

## Notice of Meeting

# Children, Families, Lifelong Learning and Culture Select Committee

**Date & time**

Tuesday, 4 October  
2022 at 10.00 am

**Place**

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

**Contact**

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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, e.g. large print or braille, or another language please email [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk).**

**This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Julie Armstrong, Scrutiny Officer on 07816 091463.**

### **Elected Members**

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 MEETING: 6 JULY 2022

(Pages 7  
- 20)

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 (*19 June 2020*).
2. The deadline for public questions is seven days before the meeting (*18 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 SPECIAL EDUCATIONAL NEEDS AND DISABILITIES STRATEGY** (Pages 21 - 32)

**Purpose of the report:**

To provide the Children, Families, Lifelong Learning and Culture Select Committee with a progress update on the Special Educational Needs and Disabilities (SEND) self-evaluation and strategy (which is being taken forward as the Additional Needs and Disabilities Strategy, in line with feedback outlined below), including an assessment of current performance, recent progress and next steps.

**6 FAMILY CENTRES** (Pages 33 - 44)

**Purpose of the report:**

To review the Family Centre model of providing support to families, including usage, outcomes for service users and impact data of the new provision.

**7 CHILDREN'S SOCIAL CARE WORKFORCE STRATEGY / RECRUITMENT & RETENTION UPDATE** (Pages 45 - 72)

**Purpose of the report:**

This report provides an update on the Recruitment, Retention & Culture Programme, its aims, scope, activity so far this year and the priorities going forward. The Children's Social Care Workforce Strategy has recently been developed and is included in this report along with an initial thematic analysis of recent exit survey responses. An update on recruitment and retention of children's social care staff with key performance information has been included as well.

**8 SURREY HOMES FOR SURREY CHILDREN: A STRATEGIC APPROACH TO GROWING CAPACITY IN CHILDREN'S HOMES IN SURREY** (Pages 73 - 88)

**Purpose of the report:**

To consider a proposed approach to developing the capacity of children's homes in Surrey to enable the longer-term ambitions of the Council's Looked After Children and Care Leaver Sufficiency Strategy 2020-2025, ahead of formal proposals being considered by Surrey County Council's Cabinet later in 2022.

## **9 EXCLUSION OF THE PUBLIC**

### **Purpose of the item:**

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

## **10 LEARNINGS FROM THE REVIEW INTO THE EVENTS LEADING TO THE CLOSURE OF A CHILDREN'S HOME: IMPROVEMENT PLAN**

(Pages  
89 - 96)

### **Purpose of the report:**

This Part 2 report contains information which is exempt from Access to Information requirements by virtue of paragraphs 1 and 2 – information relating to any individual and information which is likely to reveal the identity of an individual.

### **Confidential: Not for publication under Paragraph 1, 2**

Information relating to any individual.

Information which is likely to reveal the identity of an individual.

## **11 PUBLICITY OF PART TWO ITEMS**

### **Purpose of the item:**

To consider whether the item considered under Part 2 of the agenda should be made available to the Press and public.

## **12 ACTIONS AND RECOMMENDATIONS TRACKER AND FORWARD WORK PLAN**

(Pages  
97 - 116)

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

## **13 DATE OF THE NEXT MEETING**

The next public meeting of the Select Committee will be held on Thursday, 15 December 2022.

**Joanna Killian**  
**Chief Executive**

Published: Monday, 26 September 2022

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

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

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

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*

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**MINUTES** of the meeting of the **CHILDREN, FAMILIES, LIFELONG LEARNING & CULTURE SELECT COMMITTEE** held at 10.00 am on 6 July 2022 at Woodhatch Place, 11 Cockshot Hill, Reigate, RH2 8EF.

These minutes are subject to confirmation by the Committee at its meeting on Tuesday, 4 October 2022.

**Elected Members:**

- Ayesha Azad
- \* Liz Bowes (Chairman)
- \* Fiona Davidson
- \* Jonathan Essex
- \* Rebecca Jennings-Evans
- Rachael Lake
- Michaela Martin
- Lesley Steeds
- \* Mark Sugden
- \* 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

**24/22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Ayesha Azad, Lesley Steeds, Michaela Martin, Rachael Lake, and Simon Parr.

David Harmer substituted for Lesley Steeds and Saj Hussain substituted for Rachael Lake.

Rachael Lake attended the meeting remotely.

**25/22 MINUTES OF THE PREVIOUS MEETINGS: 1 JUNE 2022 [Item 2]**

The minutes were agreed.

**26/22 DECLARATIONS OF INTEREST [Item 3]**

None received.

## **27/22 QUESTIONS AND PETITIONS [Item 4]**

### **Witnesses:**

Denise Turner-Stewart, Cabinet Member for Education and Learning

Liz Mills, Director – Education and Lifelong Learning

1. Five questions were received from Fiona Davidson.
2. The Member asked a supplementary question on the timeliness of Educational Health and Care Plans (EHCPs); why had there been a significant decline in the number of EHCPs delivered from January and February 2022 onwards. The Director explained that this was due to a number of factors, such as an increase in demand, and changes in staffing and turnover. There was also a national shortage of educational psychologists, with a 40% vacancy rate in the team. A different approach to attracting staff had been adopted, in terms of pay and rewards. The Education Service had been targeting trainee educational psychologists, as well as working with associates and retirees to encourage them to return to work.
3. The Member queried the target of a 70% completion ratio, noting that in the south west quadrant, the current ratio was 17%. Had 70% ever been achieved and was this a realistic target. The Director explained that the Service had been achieving above 70% completion ratio at many points and were achieving that at points during the pandemic. The completion ratio was 65% on average for the cumulative total. The Director had confidence in the target and explained that it was a stretch target but was considered a milestone to the aim of achieving 100%. The Cabinet Member emphasised that the quality of assessments was just as important as the timeliness of them.
4. A Member queried what the cumulative target was for the year. The Director explained that there was no forward planning around the cumulative target, as the focus was on in-month timeliness.

## **28/22 SCHOOL PLACE SUFFICIENCY [Item 5]**

### **Witnesses:**

Denise Turner-Stewart, Cabinet Member for Education and Learning

Liz Mills, Director – Education and Lifelong Learning

**Key points raised in the discussion:**

1. The Cabinet Member introduced the report, noting that sufficiency was good in mainstream schools and that the Service was working hard to increase the number of special educational needs and disabilities (SEND) places to enable children to be able to attend their local school. There was a trend of falling birth rates, producing vacancies in primary schools which was unevenly spread across Surrey. Over 50% of schools were already academies and the Schools Bill would strengthen the Council's role with admissions.
2. A Member questioned whether the Council was pushing schools to become academies and join multi-academy trusts (MATs), which resulted in the Council having less control over such schools. The Director explained that both the White Paper and the Schools Bill stated that all schools would need to become academies by 2030, although primary legislation was not being altered to mandate this. The Council had always supported choice for schools and becoming an academy was one choice. Academisation was not viewed as a solution to the sustainability of schools on its own. However, broader support and shared leadership arrangements could be provided through a multi-academy trust. The Member enquired as to whether the Council wanted to set up academies themselves and establish an academy trust. The White Paper would allow for local authority multi-academy trusts, although, there was no expression of interest by the Council at this stage. MATs tended to be established in areas with a low prevalence of existing trusts and there were criteria set by the Department of Education (DfE). If the Council established a multi-academy trust, it would need be clear about the benefits it would provide and its purpose distinct from other trusts.
3. A Member asked about how demand versus capacity was managed in the secondary sector where the schools were predominantly academies. The Director responded that the Education Service took a collaborative approach with schools to their organisation, to ensure that there was a balance of schools that enabled everyone to thrive. It was agreed with schools when to increase or decrease capacity.
4. In response to a question on ensuring that places were filled, and requisite staff were recruited, the Director explained that in relation to the Council's special schools, one of the criteria

employed was the capacity of the school to deliver an increase of places. It was not simply about having the physical space for an increase. In terms of recruitment, there had been a difficulty in recruiting teaching assistants and the Service had been working with schools to enable them to resource them appropriately. The Director noted that there had been an overreliance on teaching assistants over time. There were not difficulties in filling school places and there was a centralised team in the Gateway to Resources team who coordinated the places. The aim was to create equal access for children countywide, which was still being worked on as some units and centres had witnessed an increase in some areas of need and a decrease in other areas.

5. A Member asked about the distribution of Ukrainian and Afghan asylum seeking children across Surrey and the associated impacts. The Service Manager explained that Afghan refugee children were placed in hotels in three areas and all of the children there had been placed in local schools. There were 37 children based in Leatherhead, 18 children based in Camberley and, 18 children based in Stanwell. The normal application process was followed. Regarding Ukrainian refugee children, 790 had arrived, of those 619 were of statutory school age. They had arrived via the Homes for Ukraine route. There were other Ukrainian children arriving from the family route. There had been 608 applications for school places this academic year. Ukrainian children were mainly concentrated in towns including Elmbridge, Surrey Heath, Woking, Mole Valley, and Waverley. There had been some pressure on places for year seven in these areas, with Farnham and Ash experiencing the most pressure for places. The Service was looking at how to resolve this for September and was monitoring it closely. The Member shared concerns around the ability to place younger children in schools that were local to them.
6. A Member queried the extent to which local development plans were taken into account when considering future school population numbers. The Service Manager assured the Committee that the Service had regular dialogue with local planning authorities. They were looking at the emerging need and would look for contributions from developers to create additional places. Although there were currently falling rolls for primary schools, in 10 to 15 years the position could change even if this period was beyond the normal forecasting period.
7. In response to a question on the impact the Schools Bill could have on Surrey, the Director explained that an all-Member

briefing was being planned for early autumn on this. The Bill and White Paper provided opportunities, such as clarifying the role of local authorities as a champion of all children and increasing the Council's role around permissions regarding elective home education. The Member also questioned whether the programme would deliver the same level of sufficiency for both SEND places and mainstream places. The Director responded that the programme included stretch targets for all children over the quality of teaching. The SEND programme modelled future demand and would be refreshed every year to account for any changes to bring a level of sufficiency for SEND places. There could be policy changes from the Green Paper to create an inclusive system in mainstream schools. The Cabinet Member added that there was flexibility built into the programme, as they were able to accelerate and shift attention to a range of different projects where needed. The Member requested a briefing to cover both the positive and negative impacts that the Bill could bring.

8. A Member asked about the impact of federalisation on rural schools and how this work linked to the Council's Local Transport Plan. The Director responded that the plans were made at ward level, and they worked with colleagues corporately to align their work with the wider ambitions of the Council, including transport planning. The Service had been observing difficulties in some schools regarding their sustainability. This was occurring across the country. They needed to observe the realities and work through possible options. The Service Manager added that the DfE had a presumption over the closure of rural schools, whereby the impact on the local community was looked at closely prior to a closure. Children could face an educational disadvantage if there were not enough staff to offer the full curriculum, due to the small numbers of school children. The Cabinet Member emphasised that the Council valued rural and smaller schools.
9. In response to a question on considering longer term demographic patterns, the Service Manager explained that there were predictions available through the Office for National Statistics (ONS) around future birth rates. The Service looked at a ten-year period, however, the Service Manager was keen to look beyond that as local plans often went beyond a ten-year period. The ONS data was predicting the downturn of live births continuing.
10. A Member queried whether there was a gap in provision for refugees aged 17-18 years old and were unable to speak

English. The Director explained that the Service was determined to ensure that this cohort did not fall through a gap in provision. The Service was updating their information, advice, and guidance for college aged Ukrainian refugees. Courses on English as a second language (ESL) were available in three locations and they wanted to make this offer more widely available. It was important to meet the needs of adults in this cohort as well. The Cabinet Member added that the Service was ensuring that career guidance and online tools were accessible.

11. A Member asked whether the Council was successfully negotiating with mainstream schools to increase the number of SEND places, in order to meet the requirements of the Safety Valve agreement. The Director explained that academies had responded well to the request and there had not been any barriers thus far. The Service would be working exclusively with academy trusts in the future if the legislation on academies gets agreed. The Cabinet Member shared that there was a voluntary gesture from academies to take a neutral approach and they had been involved in the Inclusion Roundtable.
12. A Member asked about the Council's work around recruitment of future teachers. The Director responded that there had been a concern for some time about schools being able to ensure sufficiency of their workforce exacerbated by the pandemic and changes of the market. The Service was trying to remove some of the barriers to teach in England, such as converting qualifications from elsewhere in the world.
13. A Member queried the level of focus on future teachers in the report, emphasising the importance of teaching assistants. The Director reassured the Committee that they recognised the value of teaching assistants, however it was about also recognising the wider range of professionals, as a teaching assistant may not always be the most appropriate professional to meet a child's needs. The Service was looking at funding schools to provide them with greater flexibility in terms of staffing. The recruitment issues were not felt equally across all types of teaching. For example, in secondary schools, there was a lack of maths, physics, and modern foreign languages teachers. The workforce challenges were not viewed as a high risk to the programme and there were appropriate support mechanisms in place to mitigate such issues, as well as close monitoring.
14. The Member also questioned whether there was an active programme to review rural schools. The Director explained that there were no plans to close rural schools. The Service needed

to acknowledge the risks for those schools, as if not, there would be a decline of standards. There had been three occasions in the last five years of reconfiguration of provision, done in partnership with the local community. The Service was proactive about sustainability of schools and held a conference last September to share the issues with these schools. Often this then manifested itself in the form of a one-to-one conversation with the school about their plan for the future. The Cabinet Member added that close monitoring of the workforce took place with the People, Performance, and Development Committee, such as recently improving the package for educational psychologists.

15. A Member queried whether there was an update regarding the capital bid to the DfE to deliver Phase four of the SEND Programme. The Director clarified that they had been awarded £8.5 million, which was less than was requested. The DfE had since opened a further free school programme, which the Service hoped to secure more funding through.
16. A Member asked whether the September 2024 timeframe was still realistic for the realisation of the capital programme and whether the 42 projects would be delivered between 2023 and 2025. The Cabinet Member was confident that the ambition to deliver by 2024 was sound and it was currently on track. There was frequent monitoring of the projects and flexibility was built into the programme for when opportunities arose. There could be pressures in the coming years, which was why the groundwork had been put in now.

*Chris Townsend left the meeting at 11:27am.*

17. In response to a question on the potential impact of increases in construction costs and delays of the programme, the Director explained that Land & Property officers were managing this on their behalf and had been working hard to mitigate any issues related to supply and inflation. For example, by planning ahead, having contracts in place, and securing provision and materials in advance. The Council was committed to delivering the programme. Where the need arises, they would take it to Cabinet Decision Making. The Cabinet Member added that there was flexibility in place to allow funding to be increased to make up for any inflation needs. The process was coming to the next Cabinet meeting.

## **RESOLVED:**

The Select Committee:

1. Notes the changing education landscape including issues arising from a changing demographic and a new Schools Bill.
2. 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.
3. Supports the programme of investment agreed in order to achieve a sufficiency of places for children in Surrey.
4. Notes the importance of continued partnership working and the essential collaboration with providers and partners required to deliver improved outcomes for children.

## **29/22 CORPORATE PARENTING ANNUAL REPORT REGARDING LOOKED AFTER CHILDREN [Item 6]**

### **Witnesses:**

Clare Curran, Cabinet Member for Children and Families

Tina Benjamin, Director – Corporate Parenting

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

1. A Member asked whether kinship carers were paid at the same rate as general types of carers. The Director explained that the payments were complicated. The payment for the child would be the same, however, the skills payment for the carer was dependent on their experience and therefore it varied.
2. A Member questioned what the target date was for the benchmarking study regarding payments for carers compared to surrounding counties. The Director stated the study would be ready by 18 July 2022. The Corporate Parenting Service had agreed a 3% increase to the child payment to account for the rising cost of living, which would be backdated from 1 April 2022. They wanted any change to be future proofed and any further changes would just be based on inflation. The review was taking longer as the published information of other counties was not always accurate and they wanted to consult with carers. The Member noted that Surrey was an expensive place to live, and

the Council was behind surrounding counties even with the child payment. The Director explained that the Council was competitive with the payment for younger children, but less so for older children.

3. A Member asked how many homeless 16- and 17-year-olds there were in Surrey each month on average. The Director replied that there were six on average.
4. In response to a question on the low rates of adoption in Surrey, the Director explained that low rates were a national trend, however, Surrey's rates were lower than regional neighbours. It was important to have the right individual care plan for a child and to keep children connected to their families. Adoption rates needed to be looked at in correspondence with special guardianship order outcomes (SGO outcomes). Adoption Southeast performed well at family finding for children and there were not high numbers of placement orders. The Service had improved permanency planning. However, the rates of adoption did depend on the outcomes of court hearings.
5. A Member asked about the other types of placements and the sufficiency of Surrey foster carers. The Director explained that the sufficiency strategy was a three-year plan, and it was ambitious. Ofsted considered it a robust plan and it would continue to be reviewed annually. There was a refreshed Recruitment and Retention Board which included foster carers, and they were supportive of the measures being taken. However, there was a national shortage of foster carers and post-pandemic, a number of foster carers had retired. The Cabinet Member shared that the Fostering Service had undergone a peer review by Essex County Council who made some recommendations about how the Service could be changed. Although money was still important to foster carers they were unlikely to leave for financial reasons.
6. In response to a question on payment allowances for kinship carers taking on children remedially, the Director explained that if kinship carers came through care proceedings, there was an automatic right to be financially assessed. If the arrangements were made informally, between families, often the Council would be unaware of the arrangement. The Council could financially support any family in the community to keep children out of the care system, including if the family approached the Council, due to Section 17(6) of the Children's Act 1989. The Council also had a contract to support SGO carers and this would be opened up to any kinship carer.

