>
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<p><b>8 December 2022</b></p>	<p>Pre-decision</p>	<p><b>Budget 2023/24 and Medium-Term Financial Strategy</b></p>	<p>Select Committee to receive draft budget proposals and Medium-Term Financial Strategy for 2022/23.</p>	<p>Select Committee scrutinises relevant aspects of the Council's draft budget and medium-term financial strategy, provides feedback and makes recommendations.</p>	<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>
<p><b>8 December 2022</b></p>	<p>Overview, policy review and development</p>	<p><b>Children with Disabilities – social care and safeguarding</b></p>	<p>Committee to review the practice and performance and improvement progress and priorities of the Children with Disabilities Service.</p>	<p>Cabinet Member and Senior Officers held to account.</p>	<p>Tackling health inequality</p>	<p>Clare Curran, Cabinet Member for Children and Families</p> <p>Tina Benjamin, Director for Corporate Parenting</p> <p>Matt Ansell, Director for Family Resilience and Safeguarding</p>

<p><b>Meeting 1 of 2023</b></p>	<p>Performance and overview, policy review and development</p>	<p><b>Inclusion in education</b></p>	<p>Committee to review number and characteristics of children missing education and full-time education and approach to including disengaged children and young people in education, and exclusions data and practice.</p>	<p>Cabinet Member and senior officers held to account for providing an inclusive education system which enables disadvantaged children and young people to achieve positive outcomes</p>	<p>Tackling health inequality</p> <p>Growing a sustainable economy so everyone can benefit</p> <p>Empowering communities</p>	<p>Denise Turner-Stewart, Cabinet Member for Education and Learning</p> <p>Liz Mills, Director for Education and Lifelong Learning</p>
<p><b>Meeting 1 of 2023</b></p>	<p>Overview, policy review and development</p>	<p><b>Youth homelessness</b></p>	<p>Committee to review the incidence and issue of youth homelessness in Surrey and the support available to young people who are at risk of, or are experiencing, homelessness, including non-statutory homelessness.</p>	<p>Committee holds Cabinet Member and senior officers to account and makes recommendations as appropriate.</p>	<p>Tackling health inequality</p>	<p>Clare Curran, Cabinet Member for Children and Families</p> <p>Rachael Wardell, Executive Director for Children, Families and Lifelong Learning</p>

<p><b>Meeting 2 of 2023</b></p>	<p>Overview, policy review and development</p>	<p><b>Active children and young people</b></p>	<p>Committee to review the benefits of physical activity and the opportunities provided by the council and partners for children and young people to be physically active, including physical education (PE) and sport provision and active travel opportunities in maintained schools; and to review local public health data regarding child and young person health and wellbeing.</p>	<p>Committee to understand benefits of physical activity, sport and high-quality PE for children and young people, evaluate the offer in Surrey, and make recommendations as appropriate.</p>	<p>Tackling health inequality  Enabling a greener future</p>	<p>Denise Turner-Stewart, Cabinet Member for Education and Learning  Sinead Mooney, Cabinet Member for Adults and Health  Mark Nuti, Cabinet Member for Communities  Marie Snelling, Executive Director for Customer and Communities  Liz Mills, Director for Education and Lifelong Learning  Ruth Hutchinson, Director for Public Health  Maria Dawes, CEO – Schools Alliance for Excellence</p>
<p><b>Meeting 2 of 2023</b></p>	<p>Performance and overview, policy review and development</p>	<p><b>Educational attainment and post-16 destinations</b></p>	<p>Committee to review information, inc. for specific (particularly vulnerable) cohorts, on the educational attainment and development of Surrey pupils, including centre assessed grades, and post-16 destinations and NEET.</p>	<p>Cabinet Member and senior officers held to account for learners' outcomes.</p>	<p>Tackling health inequality  Growing a sustainable economy so everyone can benefit  Empowering communities</p>	<p>Denise Turner-Stewart, Cabinet Member for Education and Learning  Liz Mills, Director for Education and Lifelong Learning</p>

<p><b>Meeting 3 of 2023</b></p>	<p>Performance and overview, policy review and development</p>	<p><b>School standards, improvement and policy</b></p>	<p>Committee to review annual change in Ofsted gradings of, and inspection-finding trends re, Surrey schools, the work and impact of the Schools Alliance for Excellence and the strategic direction for maintained schools, including relevant national policy developments.</p>	<p>Cabinet Member and senior officers held to account for school standards and improvement; and Committee updated on strategic direction for maintained schools.</p>	<p>Tackling health inequality</p> <p>Growing a sustainable economy so everyone can benefit</p> <p>Empowering communities</p>	<p>Denise Turner-Stewart, Cabinet Member for Education and Learning</p> <p>Liz Mills, Director for Education and Lifelong Learning</p> <p>Maria Dawes, CEO – Schools Alliance for Excellence</p>
<p><b>Meeting 4 of 2023</b></p>	<p>Overview, policy review and development</p>	<p><b>Support for resettled children and families</b></p>	<p>Committee to review the needs of resettled children and families and the support provided to them.</p>	<p>Cabinet Members and senior officers held to account</p>	<p>Tackling health inequality</p> <p>Growing a sustainable economy so everyone can benefit</p>	<p>Clare Curran, Cabinet Member for Children and Families</p> <p>Denise Turner-Stewart, Cabinet Member for Education and Learning</p> <p>Rachael Wardell, Executive Director for Children, Families and Lifelong Learning</p>
<p><b>Meeting 4 of 2023</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</p> <p>Growing a sustainable economy so everyone can benefit</p> <p>Enabling a greener future</p> <p>Empowering communities</p>	<p>Clare Curran, Cabinet Member for Children and Families</p> <p>Simon Hart, Independent Chair – Surrey Safeguarding Children Partnership</p>

Items to be scheduled						
<i>(Date)</i>	<i>(Type)</i>	<i>(Issue)</i>	<i>(Purpose)</i>	<i>(Outcome)</i>		<i>(Cabinet Member/Lead Officer)</i>
<b>TBC</b>	Overview, policy review and development	<b>Adolescent suicide (joint with, and led by, Adults and Health)</b>	Committees to review the issue of adolescent suicide and the proposed strategic approach.	Committees understand issues and evaluates proposed approach.	Tackling health inequality	Clare Curran, Cabinet Member for Children and Families  Sinead Mooney, Cabinet Member for Adults and Health
<b>TBC</b>	Overview, policy review and development	<b>Children and young people emotional wellbeing and mental health (joint with, and led by, Adults and Health Select Committee)</b>	Committees review implementation and impact of new CYP EWMH service and make recommendations as appropriate.			

Task and Finish Groups		
<b>Topic</b>	<b><u>Relevant organisational priorities</u></b>	<b><u>Membership</u></b>
<b>Adult Learning and Skills</b>	<u>Tackling health inequality</u>  <u>Enabling a greener future</u>	<u>Chris Townsend (Chair)</u>  <u>Jonathan Essex</u>  <u>Fiona White</u>

	<u>Empowering communities</u>  <u>Growing a sustainable economy so everyone can benefit</u>	<u>Jeremy Webster</u>  <u>Catherine Baart</u>
<b>To be established: Neglect</b>		

**Standing Items**

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

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