7. A Member asked about partnership working for mental health and wellbeing services for looked after children and care leavers. The Director explained that there was a dedicated service for this cohort and Ofsted reported that the Service supported children and young people's wellbeing well. Regarding the issue around the provision of essential information for carers, this was due to both a practice and technical issue. The practice issue was clear, and the technical issue would be resolved by 15 August 2022.
8. The Member also asked about the views of children and young people about the services and engaging with social workers. The Director explained that on an individual level, every child had a review at a minimum of every six months about their care plan, and they were more regular when they first entered the system. There was a 94% completion rate for those reviews. In terms of a wider understanding of the cohort, there was a well-established User Voice and Participation team which included different groups such as, care council for juniors and for seniors. These groups had themed meetings and surveys which corresponded with the themes of the Corporate Parenting Board (CPB) meetings. There was also an annual survey of all looked after children and young people (the Big Survey). Last year, the Service also commissioned the Bright Spots survey which provided nationally comparable data which would be brought to the CPB. The most frequent complaints were around changes in placements and social workers. The relationships between children and young people with social workers varied, often they were easily to build with younger children.
9. A Member raised the issue of a lack of continuity in social workers for children in care. The Director responded that the turnover in looked after care team was much lower than for the family safeguarding team. When children were living at home and it was no longer safe, they stayed in the family safeguarding team during the period of court proceedings. Vacancy rates had decreased for social workers. Regarding placement breakdowns, the Service was working hard to support placements and getting the correct match in the first instance.
10. A Member asked whether there were foster carers in Surrey who looked after children from other counties. The Director explained that there were 1,050 looked after children, 30% of those were UASC. Despite not having a home based in Surrey, they were considered to be children in the care of the Council. Independent

fostering agencies had foster carers based in Surrey that could take in children from anywhere.

**RESOLVED:**

1. The Select Committee notes the Corporate Parenting Board Annual Report and Performance Report in relation to Looked After Children.
2. The Select Committee are to receive a report next year which will include:
  - a) any relevant national policy developments that impact Corporate Parenting;
  - b) the key performance data for year ending March 2022 for Looked After Children as compared with statistical neighbours and nationally.

**30/22 CHILDREN'S SERVICES (ILACS) INSPECTION FINDINGS [Item 7]**

**Witnesses:**

Clare Curran, Cabinet Member for Children and Families

Matt Ansell, Director – Safeguarding and Family Resilience

**Key points raised in the discussion:**

1. A Member asked for the witnesses' assessment of why the progress from an inadequate judgement had been slow and asked whether the Service was aiming to reach outstanding as agreed by a motion at Council. The Cabinet Member responded that it was important to be realistic and look at the judgement in the context of the whole Council. There was a long history of inadequacy, and it took the appointment of the current Chief Executive and the previous Director of Children's Services to provide a clear and detailed plan for a turnaround. The journey was consistent with other local authorities. The monitoring visits demonstrated the improvement over time and the impact of the pandemic could not be underestimated. The staff were committed to achieving an outstanding Ofsted judgement.
2. A Member asked whether there would be any key performance indicators (KPIs) to enable the Committee to track progress and queried the lack of due dates and interim targets in the plan. The Cabinet Member explained that there was a substantial amount

of performance data information, and it was for the Committee to decide how much they wished to receive.

3. A Member queried the ratio of permanent to agency staff and asked why problems persisted with recording and evaluating information. The Director shared that there was an increase in the amount of permanent, qualified social workers in Surrey but 30% of the current case holder social workers were agency staff and there were around 130-140 vacancies. Nationally, there was a shortage of social workers, the Council had doubled its cohort of newly qualified social workers and were hoping to build on this in the following year. The Member asked about the work to improve the performance of supervising managers. The Director explained that all front-line staff and managers had the opportunity to be trained in motivational interviewing. There were also workshops looking at how leaders supported and embedded principles on working with families and supporting staff.
4. In response to a question on the differing terms used by internal and external communications in relation to Ofsted judgements, the Director explained that internally Children's Services was using the term 'excellence' which was equivalent to Ofsted's use of 'outstanding'. The Member noted that at Council it was agreed for the Council to use the same wording for internal and external communications. The Cabinet Member clarified that the ambition was to become an outstanding authority and emphasised the importance of partnership working to achieve this.
5. The Member also asked about the lack of transformational changes included in the improvement plan. The Director clarified that the Service did not need to change the direction of travel, rather it was about embedding practices instead. The Impower organisation had been commissioned to carry out a piece of work to look at how to bring out the changes required. The report had been published and the Service were considering the recommendations and aligning them with timescales and KPIs. The Director added that there were extensive performance dashboards which were regularly scrutinised, and the Service could look at how to make this presentable for Members.

**RESOLVED:**

1. The Select Committee to receive a further update on the progress made delivering the children's services 'Achieving Excellence' programme in Autumn 2022.

**31/22 CHILDREN'S HOMES OFSTED REPORTS PUBLISHED SINCE THE LAST MEETING [Item 8]**

**Witness:**

Tina Benjamin, Director – Corporate Parenting

**Key points raised in the discussion:**

1. A Member asked about the recommendation regarding the 'independent scrutiny' referenced in the report. The Director explained that they would need to check this and provide an answer following the meeting.
2. A Member queried the strength of practice in children's homes, as the Ofsted judgment decreased from outstanding to good. The Director explained that it was due to the nature of the regulations of children's homes. For example, if the proportion of permanent staff was not high enough, the home would not be judged as outstanding. There were no concerns regarding practice. The home was committed to return to an outstanding judgement.
3. A Member asked who decided the registered person of a children's home. The Director explained that Ofsted decided. There was a fitness to practice interview with Ofsted, following an interview with the Council.

**Actions/requests for further information:**

1. The Director for Corporate Parenting to explain the recommendation to the registered manager to 'seek independent scrutiny of the home.'

**RESOLVED:**

The Select Committee noted the report.

**32/22 ACTIONS AND RECOMMENDATIONS TRACKER AND FORWARD WORK PLAN [Item 9]**

**Witness:**

Ross Pike, Scrutiny Business Manager

**Key points raised in the discussion:**

1. The Scrutiny Business Manager noted that there were too many items scheduled for the public meeting in October for it to be effective. It was agreed that the October meeting would include the item on the achieving excellence programme and the item on the SEND transformation programme. The Chairman and Vice-Chairmen would agree whether to defer some of the items.

**33/22 DATE OF THE NEXT MEETING [Item 10]**

The Select Committee noted that its next meeting would be held on Tuesday, 4 October 2022.

Meeting ended at: 1.29 pm

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**Chairman**

Tuesday, 4 October 2022

## **SPECIAL EDUCATIONAL NEEDS AND DISABILITIES STRATEGY**

### **Purpose of report:**

To provide the Children, Families, Lifelong Learning and Culture Select Committee with a progress update on the Special Educational Needs and Disabilities (SEND) self-evaluation and strategy (which is being taken forward as the Additional Needs and Disabilities Strategy, in line with feedback outlined below), including an assessment of current performance, recent progress and next steps.

Following feedback from young people with additional needs via the User Voice and Participation 'ATLAS' group, on their preferred terminology and language, we will use the term 'additional needs and disabilities' wherever possible to replace the legal term 'special educational needs and disabilities'.

### **Introduction:**

1. This report provides an overview of current performance, recent progress and next steps towards the implementation of a new strategy to improve experiences and outcomes for children and young people with additional needs and disabilities and their families to be in place from 2023.
2. This report also provides an update on the Additional Needs and Disabilities transformation programme and the Safety Valve Agreement.

### **Background**

3. The current Surrey SEND Partnership Strategy covers the period from 2019 and 2022 and underpins the additional needs and disabilities transformation programme. The strategy sets out the commitment of the partnership to work together to enable all children with additional needs and disabilities in Surrey to thrive and achieve their full potential.
4. The Additional Needs and Disabilities transformation is a holistic and far-reaching programme. It incorporates activity across the Local Area 'SEND' system and is structured in a thematic way to aid delivery. It encompasses four key areas of focus:

- a) **Inclusion in local maintained schools and early help:** Increasing the proportion of children able to thrive in a mainstream or specialist-maintained provision closer to home along with their peers and siblings. Providing improved information, advice and support so that needs are met earlier, improving outcomes and avoiding unnecessary escalation.
  - b) **Sufficiency, outcomes, and value of school places:** Ensuring that the school estate provides sufficient, suitable places for children with Special Education Needs and Disability within the county, improving the value of independent places that are used through partnership and market management and reviewing the school funding model within maintained provision to ensure funds are allocated as efficiently and effectively as possible.
  - c) **Preparation for Adulthood:** Supporting post 16 children in preparing for adulthood through more and better educational pathways and support for independence.
  - d) **Partnership Accountability:** Ensuring all partners across the local area, including Council departments and local providers are working effectively together to support improvements in outcome, experience, and sustainability of the 'SEND' system in Surrey.
5. In March 2022 Surrey entered into a Safety Valve agreement with the Department for Education, committing to the delivery of our transformation plans to improve outcomes for children and young people with additional needs and disabilities and to achieve in year financial sustainability by 2026/27. The DfE will contribute a total of £100m to Surrey's DSG deficit in quarterly instalments subject to quarterly monitoring reports demonstrating the expected progress is being made. Surrey's Safety Valve agreement is on track and further information on these arrangements is provided in Appendix A.

<b>Current performance</b>
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- 6. During 2022 work has been undertaken on behalf of the partnership to coproduce a self-evaluation to assess current performance across the 'SEND' system: How well do we collectively identify and meet the needs of children and young people with SEND aged 0-25 and how well are they supported to achieve great outcomes.
- 7. Surrey is strongly committed to engagement, participation and coproduction at a strategic, operational, and individual level in all our work with children, young people, and their families. In 2021 we appointed a Coproduction and Engagement Manager as part of our transformation and partnership approach to embed the principles of co-production throughout all new activity.
- 8. A culture of coproduction is being developed. Successful coproduction work so far has included the commissioning of ethnographic research and surveys of

parents and carers, children and young people, teachers and SENCOs and professionals engaging with children, young people and their families.

9. We work closely with our parent carer forum, Family Voice Surrey. As our strategic partners they have a strong presence on several boards, reference and steering groups and with SEND Advice Surrey our impartial advice service. There has been a significant improvement in the relationships between the parent carer forum and the local authority rooted in a culture of high support and high challenge. Feedback from Family Voice Surrey has told us that while there is still work to do, they can recognise the commitment Surrey has made to restorative relationships and acting on critical feedback.
10. In addition, we engage consistently with Surrey Youth Focus, who act as a representative for voluntary sector providers through an approach of confirm and challenge ensuring that we meet the needs of communities and groups who may be underrepresented or seldom heard. We also have strong representation from young people with additional needs whose voices are clearly heard and welcomed and whose input has helped shape our approaches, processes, communications and our documentation to ensure we are using authentic person-centered approaches.
11. Our young people are represented through the following groups:
  - ATLAS (user participation group for young people with additional needs and disabilities)
  - Care Council
  - CAMHS Youth AdvisorsBetween June and August 2022, we published the Our Voice Matters survey to gain the views of children and young people in Surrey and this has had high levels of engagement.
12. Both parent/carers and young people's groups can raise 'Action Cards' with services in Surrey to challenge, clarify or support our activities. The groups meet on a regular basis and highlight through the Action Cards what they would like to stop, start, or change about the services they access. The responses to the action cards have been well received by the authors and are valued by members of the Inclusion and Additional Needs Services as a positive tool to help us reflect on and improve our practice. We also publish monthly 'You Said, We Did' reports.
13. In the summer of 2022 we undertook a survey of parents' and carers' views on their satisfaction in how additional needs are met in Surrey. A total of 1,085 parents and carers completed the survey and reported on the experiences of 1,359 children and young people with additional needs and disabilities. This was a statistically higher response rate than in previous surveys. Analysis of those responses has shown that when asked about their satisfaction with support for the children and young people at SEN Support or with an EHCP, over 50% of parents reported being satisfied or very satisfied.

14. Analysis of recent complaints data shows us that the number of complaints and appeals to the SEN tribunal remains high. The SEND appeal rate for example is 4.1% compared to 1.8% nationally.
15. 'SEND' can often be a very emotive and complex area to navigate, and residents who raise concerns frequently share a range of issues that they are seeking to address. Recent complaints data show that the most common concerns raised relate to:
  - **Communication** – calls, emails and letters not responded to, 'chasing' for updates.
  - **Delays** - in the Education Health and Care needs assessment or annual review process.
  - **Missed education** – provision not being delivered in accordance with an Education Health and Care Plan.
16. To address these issues, the Council's 'SEND' Teams have implemented the following changes, the impact of which is expected to be seen over the course of the next academic year (September 2022 to August 2023). Complaint escalation requests have already reduced from 24% to 18%.
  - a) **Improved communications** – 'SEND' Teams are expected to proactively call families, provision and professionals to provide updates, as well as responding to their calls within 48 hours and emails within 5 working days.
  - b) **Local meetings** – Meeting regularly with educational settings to report on progress and problem solve. Arranging meetings with groups of local parents to explore concerns, share plans, co-produce solutions and provide key service updates.
  - c) **Focus on Early intervention and Mediation** – Early conversation with parents and schools to resolve issues. Specific Officers holding complex cases to manage and ensure consistent communication with families, educational settings and professionals involved.
  - d) **Restorative Practice** – Managers are engaged in ongoing training and will implement and model a relational approach when working with families and educational settings, which will improve residents' experiences of working alongside the Council and support best outcomes for children and young people with additional needs/disabilities.
17. Complaints and insights are analysed and reviewed in a termly report produced by the SEND Quality Team. Trends are triangulated with the information from the termly multi-agency audit process. The parents', young people's and professionals' surveys will be repeated next year (and then annually) to assess the impact of the above changes

## Surrey Additional Needs and Disability Partnership Self-evaluation

18. Our partnership self-evaluation has identified areas of strength and progress, including:

- a) **Early-identification** of children with the most complex needs and exploration of the support available in a mainstream setting - The Early Intervention Fund invests in equipment and accessibility improvements so that more children with additional needs can attend their local early years setting, given that SCC is an outlier in EHCP terms at ages 0-5.
- b) **Strengthening of early support offer** - Building on Surrey's Graduated Response and refreshed Local Offer, the partnership is strengthening and promoting the Ordinarily Available Provision guidance so that children and families benefit from the full set of services available to them.
- c) **Learners Single Point of Access (LSPA)** - The LSPA was launched in 2020 to provide information and advice from a multi-disciplinary team of professionals from education, health and social care to support parents and practitioners with concerns about the development and/or learning needs of children and providing high support and challenge to schools and other providers to ensure that needs are appropriately identified and met at the earliest point to reduce the need for escalation or longer-term provision. Plans include strengthening of the Request for Support offer for schools and families.
- d) **Team Around the School pilot** - The objective of the pilot project is to identify children and young people with additional needs and intervene early. By providing a higher level of service early on, we avoid families reaching crisis point and support school placement stability within the existing setting. There are 16 schools taking part in the pilot (primary, secondary, specialist and PRU) with the potential of an additional 6 schools joining in the autumn term 2022. The Pilot is aligned to several Inclusion activities including Emotional Based School Non-Attendance, Valuing 'SEND' and Exclusion Prevention following the Royal Holloway '*Permanent School Exclusions in Surrey: What works to keep children and young people in education*' report. Subject to the evaluation and learning from the pilot, the intention is to roll out the recommended model from 2023.
- e) **Education, Health and Care Plans (EHCPs)** - Our work in Inclusion and Early Help has brought the rate of growth in EHCPs down from 13.3% in 2018/19 to 10% in 2020/21 which is back in line with the regional and national averages (South East 10.1% and National 10.4% 2020/21), including in Early Years. In 2021, Surrey completed 65% of EHCPs within the 20-week statutory timescale, compared to a national average of 60%.

Since then, however, Surrey has seen an increase in the number of requests for assessment (EHC needs assessment requests rose by 24.5% between August 2021 and August 2022 and there was a 41.5% increase

from August 2020). This increase has occurred alongside reduced capacity in the Educational Psychology Service and the SEN service. Consequently, Surrey is seeing a reducing trend on its timeliness figure as more needs assessments need to be completed by fewer staff. Therefore, this is also an identified area for improvement.

- f) **SEND Capital programme** – The Council’s extensive capital programme is designed to increase sufficiency of specialist school places and includes: ‘SEND’ Capital Programme Phases 1-3: Combined Capital investment of £79.6m, delivery of 1,600 additional specialist school places in Surrey. ‘SEND’ Capital Programme Phase 4: Further £60m Capital Investment approved by Cabinet January 2022, to deliver 800-900 further additional specialist school places in Surrey from Sept 2023 onwards.

The programme is on track to make another c280 specialist places available from September 2022, supporting our strategic commitment to keep children rooted in their local communities, ensuring that no child in Surrey is left behind. For example, a new specialist school for autistic children in Elmbridge will provide high quality specialist education for autistic children and children who have communication and interaction needs. Hopescourt School will create up to 80 additional specialist school places in its first year of opening in 2024, increasing to 200 by 2028/29.

- g) **Preparation for adulthood** - Reviews for young people aged 14+ are seeking to better understand their interests and future aspirations, as well as considering the likelihood of future adult social care involvement, resulting in multi-year plans that are supported collaboratively by Education, Social Care and Health (including redesigned pathways for Mental Health and Continuing Care).
- h) **Vocational opportunities** – An expansion of vocational opportunities including apprenticeships and internships, and support for independent living key skills. This has led to an increase in the number of post-16 young people with additional needs and disabilities accessing vocational pathways from 37 in 2019/20 to 67 in 2021/22, a reduction in the number of post-18 EHCPs for young people not open to adult services and a reduction in the reliance on NMI placements.
- i) **Partnership Accountability** - The Surrey Additional Needs and Disabilities Partnership Board is now well established and drives forward the work that is outlined above, holding partners to account for their contribution to the priority areas as set out in a number of key documents, the Additional Needs and Disability Partnership strategy (formerly the SEND Strategy), the Joint Strategic Needs Assessment and Joint Commissioning Strategy.

19 In addition, the following areas have been identified as needing further development:

- a) **Leadership, governance and accountability** - We need to further strengthen partnership accountability and multi-agency working. This will be evaluated by ensuring that our robust partnership self-evaluation has been completed and our refreshed Additional Needs and Disability strategy is in place by early 2023, with further improvements to services and outcomes driven by strong partnership accountability via the Additional Needs and Disabilities Partnership Board.
- b) **Co-Production** – We need to improve children, young people with additional needs and their parents’ experience of the SEND system. This will be evaluated via annual parent and young people’s surveys as well as a reduction in appeals to the SEN tribunals and a reduction in the number of SEN-related complaints.
- c) **Early Identification, information, and support** – We need to improve the information we provide for families about the support available for children and young people with additional needs. This will be evaluated by monitoring the use of the Surrey Local Offer website and seeking feedback from those who use it. Children’s additional needs should be identified, and support put in place at the earliest opportunity. This will be evaluated by the percentages of children identified as having additional needs, both at ‘SEN Support’ and statutory EHCP level, as well as the demand for EHC needs assessments.
- d) **Inclusion in education and community** – We need to ensure that more children and young people are able to have their needs met effectively in their local mainstream school or other education setting. We need to improve the timeliness of support for autistic children and young people and those with social, emotional and mental health needs. We will evaluate this by monitoring school attendance and exclusions data, school inspection outcomes, as well as the progress and outcomes of those accessing SEN Support.
- e) **Systems and practice** – We will continue to strengthen our systems and practice to ensure that:
  - SEN Practice Standards and Ordinarily Available Provision guidance are in place and applied consistently.
  - Professionals supporting children and young people in schools and settings are confident to meet their needs and have access to high quality professional development.
  - EHCPs are of high quality and improve outcomes for children and young people.

We will evaluate this by monitoring the timeliness and quality of EHCPs and by monitoring the progress and outcomes of children and young people with EHCPs.

- f) **Preparing for Adulthood** from the earliest years and achieving good outcomes – We need to improve the progress, attainment, destinations and successful preparation for adulthood for those with additional needs, including increasing independence and ensuring young people are prepared successfully for independent living and paid employment wherever possible. We will evaluate this via the numbers of young people in education, training or employment, by increasing the numbers of young people on Supported Internships and by monitoring progress, attainment and destination data.
- g) **Joint Commissioning, sufficiency, and evaluation** – We need to continue to ensure that services for children and young people with additional needs and their families are effectively jointly commissioned and can meet identified needs in a timely way and improve outcomes. We need to continue to ensure there are sufficient specialist school places, including specialist support in mainstream schools. We need to continue to reduce waiting times for specialist services across education, health and social care. We will evaluate this via monitoring waiting times for specialist services and reducing the numbers of children without a school place.

20 The self-evaluation has been co-produced with the partnership and identified the above priority areas of focus to be included in the new strategy.

<b>National policy developments – ‘SEND’ Green Paper</b>
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- 21 On 29<sup>th</sup> March 2022, the government published a green paper on the future of the ‘SEND’ and alternative provision system. A public consultation was launched on the proposals set out in the report, ‘*SEND Review: right support, right place right time*’. The consultation closed on 22<sup>nd</sup> July 2022. A submission was agreed and submitted on behalf of the Surrey AND Partnership. The government will publish the response to the consultation in the Autumn.
- 22 One of the key proposals within the green paper was the implementation of a new local area ‘SEND’ inspection framework from early 2023. The new framework will evaluate arrangements for children and young people aged 0-25 with additional needs and disabilities and will have an increased focus on the experiences of children and young people with additional needs and their parents, as well as a focus on outcomes. Inspections will result in a judgement about whether:

- a local area partnership's 'SEND' arrangements typically lead to positive experiences for children and young people with 'SEND',
- a local area partnership's 'SEND' arrangements lead to inconsistent experiences and outcomes for children and young people with 'SEND', or
- there are widespread failings and/or systemic failings leading to significant concerns about the experiences and outcomes of children and young people with 'SEND'.

23 The consultation on the proposed new inspection framework ended on 11<sup>th</sup> September 2022. The new local area inspection framework will be implemented from early 2023.

24 A 'Getting to Good' working group has been established to oversee the work that needs to be undertaken in preparation for a local area SEND inspection, which could take place from early 2023 onwards.

<b>Conclusion and Recommendations:</b>
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25 It is recommended that the CFLLC Select Committee notes the progress that continues to be made, as well as the ongoing challenges and the work underway to co-produce a refreshed strategy for 2023 to 2026.

26 It is recommended that the CFLLC Select Committee notes that the accountability of this area of work is to the Additional Needs and Disabilities Partnership Board and that the CFLLC Select Committee monitors future progress in this area by receiving regular updates, including a summary of the key performance indicators which are reviewed in detail by the Additional Needs and Disabilities Partnership Board.

**Next steps:**

27 Self-evaluation to be presented to the Additional Needs and Disabilities Partnership Board on 20<sup>th</sup> September 2022.

28 Inclusion and Additional Needs Strategy to be presented to the Additional Needs and Disabilities Partnership Board on 16<sup>th</sup> November 2022 and to be approved by the Cabinet on 31<sup>st</sup> January 2023.

29 Transformation programme monitoring via Additional Needs and Disabilities Transformation Board (ongoing)

30 Engage in Quarterly monitoring of the Safety Valve agreement with the Department for Education (ongoing).

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**Sources/background papers**

Surrey Community Vision 2030:

[Community vision for Surrey in 2030 - Surrey County Council \(surreycc.gov.uk\)](https://www.surreycc.gov.uk)

SEND Partnership Strategy:

[SEND\SEND System Partnership Strategy\Surrey SEND Partnership strategy 2019-22.pdf](#)

DfE SEND Review: right support, right place, right time:

[DfE SEND Review consultation page](#)

Surrey Safety Valve agreement:

[Dedicated Schools Grant 'Safety Valve' Agreement: Surrey](#)

## Appendix: Financial position, deficit recovery and Safety Valve

- 31 The financial pressures on the DSG and High Needs Block (HNB) continue to be a key focus of the Transformation programme. At the end of 2021/22, following a year end overspend of £35.3m, the cumulative deficit on the HNB stood at £118m.
- 32 Between December 2021 and March 2022 SCC entered robust negotiations with the Department for Education as part of the Safety Valve programme, with the objective of receiving additional funding in order to achieve a balanced year on year position as quickly as possible.
- 33 Assurance on both sides concluded that Surrey's AND Transformation plans were comprehensive and ambitious, as well as being achievable. Surrey and the DfE agreed a Safety Valve Agreement committing to the plans and financial trajectory in return for financial contributions from both parties towards the cumulative deficit that will continue to grow until the in-year financial balance is reached.
- 34 This agreement and projected trajectory will see the DSG High Needs Block deficit peak at £244m. Contributions of £100m from the DfE and £144m from SCC's dedicated offset reserve have been committed to clear the deficit balance. It should also be noted that this includes contributions from schools' budgets as part of a 1% transfer each year for 5 years (£40m) and a transfer of surplus balances from other DSG blocks (£15m) in order to maintain a balanced position from 2026/27 onwards.
- 35 Signing this agreement gave the immediate impact of the Council receiving an additional £40.5m of DSG High Needs Block funding in 2021/22. This meant that the brought forward deficit came down from the previously forecast £118m to £78m.
- 36 As of September 2022, we have completed the first monitoring check point with the DfE, which concluded that we remain on the agreed trajectory. Provided we continue to maintain the agreed trajectory SCC should not need to add further funds to the offset reserve as we will continue to receive the annual payments of c£12m from the DfE.
- 37 Since the original agreement was signed the pressures from external factors, in particular inflation, have increased significantly. At present this has not been reflected in a change to the current planned trajectory, but the risks are being monitored and discussed with DfE as part of the quarterly meetings.
- 38 In particular, inflationary pressures are impacting the planned Capital strategy as the costs of development increase substantially. Part of the Safety Valve agreement process included a Capital funding bid, for which the Council requested £56m. The bid also made clear the intended trajectory was

dependent on this funding. In the end the award from DfE was for £8m therefore creating a £48m Capital funding gap.

- 39 Subsequently a new programme of Free School application bids has opened which enables the Council to apply through an alternative funding stream to support some of these schemes. However, there remains a need to seek further funding sources in order to close the gap or if not possible discuss the implications to the planned trajectory with the DfE. This is also being considered as part of the current MTFS review for the 2023/24 budget.

CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE  
SELECT COMMITTEE MEETING



Tuesday, 4 October 2022

## FAMILY CENTRES

### Purpose of report:

To review the Family Centre model of providing support to families, including usage, outcomes for service users and impact data of the new provision.

Overview of how the model is effectively supporting families to build their resilience and self-reliance.

Overview of the Early Help Continuous Improvement Programme.

### Introduction:

1. This report aims to capture the journey to date and where we are now in our partnership approach to early help. It also includes examples of what is working well, opportunities for improvement and the areas where collectively partners bring together contributions to create a whole early help system that effectively supports children, young people and their families and reduces families' needs for a social care or specialist intervention.
2. The early help transformation work started in 2019, Surrey County Council (SCC) moved to a new model of Family Centre services which would help develop a more effective way of supporting families that need help earlier to improve their outcomes. By reorganising Children's Centres into more targeted models of provision, the aim was to support more children and young people to avoid them becoming the subject of child protection processes or coming into public care.
3. On the ground, the voluntary and community sector plays a huge role in supporting families, not all of which is known about or recognised as part of an early help system. When families need support for more complex or embedded problems practitioners use a shared model of practice to build on family strengths and build family resilience as part of the county council's mixed model of early help and targeted help delivered through commissioned and in house services. This alongside our schools, early years settings, Police, libraries, health, maternity, and other services creates a rich, diverse, skilled, and committed early help resource. Family Resilience is an "umbrella" term under which a range of

services across partnerships support families as set out in the Helping Families Early Strategy.

4. Good progress has been made since the early help transformation in 2019 evidenced through the work of the Family Resilience Networks and Helping Families Early Strategy action plan (2020 – 2023), outcomes from the Surrey ILACS Ofsted inspection and Department for Levelling Up Housing and Communities (DLUHC) Supporting Families assurance visit in 2021. However, there is still a way to go for our early help system to reduce the demand for children's social care and support children and families at the earliest opportunity.

### **Overview of where we are now**

5. Prior to 2018/19 the Sure Start Children's Centres supported all families with children aged 0 – 5 years needing early help. At this time, it was identified that there was insufficient targeted help provision for families with young children which resulted in delays for families with more complex needs to get the help they needed.
6. In 2019 it was agreed that Family Centres would focus on the children and families in most need. There was strong evidence that the families in greatest need did not use the children's centre service, instead accelerating into higher cost child protection or becoming children looked after by the local authority.
7. The new family centre model extended the age range to families with children 0 – 11 years as there was an identified gap in provision for families with primary school age children. Family Centres now provide early help and targeted help for families at Level 3 of Surrey's Effective Family Resilience Windscreen Levels of Need. Families are allocated to the centres via the Children's Single Point of Access (CPSA). This enables families most needing our help to receive the right help at the right time.
8. Family centres also offer group activities and courses for families needing early help at level 2. Families can access these directly without a referral through CSPA.
9. The Family Centres are part of a wider offer of early help for children and families they are a commissioned service delivered by multi-agency partners across the whole of the children's system. They also work closely with schools, early years settings and health. They are all now fully operational delivering targeted support to families with children 0 – 11 years with multiple family support needs.
10. Family centres work with the whole family so it is important that they work alongside other parts of the early help system so that all children, regardless of age, can be supported effectively as part of team around the family. The current model supports this by Surrey County Council funding the Family Support Programme (FSP) delivered by the Borough and District Councils. FSP deliver targeted help for families with children 5 – 18 years who have multiple and

complex needs and Surrey County Council's Targeted Youth Support Teams who undertake direct work with young people.

11. FSP offer individual family support for families where there is for example parenting-, domestic or substance misuse-, financial/debt/work-related issues in the home that are adversely affecting the outcomes for children. When this is working well they are able to link to the other services in the District/Borough, for example housing. Practitioners and families can request this help for a family by completing a Request for Support via the CSPA.
12. The County Council is beginning a conversation with the District/Boroughs to understand how FSP can support the delivery of the new Department for Levelling Up, Housing and Communities 'Supporting Families' Outcomes. This national programme focuses on providing targeted interventions for families with complex interconnected problems, through supporting:
  - Getting a good education
  - Good early years development
  - Improved mental and physical health
  - Promoting recovery and reducing harm from substance use
  - Improved family relationships
  - Keeping children safe from abuse and exploitation
  - Crime prevention and tackling crime
  - Safety from domestic abuse
  - Secure housing
  - Financial stability
13. In accordance with the Council's strategic ambition that "No one is left behind", Family Centres aim to reduce inequalities for disadvantaged children and families to prevent the need for statutory services. Strengthen family relationships to enable families to stay together. Improve child and family health. Improve readiness for and outcomes at school.
14. There is at least one Family Centre in every district and borough, 21 in total, with 9 further satellite centres. These enable other service providers such as health visitors to offer universal services from our Family Centres, with Surrey County Council no longer funding universal or open access services. Family Support is delivered through an outreach model in family homes or other locations that suit the family's needs.
15. List of the 21 main centre locations by borough and district with the provider identified.

<b>Family Centre Name</b>	<b>Lead Provider</b>	<b>Address</b>	<b>Borough &amp; District covered</b>
Ewell Family Centre	Riverview School	Riverview CofE Primary & Nursery school, Riverview Road, West Ewell, KT19 0JP	Epsom & Ewell
Epsom Family Centre	Epsom Primary School	Epsom Primary School, Pound Lane, Epsom, KT19 8SD	Epsom & Ewell
Elmbridge Family Centre - Walton	Spurgeons Childrens Charity	Centre Address: Sandy Lane, Walton-on-Thames, KT12 2EQ	Elmbridge
Elmbridge Family Centre - Three Rivers	Spurgeons Childrens Charity	Chandlers Field Primary, High Street, West Molesey, KT8 2LX	Elmbridge
Guildford Family Centre - Bellfields	Guildford Nursery School	North Guildford Site, Hazel Avenue, Bellfields, Guildford, GU1 1NR	Guildford
Guildford Family Centre - Park Barn	Guildford Nursery School	Guildford Grove Primary School Southway, Guildford, GU2 8YD	Guildford
Mole Valley Family Centre	Dorking Nursery School	Goodwyns Road, Dorking, RH4 2LR	Mole Valley
The Red Oak Family Centre - Merstham	Furzefield primary School	Radstock Way, Merstham, RH1 3NH	Reigate & Banstead
Redhill Family Centre	Welcare in East Surrey	Welcare House, 24 Warwick Road, Redhill, RH1 1BU	Reigate & Banstead
Horley Family Centre	East Surrey YMCA	Horley Young People and Family Centre, The Old Fire Station, Albert Road, Horley RH6 7JA	Reigate & Banstead
Epsom Downs Family Centre	Epsom Downs Primary School	Sure Start Building, Epsom Downs Primary School, St Leonards Road, Epsom Downs, KT18 5RJ	Reigate & Banstead
The Runnymede Family Centre	The Hythe School	The Hythe School, Thorpe Road, Staines, Middlesex, TW18 3HD	Runnymede

The Runnymede Family Centre @ Addlestone Young People and Family Centre	The Hythe School	121 – 125 Church Road, Addlestone KT15 1SH	Runnymede
Stanwell Family Centre	Surrey Care Trust	Hadrian Way, Stanwell, Middlesex, TW19 7HE	Spelthorne
Clarendon Family Centre	Clarendon Primary School	Clarendon Primary School, Knapp Road, Ashford, Middlesex TW15 2HZ	Spelthorne
Surrey Heath Young People and Family Centre,	Barnardos	Kingston Road, Old Dean, Camberley GU15 4AF	Surrey Heath
Tandridge Family Centre	Barnardos	Hurst Green School, Wolfs Wood, Hurst Green, Oxted, Surrey, RH8 0HJ	Tandridge
Waverley Family Centre - Hale	Barnardos	Upper Hale Road, Farnham, Surrey, GU9 0LR	Waverley
Waverley Family Centre - Loseley Fields	Barnardos	Green Lane, Binscombe, GU7 3TB	Waverley
Woking Family Centre - The Bungalow	Woking Borough Council	Sythwood Primary School, Sythwood, Woking, GU21 3AX	Woking
Woking Family Centre - Parkview	Woking Borough Council	Parkview Community Centre, Off Blackmore Crescent, Sheerwater, Woking, GU21 5NZ	Woking

<b>Supporting data - evidence of improving outcomes for vulnerable children</b>
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16. In July 2021 SCC introduced a central case management system, the Early Help Module (EHM) to our Family Centres that allows us to share and access relevant children's information to ensure children and families to not have to repeat their story.
17. EHM is used to record work with families receiving targeted support who require an Early Help Assessment and a Team around the Family. Before the introduction of EHM, information was held locally by Family Centre partners, providing a challenge in getting accurate data about the support given to families.

18. At the point of the introduction of Family Centres EHM was an internal system used by Surrey County Council staff including the Childrens Single Point of Access (CSPA) and Targeted Youth Service to store personal information on children and families. As the family centres are commissioned out to external partners, a number of barriers had to be overcome to enable them to access EHM. These included technological solutions to access the site from an external device. Data protection sharing agreements and training and support for external staff to use the system.
19. We are now able to see the work carried out with families needing targeted help that are allocated by the CSPA. Early Help Assessments (EHA) carried out by the family centres have contributed significantly to the increased number of EHAs completed and recorded on EHM.
20. Since implementation over 3000 children who have needs that require a multi-agency or targeted response have been allocated to Family Centres for individual family support and over 1360 to the Family Support Programme. Children's Centres did not offer this level of support so we cannot provide a comparison data set.
21. At any one time there is capacity to work with 960 families on a 1-1 basis across the whole family centre system calculated on an average case load of 12 families per worker. Funding for each centre was allocated based on the number of children living in the family centre area. A higher funding rate for the children most at risk of poor outcomes was provided. This means that each provider has a different staffing model which is based on the needs of the area.
22. As not all families require targeted support, in addition to the 1-1 work, families that need a little more help can access groups and courses in response to their emerging needs, for example, parenting programmes and adult learning.
23. As the families accessing group work go direct to the services for support their records are not held on EHM and it would be inappropriate to do so creating an unnecessary record of a child. Information on families that access the families centre groups is therefore not stored on EHM. The proposed solution to enable us to extract information about the extent and impact of groupwork has been to consider buying a separate module to store these records.
24. We are currently working with IT colleagues in Surrey County Council to introduce the Groupwork module which allows for family's data to be stored outside of the case work module. The licence for the module has been purchased as part of a wider systems improvement and is currently being configured to meet the needs of the service.
25. While transitioning our data recording system onto the groupwork module of EHM, providers have used local systems to collect data. We collect this data from providers but cannot compare the information on numbers of children and families attending groups or courses with previous data on numbers attending groups and courses at children's centres.

26. Data from our providers shows over 2000 families accessed the support groups between 1<sup>st</sup> April 2022 and 30 June 2022. More detailed breakdown on the number of families and the types of groups they attend will be available from next year, when the groupwork module is in place and being used by the providers.
27. To ensure services are delivered to high standard, quarterly performance conversations take place throughout the year with an end of year review. At these meetings there is a discussion on service delivery against contractual requirements, the focus is to review evidence of the impact of Family Centre work on outcomes for children, young people, and families. We reflect on the quality of the service delivery, how Family Centres are responding to local emerging needs and contributing to their communities.
28. Results are collated and stored by the family resilience commissioning team and Early Help partnerships service and are used to inform action planning, training and support to the workforce over the following year. Themes are fed into the Family Resilience Network events where key stakeholders come together to prioritise actions and drive forward the Helping Families Early Strategy.
29. Feedback from parents provided at these conversations showed satisfaction with the service they received. One parent's quote *"I am much happier in myself and take more pride in myself & my son The service for me and experience was a really positive one and I'm very thankful for it"*. Another parent noted *"A huge improvement both at home and the mood of our boys. We honestly couldn't have got through the last few months without Family Support Workers support"*.
30. Outcomes for the family are measured using an evidence-based tool called the Outcomes Star. This measures progress in 10 areas of family life. Use of the Outcome Star tool enables family centres to measure the impact of their work and distance travelled for families. Data on family outcomes is added to the Outcome Star database. This has its own analysis software. The figures in this report are taken from the platform provided to SCC under licence. Evidence of the outcomes for the family are also recorded on an individual child and family record on EHM.
31. Distance travelled reports from the Outcome Star data show an improvement in outcomes for families. 95% of families improve outcomes in at least 1 area, on average outcomes improve in 4.6 of the 10 outcome areas. (This is above the national average in other local authorities). The top three areas of improvement for families working with family centres and the family support programme are.
- Boundaries and behaviour
  - Parents meeting their children's emotional needs
  - Improvements in parents' own wellbeing
32. Outcome Star data on how parents keep their children safe shows that 90% of families working with the targeted interventions maintain or improve how they keep their children safe from harm.

33. In 2019/20 Surrey CC saw a reduction in contacts and the number of children who are the subject of a CP plan significantly reduced. Numbers of contacts and referrals increased in 20/21 leading to increased numbers of CP plans in 2020/21, which is likely to be attributable to the impact of the COVID-19 pandemic.

34. The attached table shows the annual referral rate into Children’s social care since 2017/18 and for April 2021 – August 2022 as taken from DfE explore education statistics website and the compendium for the current reporting year. Explore education statistics – GOV.UK ([explore-education-statistics.service.gov.uk](https://explore-education-statistics.service.gov.uk)) The data for 2021/22 has not yet been released by DfE, therefore this is local data from the tableau reporting system. Initial data should be released by late October.

Referrals to children's social care			
	Surrey	National	Regional
2017/18	13,626	655,630	106,590
2018/19	10,635	650,630	104,890
2019/20	8,519	642,980	114,440
2020/21	10,428	597,760	111,140
2021/22	<b>9,239</b>	N/A	N/A

There is no statutory requirement to send early help returns to the DfE, therefore they collate all contacts to social care and there is not a distinction between contacts going to a statutory or early help services. Consequently, there is no benchmarking data available or comparable data from when there were Children’s Centres as the Family Centre offer is very different.

**Next steps - The Early Help Continuous Improvement programme**

35. The Early Help Continuous Improvement programme has been established to ensure the county council are working collaboratively with our partners, children, families, and residents to inform Surrey’s future Early Help partnership delivery going forward. We will be reviewing and building on what is currently working well, establish what could work better and how we could do things differently in the future. It is our ambition to work in partnership on this programme, ensuring it is driven by the insight identified through engagement activities with partners, children, families, and relevant stakeholders. We want to have a truly co-designed model by the 1st of April 2024.

36. As part of Surrey County Council's Early Help Continuous Improvement Programme, we have undertaken research engagement with families who use early help and those that haven't and service providers/partners to gain insight into their experiences and inform how we can improve the early help system which meets the needs of children & families. This research required specific experience and expertise in this area, in addition to strong research capacity. On the advice of Surrey County Council's Research and Insight team, Ideas Alliance were subsequently commissioned to carry out the research engagement. The insights from this research will closely inform the next phase of service commissioning, in addition to providing presentations and reports to CFLAG that provide an in-depth view on how the service is experienced by those on the front line.

37. The research engagement itself followed three strands

- Four in-person workshops have taken place with service providers/partners. Using an appreciative enquiry approach, the workshops enabled organisations and partnerships to uncover existing strengths and opportunities within their structures and environments. It was a highly collaborative approach that involved facilitated dialogue to reach a common understanding of what works well currently, to imagine what could be and to plan for this in practical ways.
- Ideas Alliance recruited and trained a team of 4 community researchers to engage in interviews with service users (18+). This approach provided far more comfort to service users as they were speaking to someone who has a shared experience and provided us with richer insight. It also had a Social Value aspect of providing opportunities to people in the local community being trained in how to carry out research activities.
- The Ideas Alliance core team worked with the providers and partners to find opportunities to engage in creative methods with families and young people. This involved, for example, engaging in stay and play session to chat alongside parents and hear their experience.

38. The findings from this work are not yet finalised and the insights from this will be included in the next select committee update.

39. The Surrey Safeguarding Children's partnership (SSCP) have recognised that there is a lot of activity and focus on early help and some really good work that is making a real difference for children and families. There are currently numerous strategies and initiatives for example: Best Start, Emotional Health and Wellbeing, SEND, Domestic Abuse, Health and Youth Justice Vanguard ('Building Belonging'), Youth Offer and the Youth Justice Child First approach, each including a focus on identifying and helping children, young people, and families at the earliest opportunity. Activity is also being undertaken through a Place and Asset Based approach to help support community projects thrive and families to self-serve.

40. Early help is complex with many component parts, activities, services, and partners across all areas of need. One of our key challenges is aligning all these

aspects of our work and how this can be achieved in one strategic plan. The National Supporting Families Programme has provided an outcomes framework and the platform for how we deliver an early help system which is easily accessible to families to provide support at the earliest opportunity and prevent problems escalating.

41. SSCP have already identified the need for stronger governance through a strategic early help board. Discussions have already begun, and a partnership workshop is planned for the autumn hopefully facilitated by the Early Intervention Foundation.

42. With the right support and challenge from the SSCP this will enable us to build on what is working well and start to drive forward an aligned whole system approach across the partnership.

### **Recommendations:**

It is recommended that the Select Committee:

- a) Reviews and notes the updates outlined in the report and the progress made to deliver these important changes aligned to the Early Help Continuous Improvement programme.
- b) Agrees to receive a further update on the programme and the development and implementation of the Early Help Continuous Improvement programme in 2023.

### **Next steps:**

43. Strengthening partnership work to ensure that we have a systemic approach to delivering early help.

44. The insights from Ideas Alliance will be included in the next select committee update.

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### **Report contacts**

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### **Sources/background papers**

None

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Tuesday, 4 October 2022

## CHILDREN'S SOCIAL CARE WORKFORCE STRATEGY / RECRUITMENT & RETENTION UPDATE

### Purpose of report:

This report provides an update on the Recruitment, Retention & Culture Programme, its aims, scope, activity so far this year and the priorities going forward. The Children's Social Care Workforce Strategy has recently been developed and is included in this report along with an initial thematic analysis of recent exit survey responses. An update on recruitment and retention of children's social care staff with key performance information has been included as well.

### Introduction:

1. We know we need to maintain a relentless focus on our workforce to ensure that children and families are supported by skilled and experienced practitioners and while this continues to happen on a day-to-day basis, the outcomes of the Recruitment, Retention & Culture (RRC) Programme are key to enabling and realising the changes needed.
2. A Children's Recruitment, Retention and Culture Workforce Planning Strategy has recently been developed in collaboration with colleagues from HR, children's services operational staff and the CFLL Leadership Team. This is an important strategy as there is a need to form a systematic approach to tackling retention as well as the persistent vacancy gap. We know there is an ongoing nationwide shortage of social workers and therefore a 'where we want to be' plan will need to be formulated to stipulate our key priorities and resources needed to meet our goals. The Workforce Strategy underpins the work that we are undertaking in the RRC Programme with an overall aim to stabilise the staffing levels of our Social Workers but also looking at ensuring that elsewhere in our structures we have the right staff with the right skills in the right positions for more successful results.
3. Following the January 2022 inspection of Surrey's children's services by Ofsted, the inspectors highlighted 6 recommended areas for improvement in the final report. One area highlighted was the need to improve 'the proportion of permanent staff, to reduce turnover'. An improvement plan has been developed

and shared with Ofsted (as reported to the Select Committee at the 6 July 2022 meeting).

4. Recruitment of skilled and experienced social work staff is a national issue, particularly for permanent staff, and is a challenge that is reflected in our staffing of children's services in Surrey. The scale of the challenge – and the importance of it to us achieving consistently excellent social care practice – cannot be underestimated. This report sets out the difficulties we face through the workforce data included below but also shows the significant time and resource we are investing to tackle the problem and the comprehensive plans we have in place.

### **Workforce Strategy:**

5. The development of the workforce strategy was first initiated through individual discussions with the relevant Directors and HR colleagues where they were presented with their workforce data through the following 5 lenses:
  - a. Affordability
  - b. Equality, Diversity & Inclusion (EDI)
  - c. Geography
  - d. Skills
  - e. Wellbeing
6. These meetings were followed up by a Workforce Planning Workshop facilitated by HR where the Directors and managers at different levels were able to examine the composition of their workforce whilst understanding the key risks and opportunities to look out for. The workshop was guided by the following four 'levers' with exercises focused on knowing when to 'pull' and 'push' these levers.
  - Resourcing – who do we want to bring in?
  - Growth – how will the workforce evolve?
  - Exit – reasonable and unreasonable attrition
  - Retention
7. Discussions were based on the CFLL Directorate's strategy, the [Time for Kids principles](#) and the national picture in terms of what is happening around us that influences the demand for our services, and the wider impacts on our workforce. This also considered the Government agenda for Social Workers. All the information from the workshop enabled us to create the themes for our Recruitment, Retention and Culture Workforce Strategy that are broadly linked to the RRC programme. The approved strategy document is attached here (see: *'Annex A – RRC Workforce Strategy for Children's Social Workers 2022-2025'*).
8. This strategy will support us in dealing with our current workforce challenges and to shape what our social work workforce will be doing in the coming years, how

we need to organise ourselves to deliver these services, and the skills, behaviours and resources we will need to achieve this.

9. It should be noted that this particular strategy is just for Social Workers, as our highest current priority area, however we are developing separate strategies for the different service areas within CFLL working alongside the Directors and their leadership teams. This will eventually be pulled together to create an overall CFLL Workforce Strategy for the directorate, focusing on the key priorities of the medium to long term plans. It is expected that this will be completed in the next 6 months.

## Recruitment, Retention & Culture Programme (RRC)

### Aims and Objectives

10. Fundamentally, the objective of this programme is to; stabilise, develop, engage and retain the social worker workforce within Children, Families and Lifelong Learning (CFLL). The overall aims are as follows:
- To increase the number of Permanent Social Workers **Recruited** to join Surrey.
  - To increase the number of Permanent Social Workers **Retained** to stay at Surrey.
  - To explore and address the **Culture** at Surrey (Social Workers experiences working for Surrey).
11. In January this year, the programme had been in place for just over 12 months; a renewed focus and change in approach was needed in order to have a significant impact in a relatively short period of time. Several changes were made between January and March including:
- a) A new Programme Chair was appointed who introduced the RRC Board to the renewed / refreshed 'Purpose' and 'Direction' of the programme that will focus specifically on the level of impact that it can deliver.
  - b) A change to the structure and governance of the programme and the RRC Board.
  - c) Feedback over the previous 12 months was gathered from those involved in the programme as to what has worked well to date vs what could be improved.
  - d) The introduction and resourcing of new Operational Leads, to support the existing Workstream Leads with their work.
  - e) The Time for Kids Principles were introduced to the RRC Board, to be embedded into all workstream planning and activities.
  - f) Each of the Workstream Leads produced revised 12-month plans (short, medium and long term), outlining what they intend to achieve and the impact that this will have.

- g) A renewed focus on communication and engagement to improve visibility of the programme across the CFLL Directorate, through clear and regular progress updates.

## **Programme & Workstream Plans**

12. Since March, each of the 5 workstreams ('Explore' / 'Attract' / 'Engage & Retain' / 'Develop' / 'Succeed') have established working groups with significant involvement from operational services – these groups meet at least monthly and progress the work in between Board meetings. Additional resources are being brought into these groups (and the Board) wherever they're needed. Each workstream is also now providing monthly status reports to the Board setting out what has been achieved (and the impact of that work), the priority activity for the next month and any barriers to progress, to then be resolved by the Board.
13. Revised workstream plans have been developed setting out the planned activity (and expected impact) in the short (0-2 months), medium (3-9 months) and long-term (10+ months). All Workstream/Operational Leads are confident these plans are achievable and have the resources needed to deliver them. These are updated at least quarterly and regularly reviewed by the Board and CFLL Leadership Team to ensure they are on-track, ambitious and having the required impact.
14. A complete overview of the programme is shown on the latest one-page 'Activity & Impact' plan which is attached to this report (see: Slide 8 of the '*Annex A – RRC Workforce Strategy for Children's Social Workers 2022-2025*').

## **Key Improvements / Changes in Last 6 Months**

15. The RRC Board continue to meet monthly to oversee the work of the 5 workstreams. Many tangible changes have been delivered across the programme over the last 6 months and these are summarised below.
- 15.1. Data & Insight:
- a) Resourcing and vacancy tool introduced in April with direct input from all frontline children's services team.
  - b) Clear, accurate and up-to-date picture of the vacancies across services.
  - c) Enabling better forward planning and awareness of future / expected vacancies.
  - d) Alignment of strategic reporting of staffing from HR, Finance, Children's Services.
- 15.2. Connect 2 Surrey (C2S) (a Joint Venture between Surrey County Council and Kent Commercial Services which in February took over from Adecco, as our 'Master Vendor' for agency recruitment):

- a) New Arrangements introduced: Regular C2S & SCC meetings & the use of a tracker to monitor volumes of CVs, interviews & appointments.
- b) Introduced new front-end process where children's services managers can approach agencies directly.
- c) Recent contractual changes (June) expected to improve relationships with agencies.

15.3. Exit Interviews:

- a) Exit interview process launched (countywide) June 2022.
- b) Expectation for all leavers to complete this and early conversations to take place aiming to retain staff wherever possible.
- c) Analysis of findings should give greater insight and help to improve retention in the future.

15.4. Staff Retention:

- a) Social Worker Progression Pathway – implemented from June (first panel this month).
- b) Mentoring programme being developed.
- c) 'Stay Interviews' introduced with all practitioners after 18 months at SCC.
- d) Exploring 'Transfer Scheme' policies for practitioners to move between teams, sabbaticals and improving flexible working arrangements such as 9-day fortnights.

15.5. Newly Qualified Social Workers (NQSWs):

- a) Significant increase in the numbers of NQSWs being recruited for the 2022 cohort – expecting up to 50 in total.
- b) They will be starting as soon as available and joining social work teams initially as Family Support Workers prior to graduating.
- c) We are aware of the additional pressures on Team Managers in supporting large numbers of NQSWs for their first year and are providing extra support (and resources) from the Academy to help.

15.6. Recruitment:

- a) Complete review of adverts, application process and attraction channels.
- b) Total Reward Statements being updated to reflect recent changes – to include a comparison between permanent and locum roles.
- c) Recruitment network group established with representation from all teams/services.
- d) Webinar and open evening booked for September.

16. Further information has been included in this report on the recent changes to the Connect 2 Surrey contract / working arrangements (see paragraphs 42 to 46) and on the Exit Interviews process along with initial findings from the first rounds of interviews (see paragraphs 22 to 29).

17. As part of our ongoing commitment to communicate and engage with the CFLL workforce on the progress of the programme and the changes being made, a recent video (July 2022) featuring brief updates from the Chair and each Workstream Lead is also available – this can be accessed at the following link: [Social Worker Recruitment and Retention Workstream Updates - YouTube](#)

## **Priorities**

18. Over the next few months and into 2023, there are several changes that the programme will be delivering with some projects concluding and others starting up. These include:

- 18.1. Continue the Exit Interviews with leavers, analysing the data on a monthly basis to inform the work of the programme alongside quarterly reporting to CFLL Leadership Team.
- 18.2. 'Locum to Perm' webinars to encourage and support more agency workers to transfer to permanent employment. Organise open evenings and hiring days (alongside Adults Services) starting from September.
- 18.3. 'Stay Interviews' with social workers that have been in post for approximately 18 months to support greater retention and gain further insight into the push and pull factors causing practitioners to leave.
- 18.4. Review effectiveness of pilot process with Connect 2 Surrey, monitor the contract through regular engagements and enhanced reporting.
- 18.5. Update Total Reward Statements with the new pay award and review recruitment attraction methods, processes and training to ensure equality, diversity and inclusion initiatives are reflected.
- 18.6. Develop and launch focused social media campaigns for Family Safeguarding service and Children with Disabilities service.
- 18.7. Investigate and – where appropriate – develop proposals for social worker sabbaticals, 9-day fortnights, wellbeing days, enhanced annual leave.etc to improve retention of social workers.
- 18.8. Finalise the directorate-wide 'Induction Pack' and support services to design service-specific inductions to complete this. Launch the 'onboarding app' and develop further manager guidance materials.
- 18.9. Develop a culture and wellbeing mission statement and action plan toolkit for teams / services to adopt.

- 18.10. Onboard the 2022 cohort of ~50 Newly Qualified Social Workers (NQSWs) from September to start their Assessed and Supported Year in Employment. Ensure managers (and teams) are well prepared to support this large cohort of NQSWs this year.
  - 18.11. Review and launch the apprenticeship proposal for a capacity of 4-5 workers each year.
  - 18.12. Continue the Social Work Mentoring Scheme to equip workers for interview (when an ASW/TM role is available) and potential step-up to the new role through progression pathway as well as providing development opportunities for all social workers.
  - 18.13. Incorporate agency / locum data and EDI data into the children's services workforce planning dashboard(s).
  - 18.14. Establish a formal process for regular reviewing of the workforce strategy and workforce planning activity to address new workforce and organisational issues that occur.
  - 18.15. Assess the impact of the Independent Review of Social Care on future workforce planning assumptions and needs.
19. We will also be implementing a role transfer policy to enable a more straightforward and streamlined approach for existing social care staff to transfer into vacancies in other social care teams. We know from talking to social workers that making it easier for them to transfer into other teams will help them to develop their practice, skills and knowledge, while also helping to retain them at SCC instead of leaving the Council to find their preferred role in another local authority. This new offer will help to reduce recruitment and onboarding costs, boost morale by promoting professional growth and development, and retain valued and experienced social work staff in Surrey.
20. Another priority for the programme is to develop our relationships with local universities with social work graduates. We will be meeting with the Royal Holloway University this month aiming to put in place a partnership arrangement to make it easier for newly qualified social workers to take on a permanent role in Surrey. This would include giving guaranteed roles to students that have completed a placement with us as part of the degree, and offering holiday-work roles to graduates that would also give them guaranteed interviews as part of it.
21. The RRC Programme will continue to be one of the highest priorities for children's services. Recruitment and retention of staff is probably our single biggest barrier to delivering consistently excellent services and it cannot be underestimated. We know that in service areas where retention is poor, the

turnover of staff affects children and families' abilities to develop positive relationships that will effect real change in their lives.

## Exit Interviews

22. The exit interview process was relaunched on 14 June 2022 by the Director for Family Resilience & Safeguarding – specifically to all children's social care employees. At the time of the relaunch, an initial email was sent to all managers across children's services explaining the rationale and importance of exit interviews, emphasising the need for all leavers to be interviewed and also provided them with a link to complete the exit survey.
- 22.1. The survey includes questions in the following categories:
- a) Your employment
  - b) The Council
  - c) Your directorate and service
  - d) Your team
  - e) Your role
  - f) Reasons for leaving
23. Shortly after this, the exit interview process was also relaunched by HR colleagues across the whole council – including all other staff in the CFLL Directorate.
24. In July, the Director for Family Resilience & Safeguarding followed-up to all children's social care staff with a [video](#) which included an item publicising the exit interview process.
25. The data analysis is currently being undertaken by the HR Recruitment team and will shortly be taken over by People & Change services on an ongoing basis. We will be providing monthly analysis of the exit interview surveys to the Recruitment, Retention & Culture (RRC) programme from now on – along with a quarterly report and discussion at the CFLL Leadership Team. Recommendations from the Leadership Team will be incorporated into the RRC Programme plans.
26. The early findings on 14 September showed that 45 exit surveys from the CFLL directorate have been completed since the process was introduced. This represents an approximately 30% uptake of all CFLL leavers during that time and we are expecting this ratio to increase with more awareness of the process from managers and practitioners alike. (Note: These numbers will differ from the leavers data in paragraph 30 as the exit interview findings represent all staff across the directorate, not just those in social work roles).
27. Initial findings from the first 2-3 months of exit interviews are shown below (see Table 1 and Chart 1):

27.1. *Table 1: Exit Interview Feedback, June-September 2022, all leavers from the CFLL directorate*

<b>EXIT INTERVIEW QUESTION</b>	<b>YES / AGREE</b>	<b>NO / DISAGREE</b>
I felt valued by the Council	57.78%	42.22%
The Council has a positive working culture	57.78%	42.22%
The Council offers good benefits as an employer	62.22%	37.78%
I felt there was a clear sense of direction for the Directorate / Service	60.00%	40.00%
My line manager was visible and approachable	84.44%	15.56%
I had regular, helpful and supportive one to ones / supervision	68.89%	31.11%
There were suitable promotion opportunities for me to apply for	37.78%	62.22%
I felt valued	64.44%	35.56%
I had clear objectives and responsibilities	71.11%	28.89%
I felt my workload was manageable	66.67%	100.00%
I had a good work life balance	60.00%	40.00%
Have you ever experienced any bullying, harassment or discrimination at work?	17.78%	82.22%
Would you consider working for Surrey County Council again?	80.00%	20.00%

27.2. *Chart 1: Exit Interview Feedback*



28. There is some encouraging feedback, but these findings also highlight some areas of concern. The RRC Programme will be reviewing the feedback as a priority and actions allocated to the relevant workstream to address.

29. Where we identify areas of low completion rates, these will be addressed by further communication and engagement with those services. It is important that we get as many leavers as possible to complete the exit interviews in order to ensure we are well informed about the reasons for staff leaving so that we can ultimately take action to address this. Directors have forwarded the exit survey to all Service Managers with their expectations that it should be passed to candidates leaving to complete. We are also working with services, such as Children's Homes, to ensure candidates who don't regularly sit at a computer for their work are still made aware of the survey and passed the link to complete if leaving.

**Recruitment & Retention – What does the data tell us?**

**Turnover and Retention**

30. The last reported 12 months have shown a 10% increase in voluntary turnover for the Social Worker (SW) Workforce (i.e. Advanced SW, Senior SW and SW). Previously the turnover within the Advanced Social Worker and Senior Social Worker roles was considered quite high and steadily increasing however our highest turnover is now in our main SW roles (see Table 2). We have had more Social Workers leave than start in the last 12 months. Although we have been able to recruit to vacancies, there are still challenges in relation to retaining this workforce.

30.1. *Table 2: Turnover, starters and leavers*

	<b>AUGUST 2021</b>	<b>JULY 2022</b>
<b>TURNOVER ALL SOCIAL WORKER ROLES</b>	20.07%	30.69%
<b>Social Worker Turnover</b>	15.82%	31.84%
<b>Advanced &amp; Senior Social Worker Turnover</b>	26.50%	28.94%
<b>SOCIAL WORKER ROLES - LEAVERS</b>	57	
<b>SOCIAL WORKER ROLES - STARTERS</b>	47	

31. While it is disappointing that we've not been able to recruit to the vacant Advanced and Senior Social Worker roles, it does present an opportunity for our experienced Social Workers to progress into these more senior roles. This links to the 'SW Progression Pathway' (referenced in paragraph 15.4) and the 'Mentoring Scheme' (referenced in paragraph 18.12).

32. As can be seen here, and in paragraphs 33 to 34, our retention of social work staff and the number of social work vacancies we have, has deteriorated over the last 12 months. The recruitment of skilled and experienced social workers is a national issue that is being reflected in our staffing for children's services in Surrey. This highlights the scale of the challenge, the need to do things differently to attract and retain staff, and the importance of our continued investment of time and resources in the Recruitment, Retention & Culture programme.

**Establishment and Vacancies (FTE)**

33. As of 30 June 2022, we have 149.22 FTE vacancies in the Social Worker, Advanced Social Worker and Senior Social Worker roles (see Table 3).

33.1. *Table 3: Establishment/Vacancy FTE*

Staff Group	SW Profession	Establishment (FTE)	Permanent (FTE)	Vacancy unfilled by locums (FTE)	Locum filling vacant positions (FTE)	Total Vacancy (FTE)
SW Group	Advanced Social Worker	47.89	26.89	10	11	21.0
	Senior Social Worker	130.53	77.73	20.8	32	52.8
	Social Worker	245.08	169.66	28.12	47.30	75.42
	<b>Total</b>	<b>423.5</b>	<b>274.28</b>	<b>58.92</b>	<b>90.30</b>	<b>149.22</b>

34. Table 4 shows that we have 117 locums (headcount) and there is a continual need for locums to support Newly Qualified Social Workers/International Social Workers over a set period of time, or simply to cover absences (of which we currently have 25 for a mix of maternity, long-term illness, secondments and cover for NQSWs and International SWs). In terms of reducing our locum

headcount/FTE, we expect to see the real impact of retention and stabilisation in year 3 of the programme, once the new cohort of international and newly qualified workers has stabilised.

34.1. *Table 4: Headcount breakdown (not FTE) - In total there are 117 locum personnel*

Staff Group	SW Profession	Locum filling vacant positions (headcount)	Agency Backfilling Perm (Headcount)	Total Locum
SW Group	Advanced Social Worker	11.0	4.0	15.0
	Senior Social Worker	33.0	6.0	39.0
	Social Worker	48.0	15.0	63.0
	<b>Total</b>	<b>92.0</b>	<b>25.0</b>	<b>117.0</b>

### Tenure and reasons for leaving

35. There has been a noticeable reduction of leavers within the 4+ years tenure category reducing from 45.35% (in the reporting period up to 31 March 2022) to 37.23% (in the reporting period to 31 July 2022). The most identified reason for leaving remains 'career development'. There has however been an increase of leavers in the 1-2 years tenure category rising from 19.77% to 26.60% in the same reporting periods.

### Trends Data

36. The information set out in paragraphs 30-35 is shown visually in the attached Social Worker Trends Dashboard (see: 'Annex B - CFLL Social Worker Trends Dashboard - July 21 to August 22').

### Children's Service Social Work Start-Up & Retention Payment Scheme

37. Start-Up & Retention Payments exist for a range of Social Worker roles within children's services. These payments form part of a recruitment and retention scheme effective from 1 October 2020.

37.1. Payments fall into four sections:

- Section A: New Starters in Eligible Roles and Eligible Teams.
- Section B: Agency Worker Transfers to Eligible Roles and Eligible Teams.
- Section C: New Starters in other Children's Service Social Care Teams.
- Section D: Retention Payment for Existing Staff in Eligible roles in post prior to October 2020.

### Overview of Section D – Retention Payments (existing staff)

38. In October 2020, 368 staff were identified who started work for SCC before 01/10/2020 and would have reached more than two years' service by October 2022, therefore they were potentially eligible to join the retention scheme. A retention period of 12 months was applied to these payments.

## Leavers

39. Of the 368 eligible staff, 49 left before being offered the payment and 2 were promoted to a role which is not eligible; this left 317 staff eligible to receive the payment. On top of these, a further 34 left after being offered the payment.

39.1. *Table 5: Number of workers (by role) that have left their role and not received the retention payment*

Job Title	Left before eligible date/payment offered	Left after being offered payment
Advanced Social Worker	1	4
Assistant Team Manager (EDT)	0	0
CP Chair/IRO	1	2
Consultant Social Worker	0	0
CPC/IRO Coordinator	1	0
EDT Manager	1	0
Senior Social Worker	12	5
Senior Social Worker (CAMHS)	3	0
Senior Supervising Social Worker	1	0
Social Worker	22 (+1 Internal Move)	15
Specialist Senior Social Worker (CAMHS)	0	0
Supervising Social Worker	1	3
Team Manager	6 (+1 Promotion)	5

## Staff Take Up

40. To date (August 2022) all 317 staff have been invited to opt-in to the scheme. Of the 317 invited to opt-in, 261 have taken up the offer of the Retention Payment. As mentioned earlier, 34 staff have been offered, but left SCC or moved to a non-eligible role (e.g. ASC) and a further 22 have not taken up the offer.

40.1. *Table 6: Eligibility and take-up of retention payment*

Job Title	Originally eligible for payment by 10/22	Eligible as of 10/22 payroll and invited to opt in	Opted In	Left SCC/Moved On after being offered payment	Uncommitted to payment
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Advanced Social Worker	23	22	17	4	1
Assistant Team Manager (EDT)	1	1	1	0	0
CP Chair/IRO	22	21	18	2	1
Consultant Social Worker	4	4	3	0	1
CPC/IRO Coordinator	3	3	3	0	0
EDT Manager	1	0	0	0	0
Senior Social Worker	63	51	44	5	2
Senior Social Worker (CAMHS)	8	5	5	0	0
Senior Supervising Social Worker	19	18	18	0	0
Social Worker	139	115	87	15	13
Specialist Senior Social Worker (CAMHS)	1	1	1	0	0
Supervising Social Worker	23	22	17	3	2
Team Manager	61	54	47	5	3

41. Of the 261 staff who opted-in to receiving a Section D Retention payment, only 3 have left during the retention period. While we recognise that a number of these staff will have been inclined to remain with SCC, the rate of turnover is now significantly rising since the 12-month retention that is applied when the retention period has come to an end. For those who were already inclined to leave SCC and therefore have not opted-in to the scheme, we are continuing to make efforts to gather their views on their reasons for non-committal. This is being done with the hope that we can address their concerns directly and to better inform our wider workforce strategy.

### **Connect 2 Surrey & Agency Workers**

42. As referenced in paragraph 15.2, Connect 2 Surrey (C2S) are our 'Master Vendor' for agency recruitment – they took over from our previous vendor on 1 February 2022. Following the start of the contract this year we initially found that

fewer candidate CVs were being sent through, with fewer interviews and ultimately, fewer agency workers being appointed. This was a concern due to the urgent need to fill vacancies with agency workers on a temporary basis and was prioritised by the RRC programme and the Recruitment Team.

43. Following investigation, feedback and consultation with C2S, the CFLL directorate and agencies, we identified four main areas that needed to be addressed to improve the volume of agency candidates; these covered process, communication & reporting, governance & escalation of issues, and agency engagement.

44. New arrangements were introduced from late-April/early-May which included:

- Regular meetings with C2S, the contract manager, workforce team, operational managers and senior leaders where needed. An escalation process was also put in place.
- All agencies on the framework invited to training sessions, regular drop-in sessions and quarterly forums.
- Additional administration and recruitment staff at C2S.
- Tracking system to monitor the orders, CVs, interviews and appointments with a fortnightly reporting dashboard shared with SCC.

45. In addition to these changes, a new front-end process enabling children's services managers to engage directly with agencies has recently been piloted. This pilot has been in place since mid-June and has showed some promising results in the 2 months since it started, with improvements in the numbers of agency workers being appointed to the teams with the most pressing needs to fill vacancies.

45.1. In the initial 4.5 months (February to mid-June) of the contract, 50 interviews were organised with agency candidates and 40 vacant roles were appointed to (this also included some Team Managers).

45.2. In the 2 months (mid-June to mid-August) since the new front-end arrangements were put in place, there have been 43 interviews organised, 28 offers made and 23 roles appointed to (this is just for Social Worker roles) so we are already seeing an improved performance from C2S. It is particularly positive that of these 23 appointments, many are for 'hard to fill roles' within our Family Safeguarding service.

46. For now, the changes made since June are having a positive impact however there is still room for further improvement in the recruitment of agency workers. We will continue to monitor the new arrangements with regular reporting from C2S and the regular meetings that are in place.

<b>Conclusions:</b>
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47. The Social Worker Workforce Strategy was finalised in August and is helping to inform the work of the Recruitment, Retention & Culture programme going forward. This will support our work to address the current workforce challenges and to identify the skills, behaviours and resources we will need in the future.
48. The Recruitment, Retention & Culture (RRC) programme has been through some major changes since January with the structure and governance of the programme and the resources involved – improving retention of our existing workforce and recruiting the best social workers available are some of the main priorities for children’s services. The increase in resources this year has enabled us to deliver many projects and improvement initiatives over the last few months and the plans going forward are comprehensive and ambitious.
49. Our workforce data shows the challenges we are facing and highlights the difficulties we have historically had with retaining staff. The various changes delivered recently (and those currently underway) are expected to have a positive impact in this area and we expect to see retention figures improve over the coming months however the full effect of the programme may take 2-3 years to be realised. We recognise the scale of the challenge and the difficulties faced across the country but will continue to invest the time and resources needed to tackle the issue. Improving our staffing levels and reducing turnover is one of the single biggest changes needed to ensure children and families can develop positive relationships that will effect real change in their lives.

<b>Recommendations:</b>
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It is recommended that the Select Committee:

- a) Reviews the updates outlined in the report and the progress made to deliver these important changes to support our workforce across children’s services, along with partners, and ultimately – to improve service delivery for the children, young people and families in Surrey.
- b) Agrees to receive a further update on the Recruitment, Retention & Culture programme and the development and implementation of the Children’s Social Care Workforce Strategy at a later meeting in Spring 2023.

<b>Next steps:</b>
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- The Recruitment, Retention & Culture Board will continue to meet each month to maintain oversight and scrutiny of this key improvement programme, to allocate the required resources, to maintain the pace of the work and to ensure risks and issues are escalated and resolved without delay. The priorities for the programme are summarised in paragraph 18 above.

- The Children’s Social Worker Workforce Strategy will continue to inform the work of the Recruitment, Retention & Culture programme and shape our workstream plans and where we focus our effort and resources. This is not a ‘fixed’ document and will be developed as the needs of the service evolve. We are also developing separate strategies for the different CFLL service areas and aim to produce an overall CFLL Workforce Strategy within 6 months.
  - The exit interview process will continue and can now be considered part of our business-as-usual approach when staff leave the Council. We will continue to support this important process providing the required resources to offer one-to-one interviews and to analyse the feedback. Further effort will be made, along with regular communication to teams, to improve the completion rate of exit interviews across the CFLL Directorate as well. Findings from the interviews will be shared with the RRC Programme as required and a quarterly update will be discussed at the CFLL Leadership Team.
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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/government/uploads/system/uploads/attachment_data/file/107222/inspecting-local-authority-childrens-services-guidance.pdf)
- [‘Children’s Services \(ILACS\) Inspection Findings’ report](#) to the Children, Families, Lifelong Learning & Culture Select Committee – 6 July 2022 meeting (Item 7)

### **Annex Documents**

- Annex A – RRC Workforce Strategy for Children’s Social Workers 2022-2025
- Annex B - CFLL Social Worker Trends Dashboard - July 21 to August 22

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# Recruitment, Retention and Culture Workforce Strategy for Children's Social Workers

**Workforce Strategy  
2022 – 2025**

# Our approach to workforce planning

We:

- ✓ Looked at data through the 5 lenses – Affordability, EDI, Geography, Skills and Wellbeing
- ✓ Supported managers/leadership to think about their future services and workforce.
- ✓ Ensured that the strategy underpins the work undertaken by the Recruitment, Retention and Culture (RRC) Programme
- ✓ Agreed to approach strategic workforce planning as an ongoing activity and one in which we continually invest our time.

## Directorate strategy

This document sets out the aims, outcomes and drivers for change for the directorate.

## Workforce insight

We examined the makeup of our workforce. This helps us understand the key risks and opportunities we need to look at.

## The national picture

We looked at what is happening around us that influences the demand for our services, and the wider impacts on our workforce. This took into account the Government agenda for Social Workers.

## The strategy for our workforce

All this information enabled us to create the themes for our Recruitment, Retention and Culture strategy that are broadly linked to the RRC programme. This strategy will help us to shape what our SW workforce will be doing in the coming years, how we need to organise ourselves to deliver these services, and the skills, behaviours and resources we will need to achieve this.

# TOGETHER, WE ARE LIVING OUR 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.

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**TOGETHER,  
WE GROW**

- We follow the Time 4 Kids principles: Connect, Trust, Hope, Belong, Believe
- We collaborate and value our partnerships.
- We support and empower our staff: We all matter, We are all learners, We are all rewarded, We care.
- We function at our best by effectively managing:
  - Performance and quality assurance
  - Finances

**TOGETHER,  
WE FOCUS ON**

- Improvement of our children's social care
- Transformation of services for children with additional needs
- Emotional wellbeing and mental health

**OUR AMBITION**

**BRIGHTER FUTURES**  
We work with Educational settings from early years to Adult learning so people can lead the lives they want to lead. All of Surrey's children should be able to reach their full potential.

**HEALTHY LIVES**  
We support families and enable children and young people to be healthy and make good choices about their wellbeing.

**SAFE & RESILIENT**  
We ensure that Surrey's children and families have access to a range of services that keep them safe, tackle inequalities, support independence and enhance lives.

**SURREY ROOTS**  
We aim for our services to be rooted in Surrey, from meeting additional needs to foster care to specialist services. Helping families early to ensure a child and family friendly Surrey.

**EQUALITY, DIVERSITY & INCLUSION**



[Time for Kids Surrey](#) is themed around five values / principles and they can provide a simple framework to guide our approach to our work for children, young people and families.

These principles are considered as part of the overall strategy when assessing the impact of our themes and workstream activities

## Connect

### Be crazy about the kid

We need to focus on building a human connection with a child. With patience and passion, we can help them achieve their very best.

## Hope

### Encourage children to tell their story and learn to hope

We should encourage young people to express themselves and tell their story. We need to listen, to believe and to help the young person to make the changes they need to develop hope for the future.

### Give children a sense of belonging and encourage them to shine

We need to find ways to build on the individual strengths of each child, whatever they might be, and help them to find places where they belong and shine.

## Belong

### Provide children with a consistent relationship with at least one adult that they trust

Many young people feel lost and don't believe they have anyone to turn to. We need to provide professionals and volunteers with the time and resources to provide stability for a child or young person and gain their trust.

## Trust

## Believe

### Believe in what they can achieve

We all need to believe in the child or young person and what they can achieve, and inspire them to believe in themselves.

# Workforce insight – who are we?

**Sickness Absence Rate is 8.53% per FTE** – Sickness has increased from 6.60% in December 2020. It is higher than the CFLL average of 5.05%

SW pay gap between perm and locums is high. Locums are paid up to £10 more per hour than permanent staff.

**52% of SW have an average tenure of 5 years+** and at least 28.33% of SW leavers have 4+ years service (at Nov 21). Around **26% of leavers have less than 2 years service and 15% less than 1 year** (31.07.22)

**35% vacancy rate (29% in CFL)** - vacancy rate here refers to unfilled posts (31.7.22)

- Vacancy rate for SW - 30.77%
- Vacancy rate for SSW – 40.45%
- Vacancy rate for ASW - 43.85%

**30.70% Voluntary turnover\* (16.38% CFLL) Aug 21 – July 22 (upward trend).**

- **Voluntary Turnover for ASW** roles decreased from 38.30% to 30.19%
- **Voluntary Turnover for SSW** roles rose from 23.53% to 28.57%
- **Voluntary Turnover for SW** roles rose from 15.82% to 31.84%

**86%** of our SW workforce are **women** compared to 81.72% in CFL.

**65%** of the SW workforce (SW,SSW &ASW) are between the **ages of 30-49**

274 FTE permanent (423 FTE establishment)

This is the number of permanent SW we employ in our directorate (31.07.22).

**14.70%** of the SW workforce are from **Minority Ethnic Group (MEG)**. CFLL workforce average (10.80%).

**4% (2.93% CFLL)** of the SW workforce have declared a **disability** and **1.84%** of the SW workforce are **LGBTQ+**

The 30-40s age group have the highest leavers as 57.33% of SW leavers are aged between 30 - 49 with just 25% of leavers aged 50+. (Nov 21 data)

Data reported in November 21 showed 13.33% of SW leavers as having a disability. This was compared to 9.70% of leavers in CFLL.

## What does this mean for our future workforce?

- Consider whether we need to attract more men to balance the larger proportion of our female workforce
- We need to think about how we organise work to support the significant sector of our workforce who are female.
- We need to understand why and invest in retention for the parts of our SW workforce with higher turnover.
- We are spending a lot of money on our temporary workforce, we need to improve recruitment and retention in these areas to reduce our reliance and expenditure on agency workers.
- We need to focus on onboarding and support for NQSW and new starters
- We need to understand why 26% of our SW workforce leave with less than 2 years service.

# The National Context

## Increase in demand and funding needs

The Independent Review of Children's Social Care was announced in January 2021 and published on 23 May 2022

The report includes the following:

- The need to invest further in early help for children and families;
- better support for kinship carers ;
- having the right homes for children in care, as well as;
- ensuring better futures for those leaving care.

The recommendations within the report will require significant funding to deliver and reform services.

## Recruitment and Retention

The report\* also highlighted widespread issues with social workers' workloads, recruitment and retention. [In its final report, issued in May the review](#) recommended a new early career framework for social workers, with progression linked to pay, to enhance retention and improve skills.

A community care article states an estimated 2,785 full-time equivalent (FTE) posts were vacated in the year to September 2021 without the social workers concerned joining another council or taking up a locum role in an authority, found the Department for Education. This was up from 2,283 in the year to September 2020.

The number of council child and family social workers in England quitting children's services altogether rose by 22% last year, suggest government figures.

## Reasons why Social Workers are likely to leave

### Top 5 temptations to change jobs

2021	2018
1 Increased pay (51%)	1 Better work-life balance (56%)
2 Better work-life balance (49%)	2 Increased salary/remuneration (49%)
3 Better career opportunities (39%)	3 Less stress (39%)
4 New work challenges and experiences (31%)	4 Lower caseloads (33%)
5 For a more senior position (30%)	5 New work challenges and experiences (31%)

### What does this mean for our future workforce?

- Our sector is growing which means demand for our services is going to increase.
- Recruitment and retention is a national challenge and we are competing in a limited labour market for our staff, this means we need to think creatively about how we shape our roles as well as our attraction and retention strategies.

\*The statistics, a deeper analysis of the DfE's annual workforce statistics, came as a report for the Independent Review of Children's Social

# What does this mean for our workforce?

These workforce planning themes have been developed through workforce conversations using the data taken from the 5 lenses model; the Recruitment, Retention and Culture Programme activities and; our understanding of the way the sector is changing.

It reflects what we believe is needed to create a sustainable environment in which our workforce can feel motivated and supported. We aim to have an increased permanent workforce with a reduced turnover rate by of at least 10% in 3 years.

Each theme is linked to a Recruitment Retention and Culture Programme (RRC) workstream and represented by a set of short, medium and long term outcomes which will be delivered through the programme.

To ensure these themes remain true to the direction of the Service, they will be monitored and reviewed through the programme initially and service level workforce planning sessions. Equality, diversity and Inclusion will be a feature in everything we do.

## EQUALITY, DIVERSITY AND INCLUSION

### Develop, grow and progress (Workstream 4 - Develop)

- We need to establish our own pipeline for our future workforce.
- We need new and creative approaches to address the SW shortages by looking at alternative approaches such as admin support, re-shaping roles such as ASWs and other roles taking on non statutory work etc.
- We need to enable our workforce to have access to self directed learning
- We need to induct and onboard our NQSW/new starters in a supportive and considered way
- We need to review and build career pathways to support growth and retention.
- We need to create links with Universities and academic environments
- We need to provide professional and cultural support to our international workforce

### Employee Experience (Workstream 1 - Explore)

- We need to look at what appeals to our workforce and makes them want to stay with us.
- We need to understand why people are leaving and then report on it.
- We need to analyse and review any corporate, directorate or service related surveys that impact on our SW workforce and develop any actions
- We need to routinely benchmark against other LAs and the national sector on pay, reward and benefits to determine if our reward packages remain competitive.
- We will regularly monitor the effectiveness of our SW welcome and retention payments

### Recruitment, Resourcing and benefits (Workstream - 2 Attract)

- We will create tools to provide accurate recruitment data that enables strategic decision making
- We will continue to use various channels and social media platforms for advertising roles.
- We will promote our benefits internally and externally.
- We will be creative and consider whether our benefits are competitive and attractive to the demographics of our workforce/external market e.g shift/ weekend working, reduced working week, key worker housing etc.
- We will review our interview and assessment processes to ensure they are inclusive and get the best out of people.
- Through our C2S relationship we will incentivise the temp to perm transfer

### Data insights, talent and succession planning (Workstream 5 Succeed)

- We will use data and insight to monitor and manage our workforce and report on this regularly.
- We will review the demographics of our workforce and identify the trends to help us understand the key risks and opportunities we need to look at
- We need to develop future leaders who embody our values
- We need to manage our talent and build succession plans for key areas.
- We will identify critical roles for succession planning
- We will create an automated resource planning tool that will enable better forward planning and awareness of future / expected vacancies.

### Engagement, retention and inclusion/diversity (Workstream 3 – Engage and Retain)

- We need to ensure that we have a supportive culture that enables the retention of the workforce.
- We need to focus on employee wellbeing and creating a resilient workforce.
- We need to establish behaviours and values that embody the purpose of the workforce.
- We will ensure that there is an EDI lens in all that we do and where necessary work collaboratively with the directorate EDI group.
- We will engage with staff on the work undertaken by the RRC with the support of Communications.
- We need to support staff to ensure they feel safe to raise any non inclusive behaviours.

## Programme Overview

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	Short-Term (0-2 months)		Medium-Term (3-9 months)		Long-Term (10 months+)	
	Activity	Impact	Activity	Impact	Activity	Impact
<b>Explore</b>	<ul style="list-style-type: none"> <li>Analyse past three months of exit interviews - present findings to CFLL managers.</li> <li>Issue more targeted exit interview communications.</li> <li>Monitor completion rate.</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of exit interview process. Managers provided with exit survey data and recommendations.</li> <li>Clear and deliverable action plans arising from exit survey data and recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Agency/locum to perm session – inc follow-up activities by managers.</li> <li>Begin planning of employee opinion survey.</li> </ul>	<ul style="list-style-type: none"> <li>Raised awareness of benefits of moving to SCC terms and conditions.</li> <li>Improved Exit Interview survey completion rates.</li> <li>Reduced number of agency staff and increase in perm.</li> </ul>	<ul style="list-style-type: none"> <li>Launch of employee opinion survey for social care staff – potentially to expand to all CFLL staff.</li> </ul>	<ul style="list-style-type: none"> <li>Good understanding of employee’s opinions about working for Surrey (strengths and weaknesses).</li> </ul>
<b>Attract</b>	<ul style="list-style-type: none"> <li>Hold recruitment events including: CFLL/ASC Hiring Day, Temp-to-Perm Session, Open Evening, CC ‘Live’.</li> <li>Connect2Surrey Agency contract arrangements.</li> <li>Video campaign for CWD/FST</li> <li>Launch Total Reward stmts</li> </ul>	<ul style="list-style-type: none"> <li>Increase profile on social media – targeted campaigns.</li> <li>Higher agency submissions via Connect 2 Surrey.</li> <li>Team workforce planning.</li> <li>Increased applications to SCC.</li> <li>Strengthened interview process</li> </ul>	<ul style="list-style-type: none"> <li>Develop social media recruitment framework.</li> <li>Improve understanding of push/pull factors for locums.</li> <li>Review performance of the Community Care contract</li> </ul>	<ul style="list-style-type: none"> <li>Consistency across our social media and comms channels – in line with our new branding</li> <li>Retain locums and improve out reputational status for these employees.</li> <li>Increase number of locum CV submissions.</li> </ul>	<ul style="list-style-type: none"> <li>Increase diversity to all roles – understand reasons for leaving, promotion opportunities.etc</li> <li>Review performance of the Connect2Surrey contract.</li> <li>Locum to perm conversions</li> </ul>	<ul style="list-style-type: none"> <li>A more diverse social care workforce.</li> <li>Reduce locum numbers (with more permanent staff) improving consistency of practice and reducing spend.</li> </ul>
<b>Engage &amp; Retain</b>	<ul style="list-style-type: none"> <li>Workshops and analysis of strong retention ‘pull’ factors for social work staff.</li> <li>Gain further insight into workplace culture.</li> <li>Analyse Stay Interview findings.</li> </ul>	<ul style="list-style-type: none"> <li>SW’s feel trusted, valued, belonging and hopeful when working for SCC</li> <li>Surrey’s children are cared for by passionate and happy social workers.</li> </ul>	<ul style="list-style-type: none"> <li>All teams develop culture &amp; wellbeing statements/plans.</li> <li>Review Advanced Social Worker role and remit.</li> <li>Paid sabbatical proposal.</li> <li>Annual leave proposal.</li> <li>Wellbeing days proposal.</li> </ul>	<ul style="list-style-type: none"> <li>Teams have a mindful, kind culture / approach– which can be shared with families</li> <li>Clearly defined ASW role.</li> <li>SCC is more competitive in the recruitment market.</li> <li>Staff feel supported &amp; valued.</li> </ul>	<ul style="list-style-type: none"> <li>2<sup>nd</sup> round of Stay Interviews and analysis.</li> <li>Staff induction review.</li> <li>Revise approach to social worker performance conversations.</li> <li>Support for office working.</li> </ul>	<ul style="list-style-type: none"> <li>Greater understanding of the positives of working in SCC and ideas to improve retention.</li> <li>More purposeful and valued performance convos</li> <li>Clear guidance for staff.</li> </ul>
<b>Develop</b>	<ul style="list-style-type: none"> <li>Assessed and Supported Year in Employment (ASYE) Programme intake.</li> <li>Launch newly developed Social Work Mentoring Scheme.</li> <li>Review and launch SW Apprenticeship scheme.</li> </ul>	<ul style="list-style-type: none"> <li>Fill large proportion of vacancies in teams with permanent staff.</li> <li>Better equip workers for progression and development.</li> <li>Opportunities for non-qualified practitioners.</li> </ul>	<ul style="list-style-type: none"> <li>Onboarding App, Induction sessions and manager guidance.</li> <li>Create Social Work/ TM Journey Training Brochure.</li> <li>Service specific induction pack.</li> </ul>	<ul style="list-style-type: none"> <li>New starters will experience a consistent and comprehensive onboarding and induction process which will play a key part in improving long term staff retention.</li> </ul>	<ul style="list-style-type: none"> <li>Review Performance Conversations and how Motivational Interviewing could be incorporated to improve effectiveness.</li> <li>Review Social Work Progression Pathway</li> </ul>	<ul style="list-style-type: none"> <li>Performance Conversations support development and highly valued.</li> <li>Improved retention supported by providing opportunities for staff to progress into new roles.</li> </ul>
<b>Succeed</b>	<ul style="list-style-type: none"> <li>Workforce Strategy for social workers – review 5 lenses.</li> <li>Develop insight &amp; intelligence and EDI data.</li> <li>Succession Planning / Personal Growth</li> </ul>	<ul style="list-style-type: none"> <li>Strategic approach to workforce and the delivery of services to children, young people and families.</li> <li>Effectively reporting on workforce data.</li> <li>Maximise opportunities for staff to grow their careers.</li> </ul>	<ul style="list-style-type: none"> <li>Create a Succession plan template and process – test and engage through WS4.</li> <li>Ensure dashboards for SW workforce adjusted to reflect service req’ts.</li> <li>Agree service data leads.</li> </ul>	<ul style="list-style-type: none"> <li>Support strategic readiness through early identification and development of future capabilities, skills, quals needed in key roles</li> <li>Enable a pipelines for future social work needs.</li> <li>Data used to identify retention and diversity issues.</li> </ul>	<ul style="list-style-type: none"> <li>Update &amp; communicate Workforce Plan.</li> <li>Review and refine workforce strategy.</li> <li>Embed succession planning</li> <li>Leadership &amp; management development.</li> </ul>	<ul style="list-style-type: none"> <li>Vision and strategy start to embed</li> <li>Turnover starting to decrease.</li> <li>Locums start to reduce and convert to permanent roles</li> <li>Level of internal progression starting to increase.</li> <li>Data used to drive decisions.</li> </ul>

# Dashboard for all Social Worker roles (SW, SSW and ASW)

(The figures in the turnover graph show the total for both voluntary and involuntary turnover. Due to the interactive nature of our Tableau dashboards we have inserted the voluntary turnover figures at the start and end of the reporting period, where necessary).

### CFL Qualified Social Workers

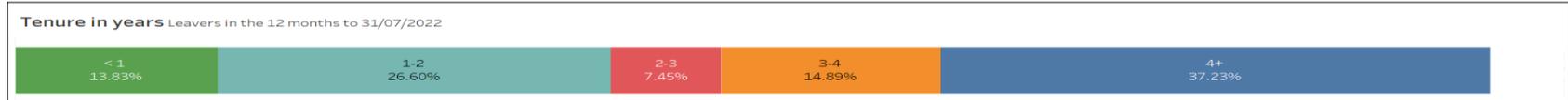
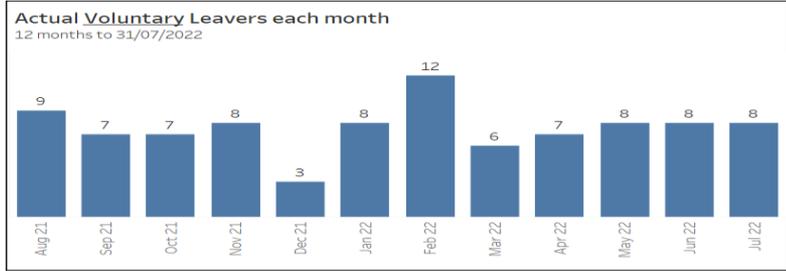
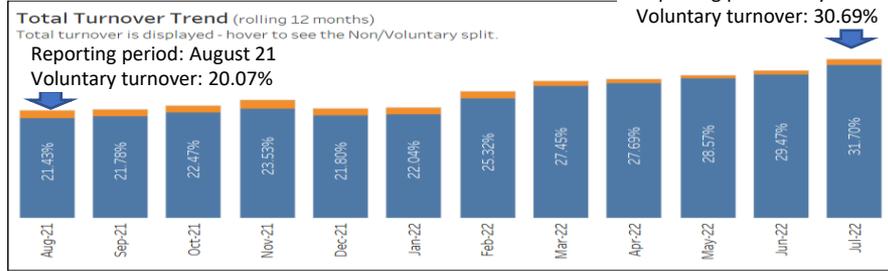
Workforce Information to 31/07/2022  
(Excludes Bank Staff)

Turnover Type  
 Non Voluntary  
 Voluntary

Social worker roles

- Advanced Social Worker
- Senior Social Worker
- Social Worker
- Team Manager
- Service Manager

Quadrant  
All



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Tuesday, 4 October 2022

## **SURREY HOMES FOR SURREY CHILDREN: A STRATEGIC APPROACH TO GROWING CAPACITY IN CHILDREN'S HOMES IN SURREY**

### **Purpose of report:**

To consider a proposed approach to developing the capacity of children's homes in Surrey to enable the longer-term ambitions of the Council's Looked After Children and Care Leaver Sufficiency Strategy 2020-2025, ahead of formal proposals being considered by Surrey County Council's Cabinet later in 2022.

### **Introduction:**

1. As a Council, we are ambitious for our looked after children and want to enable them to achieve the best possible outcomes in their lives. The statutory sufficiency duty (Children Act 89) to secure accommodation in or near to Surrey plays a really important role in this, supporting children to remain connected to their communities and progress successfully towards independence, whilst also enabling us, as corporate parents, to more easily provide coordinated and holistic support.
2. Our latest [Looked After Children and Care Leavers Sufficiency Strategy](#) states our ambition to enable greater access to "Surrey homes for Surrey children". This is one of five key priorities, the other four being: living in a family setting where possible; a wide range of placements for diverse needs; homes of the highest quality; and support to move to independence. Aligned to this strategy, in October 2021 the Surrey Corporate Parenting Board endorsed the longer-term strategic ambition that "every looked after child has a choice to remain in Surrey, where this is appropriate to their needs", with the working hypothesis that this would lead to around 80% of looked after children being able to live in Surrey.
3. The first ambition in our Sufficiency Strategy is quite deliberately living in a family setting where possible, as evidence suggests that this leads to the best outcomes for the majority of children. Via the Placement Value and Outcomes (PVO) Transformation Programme additional resources have been secured to

support the growth of fostering capacity in Surrey, improved recruitment and retention of foster carers, enhanced wrap-around support and enabling more children to progress from children’s homes to families over time. This sits alongside support to enable children to remain with or return to their birth families, where this is safe and appropriate to do so. Despite this, we know that some children will achieve the best outcomes in appropriate, high-quality, and local provision in children’s homes. For the majority, this residential will be a time-limited intervention rather than their longer-term destination that supports their progress towards a family setting or more independent living.

4. Through the PVO Transformation Programme we have a clear picture of the current capacity of children’s homes in Surrey and a strong understanding of the steps we need to take to grow provision in Surrey to enable our longer-term sufficiency ambitions, despite the challenging national and local context we are working within. This paper provides an update on the current position in Surrey, sets out the steps we have taken to date to strengthen sufficiency, explains the key areas of ongoing focus that will be needed to enable our longer-term ambitions, and outlines specific proposals which we intend to bring before SCC’s Cabinet in November 2022.

**Surrey’s current position and national context:**

**How many looked after children are currently placed in Surrey?**

5. Table 1 shows the proportion of looked after children in Surrey in April 2022, compared to previous years.

<b>Date</b>	<b>%</b>	<b>Number</b>	<b>Milestone description</b>
April 2022	51.6	547	Current position
April 2021	51.0	514	Start of PVO Transformation Programme
April 2020	50.2	495	Launch of latest Sufficiency Strategy
April 2019	46.8	456	Baseline

6. A lower proportion of children requiring residential care are typically placed in Surrey than the overall population. For example, in July 2022, 45 of the 118 children (38%) in children’s homes placements were living in Surrey, not counting those in residential schools, parental assessment units and those currently in unregulated provision where regulated children’s homes would be preferred. If these groups are included then the number was 49 of 147 children (33%) in Surrey.

7. Using data from July 2022, achieving our longer-term sufficiency ambition of 80% in Surrey for children in residential provision would require an additional 45 (if just standalone children's homes) or 69 (if all residential provision types are included) to be accessing placements in Surrey. It is important to note that some of this gap could be met by making best use of existing capacity in Surrey, not just requiring the creation of new provision.

### **What is the current capacity in Surrey to meet this need?**

8. In terms of Surrey's current capacity for longer-term placements in the county, there are 28 beds available across 9 children's homes run by Surrey County Council and 26 available across 6 children's homes run by external providers. This figure excludes 12 registered beds in 2 providers in Surrey that provide very specialist services focussed solely on young people with sexually harmful behaviours but includes the 15 beds that external providers opened across three homes in Surrey during 2021. This leads to a notional current capacity of 54 in Surrey, although the following considerations are important to bear in mind:
  - children's homes often operate below their registered 100% capacity at any point in time, due to considerations such as ensuring the specific needs of children placed in their care are met and their current staffing levels; and
  - Surrey County Council has no priority access to local homes in the area, with other local authorities able to refer into the provision – all providers in Surrey currently have some children from other local authorities placed in their provision, whose placements may – if stable - last for several years.
9. Whilst there definitely is potential to grow SCC's use of the residential provision that already exists in Surrey, alongside a number of external providers already planning to create new provision in the county over the months ahead, it is clear that we will not be able to achieve our longer-term sufficiency ambitions simply by maximising the use of the 54 existing beds in county and will, in reality, need to plan towards around double the current capacity.

### **What is our current operating context?**

10. There are significant challenges nationally in the market for Ofsted-regulated residential children's homes and foster care, which have been attracting substantial media attention during 2022. This has been fuelled by two high-profile national reviews: Children's Social Care Market Study published by the Competition and Markets Authority (CMA) in March 2022; and the Independent Review of Children's Social Care published in May 2022. In particular, these reviews highlighted:
  - national concerns around placement availability;

- excessive provider profits;
  - increasing dominance of debt-backed private equity ownership (increasing the risk of disorderly provider failure);
  - concerns over the quality of care in some homes;
  - pressures on staffing and recruitment; and
  - the limited influence that individual local authorities can have on the wider provider market.
11. In addition to national reports, Surrey County Council is in touch with many local authorities across the country who all describe the unprecedented challenges currently with finding regulated placements for children.
  12. Thinking about Surrey's local context, there are both challenges and opportunities. Geographically, Surrey's landlocked location near to London does contribute to increased competition for beds in children's homes compared with what some of the highest performing LAs (in terms of sufficiency) experience. Alongside this, Surrey has some of the highest property prices in the country outside of London, with high associated costs of living, which present barriers to entry for new providers and apply upward pressure to the cost of placements in Surrey. In terms of opportunities, we are at a point where our overall practice within Children's Services is improving. This provides a firmer foundation for us to make progress in terms of sufficiency growth. We also know that, despite the price challenges, Surrey is a large local authority with significant spending power, which does give us some influence, options, and a degree of leverage in the market that smaller local authorities do not have.
  13. The lack of sufficient placements nationally, but particularly in London and the South, has resulted in growing use of unregulated supported accommodation by local authorities. Following a legislative change in September 2021, it is now unlawful to place children under the age of 16 in unregulated placements – whereas previously this was legally permitted where this was the best available option for a child. Many local authorities, including Surrey, nevertheless find themselves obliged to make such placements (especially in response to short notice requirements) to ensure children can be accommodated safely.
  14. As of 12 September 2022, there were five SCC looked after children aged under 16 in "unlawful" placements. This accommodation is only used when absolutely necessary, where it has not been possible to identify a regulated placement, and all these arrangements have been authorised by the Director of Corporate Parenting. Active and sustained placement searches continue for all these children, to try and secure alternative regulated provision, as rapidly as possible. Running parallel to placement searches, unregulated providers are being encouraged and supported to apply for Ofsted registration, so they can be regulated as a children's home, with a 'fast track' process available for providers.

15. Whilst unregulated supported accommodation is not currently subject to national Ofsted regulation and inspection, this does not mean it is not quality assured. SCC holds responsibility for quality assuring all unregulated provision where it places looked after children and takes this responsibility extremely seriously, especially so where this relates to children aged under 16. Overall, for supported accommodation, the Gateway to Resources (GtR) Review Team are responsible for quality assurance of providers. This includes at least annual quality assurance visits. SCC's own quality assurance is complemented and enhanced by regional collaboration with other Local Authorities. Key networks in this regard include the Children's Cross Regional Arrangements Group (CCRAG), through which SCC works actively with other LAs to share quality assurance information about unregulated providers, and the Commissioning Alliance, which SCC joined in September 2021 and now provides access to formally quality accredited supported accommodation provision for Surrey's children and young people, alongside additional information sharing between LAs and centralised contract management of Commissioning Alliance providers.
16. When we are considering placing a child under 16 in unregulated provision these overall arrangements are significantly strengthened. This starts with an initial due diligence visit prior to any child being placed in a provision where we have not previously placed a child. In the majority of cases this will be done in person, but occasionally (for example, when there is an urgent need to take up the placement or has been a recent visit to the provider) this may be done virtually and then followed up with an in-person visit soon after. This visit ensures that:
- the standard of accommodation is good enough;
  - the provider can evidence adherence with safer recruitment practices; and
  - the provider can demonstrate how they ensure they work effectively with young people – for example providing evidence of training for staff, and how improved outcomes for young people are enabled and monitored.
17. In terms of the current position, of the 5 children currently in unlawful placements, in person visits were completed ahead of placement for 3, with virtual visits undertaken in the case of 2. For the first of these, a virtual visit was undertaken, as a full quality assurance visit had been completed by GtR Review Team only 9 days before the placement being made, with no concerns identified. For the second of these, this placement was made with a known provider at a specific provision where SCC has previously placed a child and had no concerns about the quality of accommodation and standard of support, therefore an initial virtual visit was judged to be appropriate.
18. At the time of making the placement, conversations are held between the child's social worker and the placement provider to ensure they can meet the child's specific needs. This provides assurance about the suitability of the match

between provider and child. This sits alongside strong, ongoing work within our Independent Reviewing Officer (IRO) service, which reviews and scrutinises the care plans for all looked after children.

19. Once the child has moved in, a member of the GtR Review Team visits the accommodation on a weekly basis. As the child becomes settled, frequency of visits by GtR Review Team may reduce to bi-weekly, or we may alternate virtual and in-person visits. At the time of submitting this report, for the children currently in unlawful placements, 3 are receiving fortnightly visits that alternate between virtual and in person. 2 are receiving weekly visits that alternate between virtual and in person. In the case of all current unlawful placements, regular contact between the child and their social worker is being maintained, to ensure their needs are being met.
20. Lastly, child-level oversight of all unlawful placements is undertaken by the Children's, Families and Lifelong Learning Leadership Team, supported by detailed weekly reporting. Specifically, in compiling this report, the Director for Corporate Parenting has confirmed that the assurance steps outlined have been taken in respect of all children currently in a placement of this type and that she regularly reviews placements as they continue, requesting updates from GtR where necessary.
21. In contrast to under-16s, SCC is legally able to place children aged 16-17 in unregulated supported accommodation. Within this cohort, as of 12 September 2022, there were however 8 young people whom SCC had identified as being in "unregistered" placements. This covers those in supported accommodation whose needs require some elements of "care" (as examples: support to meet health needs; or manage finances), not just "support", who would ideally be placed in provision registered with Ofsted. If an unregulated provider is deemed to be providing care in addition to support for 16-17 year olds, Ofsted, as the regulator, can take enforcement action against the provider, so again SCC would either be continuing to seek alternative regulated provision wherever possible or ensuring there is a plan for a step-down in the level of support over time so that "care" is no longer being provided.
22. At the time of submitting this report, the 8 children aged 16 or 17-year-olds in unregistered placements are being visited by GtR Review Team at the following frequency:
  - 1 of these children is being visited on a weekly basis, which alternate between in person and virtual visits;
  - 3 of these children are being visited on a fortnightly basis, which alternate between alternate in person and virtual visits; and
  - 4 of these children are being visited monthly in person

23. For all children in unlawful and unregistered placements a meeting is held every fortnight. This is attended by the Head of Service for GtR. A decision is made at this meeting as to whether the visiting schedule needs to remain at the current interval or whether it is appropriate to lengthen the time between visits. The decision making is predicated upon length of time in placement, needs of the child and how the provider is meeting those needs.
24. The majority of children in both “unlawful” and “unregistered” placements would be in some form of regulated, residential provision (including residential education), if there were sufficient, appropriate capacity available. This means they are taken into consideration in terms of our children’s home sufficiency planning.

### **What are we forecasting in terms of future demand?**

25. Our current SCC demand modelling suggests that the number of children looked after by Surrey County Council will continue to grow. In April 2020, our population of looked after children was 984, in April 2021 it was 1,001 and in April 2022 it was 1,058 – growth of 7.5% across the period. Whilst there have been some initial signs that the growth in numbers of looked after children who are not unaccompanied asylum-seeking children (UASC) may be flattening, the midpoint of the current forecast would still see us reaching: 1,084 looked after children by April 2023; 1,122 by April 2024; and 1,158 by April 2025. To ensure our approach to demand modelling is robust, we have also commissioned an external provider to develop a complementary demand forecast, using a different statistical approach. This learns from data about the profile and journeys taken by Surrey’s looked after children over the last 11 years and plots the likely future journeys of children currently in the system, alongside future joiners. Despite the different methodologies, these trends suggest a similar level of growth over the next three years – so we have a reasonable degree of confidence in the numbers presented.
26. Despite this context of overall growth, our forecasts for children who will require children’s homes are holding relatively steady – with the midpoint forecast at around 115 children through to April 2025 based on current trends. Although it is early days, this perhaps reflects positively on the initial impact of efforts to promote family settings first, including developing our work to enable children to “step-down” from children’s homes back to families and newer practice models, such as No Wrong Door and Family Safeguarding. Whilst the cohort in children’s homes is forecast to hold steady over time in a context of overall growth, it is important to note that we are not forecasting reductions in the actual numbers of children needing this type of living arrangement.

### **What have we been doing to respond the challenges?**

27. Despite the challenges being experienced nationally and locally, we continue to be ambitious about what we can achieve for Surrey's children. We are taking clear and concrete steps to strengthen our position in terms of children's homes sufficiency, which sit within the context of our overall PVO Transformation Programme, looking at all aspects of our sufficiency. These steps include:

- Undertaking an ambitious recruitment drive and investing in practice and process improvements across our 9 existing SCC-managed children's homes, to maximise the benefits of a recent service transformation;
- Pressing ahead with planned capital projects – we are currently building or going through planning to create 18 beds in Surrey County Council run children's homes. Of these 18 beds, 6 are currently earmarked to be a second No Wrong Door Hub, which will offer short-term capacity and a further 6 are replacement capacity for a previous SCC home.
- Strengthening relationships with existing Surrey-based providers, so that SCC are the LA of first choice when beds become available, as well as developing new contracting mechanisms that enable block booking of beds in local children's homes for Surrey children; and
- Working closely with external providers looking to create provision in Surrey, with some initial success – including three new providers opening Surrey-based children's homes in 2021 and around 25 additional beds being planned by external providers at various stages of development.

<b>What growth do we want to achieve in terms of children's homes sufficiency?</b>
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### **Our longer-term ambition for children's homes in Surrey**

28. As stated above, we want every looked after child to have a choice to remain in Surrey, where this is appropriate to their needs. Our working hypothesis is that this means 80% of Surrey's Looked After Children living in the county. To achieve this for residential provision, based on the current and forecast numbers of Surrey looked after children requiring children's homes, would require an additional 50-60 children to live in Surrey-based children's homes. It is important to note that this is the level of children we anticipate it would be appropriate to have living in Surrey, not the level of capacity that would be needed, which is likely to be higher than this to allow for less than 100% occupancy and/or placements made in external provision by other local authorities. This level of improvement is not going to be easy in Surrey and will take determined effort, adequate resourcing and ongoing commitment over a number of years, but we believe it is the right thing to work towards for children who are looked after.

### **How can we achieve this?**

29. We believe we can achieve this ambitious level of change by developing a strong mixed economy of provision in the county. This will include:
- maximising the use of current in-house capacity;
  - strengthening relationships with existing providers based in Surrey;
  - encouraging complementary new provision to be developed locally by high-quality external providers; and
  - investing SCC's capital to create new children's homes – to be run by SCC or in close partnership with trusted providers.
30. The key aspects of work to strengthen the capacity of external provision in Surrey are already underway, following Cabinet approval secured as part of the Annual Procurement Forward Plan to develop new block contracting arrangements, but we require additional decisions from Cabinet to progress with further development of SCC-owned children's homes. This will be the focus of the remainder of this report.

#### **Our plans to develop SCC-owned children's homes in Surrey**

31. Surrey County Council is fortunate to have a strong pre-existing footprint in terms of its own in-house Children's Homes. The strengthening, refurbishment and, where needed, re-development of these homes is a core part of our sufficiency strategy. This means we are delivering a range of refurbishments and extensions, alongside approved new children's homes projects in Epsom & Ewell, Elmbridge and Mole Valley that have already been approved by Cabinet. In addition to these, we specifically intend to seek Cabinet approval to allocate £3.5 million of capital funding to create a second children's home in the Woking area. This new home, which will follow the standard 6-bed model (4 core beds with 2 additional adjoining beds) established for the new-build SCC children's homes currently in development, will both grow capacity in Surrey but also enable the decant of children from another SCC children's home (SC040633) to high-quality alternative accommodation, so that major improvement works can take place at the home.
32. To ensure the long-term future of SC040633 major improvement works are planned. In order to carry out these works, it will be necessary to relocate the current residents of the home. As Woking is an identified area where further children's home capacity is required, it is proposed that:
- A new Children's Home in line with the 6 placement (4 plus 2) model is purchased in the Woking area
  - SC040633 residents relocate to the new home
  - The major improvement works at SC040633 are conducted

- On completion, a decision can be made on whether it is in the best interests of the relocated residents, to return to SC040633 or remain in the new home and new residents be placed in SC040633
  - Works to ensure compliance with the appropriate regulations and guidance are taking place to keep SC040633 operational until approvals can be secured for this proposal
33. A project specific paper for the SC040633 home improvement works and costs will be brought through the appropriate governance route for approval.
34. Alongside the specific proposals connected to SC040633, we are planning to seek approval from Cabinet in November to use Surrey County Council capital to deliver up to 30 beds in SCC-owned children's homes, as a key part of how we can enable our sufficiency ambitions. Specific early proposals in relation to the locations of these additional beds have been developed, discussed and initially endorsed under the remit of the PVO Transformation Programme Board, but further work continues to clarify and agree the detail within this overall proposal ahead of any Cabinet discussion. In developing these early proposals we have taken account of:
- the geographic distribution of looked after children in and outside Surrey;
  - the profile of need of looked after children currently placed in residential provision in and outside of Surrey;
  - locations of current children's home run by SCC and external partners in Surrey, as well as their stated specialisms;
  - planned locations and specialisms of children's homes in development in Surrey, including SCC-owned and externally-run provision;
  - locations and specialisms of schools and education provision in the county and planned capital developments, by SCC or other providers, to ensure proposals for new children's homes are complementary;
  - the overall suitability in terms of community infrastructure of places in Surrey where further homes might be located; and
  - forecast future patterns in demand for beds in children's homes.
35. Our intention will be for these new homes to be managed by SCC in the first instance, but consideration will also be given to the potential for strategic partnerships with trusted and high-quality external providers.
36. The planned proposal would require the repurposing of up to £18 million capital funding to create up to 24-beds in SCC-owned children's homes (please note – the initial proposal will cover the creation of 24 of the total 30 beds we estimate might be needed in Surrey – we will need to return to Cabinet in the future should additional capital funding be required). We would draw this capital from £30 million funding previously allocated to the Care Leaver Accommodation and

Children's Home pipeline by Cabinet in February 2021, for the creation of 150 beds of care leaver accommodation in Surrey. We are seeking to reallocate this funding due to the considerable progress SCC has already made in growing the proportion of care leavers in Surrey, reaching 54% in August 2022 from a historical level of closer to 40%. This has been driven by both practice improvement around support for care leavers, as reflected in the recent Ofsted inspection, and recent increases in the capacity of supported accommodation provision in Surrey, delivered through the PVO Transformation Programme. This progress has reduced the scale of need to develop SCC-owned care leaver accommodation, although specific targeted proposals are still being progressed within the existing February 2021 approval. With a reduced need to secure care leaver accommodation, there is scope to repurpose the funding to create much needed additional capacity to accommodate looked after children in Surrey.

### **What is the business case for this level of capital investment?**

37. As set out in this report, we have already established that we will need 50-60 additional children to be living in residential provision in Surrey to achieve our ambitious longer-term aim to enable every looked after child to have the choice to remain in Surrey, where this is appropriate to their needs. Whilst we could look to do this through open development via the external provider market, we will enable the best outcomes for children and achieve the best value for money if additional children's homes that are owned and (if possible) managed by SCC are a central part of our sufficiency strategy, in support of our statutory duties. Maintaining some capacity within the broader market strengthens our negotiating position as a commissioner of externally provided residential provision.
38. First and foremost, the business case is around enabling the best outcomes for Surrey's looked after children. Supporting children to live in Surrey, close to the communities they are from, provides them with best possible chance of maintaining their social networks, mitigating against some of the potential negative impacts of being in care and preparing them for their future in the county. Surrey-based provision also enables SCC to: work with its local partners to provide the best possible, well-coordinated wrap-around support to children; have improved confidence in the quality of the provision children are accessing; and better plan pathways on from the provision into either a family-based or more independent setting.
39. In addition to improved outcomes, this proposal will also create revenue savings on the cost of placements made in externally run provision. Based on the transformed model of SCC-managed Children's Homes, approved by Cabinet in November 2021, the average weekly cost of a placement in an SCC-managed children's home ranges from £3,177 to £4,294. This compares to an average weekly cost of residential provision from the open market of £5,232 per week (as in July 2022). For provision for children with disabilities (CWD), the cost

differential is less, with the SCC cost sitting at £5,194 compared to £5,639 on average on the open market. To illustrate, if we created 24 additional beds (8 of which were CWD) with £18 million capital investment, and achieved 90% occupancy over the course of the year, we would realise a revenue efficiency of £1.2 million each year (using a midpoint average cost for in-house).

<b>What specific recommendations are we proposing to bring to Cabinet?</b>
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40. As set out above, we are preparing to bring a set of specific proposals to SCC's Cabinet in November. This will build on the recommendation agreed to allocate SCC capital to the creation of care leaver accommodation at Cabinet on 23 February 2021 as follows:

"That Cabinet is asked to:

1. Endorse a long-term strategic ambition for Surrey County Council that every looked after child has have a choice to remain in Surrey, where this is appropriate to their needs – as previously endorsed by the Surrey Corporate Parenting Board
2. In support of the above ambition and delivery of Surrey County Council's Looked After Children and Care Leaver Sufficiency Strategy 2020-25:
  - a. Endorse an overall plan to initially create up to 30 additional beds in Children's Homes in Surrey across a number of sites (noting this may be revised by decision of the Executive Director for Children, Families and Lifelong Learning in consultation with the Cabinet Member for Children, Young People and Families), with care to be delivered either directly by SCC in-house and/or in partnership with trusted external providers; and
  - b. Approve the reallocation of up to £18 million towards the creation of up to the first 24 of these beds in new Children's Homes, taken from the £30 million of capital funding previously allocated to the dedicated budget for Care Leaver Accommodation and Children's Homes for the delivery of a programme of 150 beds for Care Leaver Accommodation by Cabinet on 23 February 2021.
  - c. Confirm that (in line with the recommendation previously agreed by Cabinet on 23 February 2021) delegated authority to approve individual schemes within overall budget constraints is given to the:
    - Executive Director – Children, Young People and Families, in consultation with:
      - Executive Director – Resources
      - Cabinet Member for Resources and Corporate Support
      - Cabinet Member for All-Age Learning

- Cabinet Member for Children, Young People and Families
3. Approve the allocation of £3.5 million of capital to the specific proposals detailed in this report to provide a second children's home in Woking to increase provision and provide decant for residents at another SCC children's home (SC040633) to enable major improvement works at the home."

<b>Conclusions:</b>
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41. SCC is ambitious to enable more looked after children who want to live in Surrey to stay close to the communities that they are from and would like every looked after child to have the choice to remain in Surrey, where this is appropriate to their needs. This will require long-term commitment, focussed work and appropriate resourcing, but we are clear that this is the right ambition for Surrey's children and we can achieve the level of change required over time.
42. Children's homes are and will remain a key option for children and young people who are looked after, even as we work to promote family settings first, use residential provision as a time-limited intervention rather than longer-term destination, and implement practice models that prevent entry to care for some. Despite these changes, we are forecasting a consistent level of demand for children's homes for the foreseeable future, in the context of growing population of looked after children in Surrey and nationally.
43. We are facing a challenging national and local context in terms of the pressures on the market for Ofsted registered placements for looked after children, driven by rising numbers of looked after children nationally and regulatory change. This context means we need to consider proactive options that enable us to create local provision and manage some of the risks associated with the challenging national picture.
44. To deliver our sufficiency ambitions, we have modelled that we need to enable 50-60 additional children to access children's homes in Surrey, developing a strong mixed economy of SCC-run and externally provided services. Central to this ambition is our plan to develop up to 30 additional beds in SCC owned children's homes – which could be managed by SCC and/or run by a trusted strategic partner.
45. To enable this change we are looking to repurpose £18 million of capital funding previously earmarked by Cabinet for the creation of care leaver accommodation in Surrey, to deliver up to 24 of the 30 beds that are needed to achieve our longer-term sufficiency goal. This reflects the shifting balance of pressures facing Surrey's looked after children and care leavers since February 2021.

## Recommendations:

46. The Select Committee is asked to:

- a) Endorse the overall long-term sufficiency ambition that every Surrey looked after child has the choice to remain in Surrey, where this is appropriate to their needs, accepting the current working hypothesis that this means planning for 80% of looked after children living in Surrey.
- b) Endorse the proposed recommendations set out in this report that are planned to come to Cabinet on 29 November 2022, to support the implementation of the Council's Looked After Children and Care Leaver Sufficiency Strategy 2020-25.

## Next steps:

Informed by feedback from the CFLLC Select Committee, we intend to bring further developed proposals around the strengthening of the sufficiency of children's homes in Surrey to SCC's Cabinet on 29 November 2022.

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### Report contacts

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### Sources/background papers

SCC Cabinet Report, Delivery of Care Leaver Accommodation and Children's Homes, 23 February 2022

SCC Cabinet Report, Transformation of Surrey Children's Residential Services, 30 November 2021

SCC CFLLC Select Committee Report, Ofsted Report into Surrey County Council Run Children's Home, 01 June 2022

SCC Corporate Parenting Board, Sufficiency Report, 21 October 2021

SCC Corporate Parenting Board, Sufficiency Report, 19 May 2022

Competition and Markets Authority (CMA), Children's Social Care Market Study,  
March 2022

Independent Review of Children's Social Care, May 2022

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CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE  
SELECT COMMITTEE



4 OCTOBER 2022

## **ACTIONS AND RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME**

**Purpose of report:** The Select Committee is asked to review its actions and recommendations tracker and forward work programme

### **Recommendation**

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

### **Next steps**

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

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### **Report contact**

Julie Armstrong, Scrutiny Officer

### **Contact details**

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**CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER  
OCTOBER 2022**

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The actions and recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

<b>KEY</b>			
	No Progress Reported	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		October 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.	Democratic Services Officers	N/A	N/A	The Chairman has postponed these visits indefinitely as schools are performing well currently.
		<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	October 2022	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.  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

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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	N/A	N/A	It has been agreed that the Adults and Health Select Committee will lead in this area, with the Chairman and Vice-Chairmen of the CFLLC Select Committee invited to participate in relevant items.
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**Actions**

Meeting	Item	Action	Responsible Officer/Member	Deadline	Progress Check On	Update/Response
7 April 2022	Care Leavers Service Report [Item 5]	<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.	Siobhan Walsh, Assistant Director – South West		November	The PVO Transformation Programme Board considered a proposal for a target for Care Leavers to be in Surrey by 31 March 2025. This was estimated by looking at the current trend in the numbers and proportion of care leavers living in Surrey since 2018, with particular consideration of the recent growth that has been achieved since 2020, which had meant 51.1% of care leavers in Surrey by April 2022, from a baseline level of around 40%. Alongside this, we are forecasting that the total number of Surrey care leavers will increase by around 200 to 1,020 by April 2025. The PVO board supported an ambitious approach to this measure and confirmed their support for

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						continuing investment in improvements to our local capacity and practice. The Board did however ask the Commissioning Team to do some further work to ensure this was the appropriate level for a target and an achievable timescale. We intend to bring a further item to the PVO Board in November, to confirm the Board's position.
1 June 2022	Ofsted Report into Surrey County Council run Children's Home: SC04062 [Item 5]	<b>CFLLC 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	N/A	N/A	An approach has been agreed regarding the circulation of Children's Home Ofsted reports to the Corporate Parenting Board and Select Committee.

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		<b>CFLLC 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	N/A	N/A	A document has been circulated to Select Committee Members.
6 July 2022	Children's Homes Ofsted Reports Published Since the Last Meeting [Item 8]	<b>CFLLC 17/22:</b> The Director for Corporate Parenting to explain the recommendation to the registered manager to 'seek independent scrutiny of the home'.	Tina Benjamin, Director – Corporate Parenting	N/A	N/A	Response:  To fully implement and action all learning from external scrutiny provided by the Regulation 44 visitor and identify, analyse and put into practice all learning. This learning and implementation of lessons learned will be addressed in the next Regulation 45 report which will detail systems and internal monitoring that has been implemented since the last inspection to include robust reviewing of all incidents within the home and actions taken.

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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: Julie Armstrong | Democratic Services Assistant: Emily Beard**

Date of Meeting	Type of Scrutiny	Issue for Scrutiny	Purpose	Outcome	Relevant Organisational Priorities	Cabinet Member/Lead Officer
<p style="text-align: center;"><b>8 December 2022</b></p>	<p style="text-align: center;">Pre-decision</p>	<p style="text-align: center;"><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>Clare Curran, Cabinet Member for Education and Learning</p> <p>Sinead Mooney, Cabinet Member for Children and Families</p> <p>Denise Turner-Stewart, 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>

8 December 2022	Overview, policy review and development	<b>Children with Disabilities – social care and safeguarding</b>	Committee to review the practice and performance and improvement progress and priorities of the Children with Disabilities Service.	Cabinet Member and Senior Officers held to account.	Tackling health inequality	Sinead Mooney, Cabinet Member for Children and Families Tina Benjamin, Director for Corporate Parenting
8 December 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	Sinead Mooney, Cabinet Member for Children and Families Matt Ansell, Director – Family Resilience and Safeguarding
8 December 2022	Overview, policy review and policy development	<b>Report of the Adult Learning and Skills Task Group</b>	Committee to receive the report of the Adult Learning and Skills Task Group.	Committee reviews and endorses the Report and its recommendations.	Tackling health inequality  Growing a sustainable economy so everyone can benefit  Enabling a greener future  Empowering communities	Chris Townsend, Vice-Chairman/Chairman of the Adult Learning and Skills Task Group

3 March 2023	Performance and overview, policy review and development	<b>Inclusion in education</b>	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.	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	Tackling health inequality  Growing a sustainable economy so everyone can benefit  Empowering communities	Clare Curran, Cabinet Member for Education and Learning  Liz Mills, Director for Education and Lifelong Learning
3 March 2023	Overview, policy review and development	<b>Youth homelessness</b>	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.	Committee holds Cabinet Member and senior officers to account and makes recommendations as appropriate.	Tackling health inequality	Sinead Mooney, Cabinet Member for Children and Families  Rachael Wardell, Executive Director for Children, Families and Lifelong Learning

<p><b>18 May 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>Clare Curran, Cabinet Member for Education and Learning  Mark Nuti, Cabinet Member for Adults and Health  Denise Turner-Stewart, 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>18 May 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>Clare Curran, Cabinet Member for Education and Learning  Liz Mills, Director for Education and Lifelong Learning</p>

18 July 2023	Performance and overview, policy review and development	<b>School standards, improvement and policy</b>	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.	Cabinet Member and senior officers held to account for school standards and improvement; and Committee updated on strategic direction for maintained schools.	Tackling health inequality  Growing a sustainable economy so everyone can benefit  Empowering communities	Clare Curran, Cabinet Member for Education and Learning  Liz Mills, Director for Education and Lifelong Learning  Maria Dawes, CEO – Schools Alliance for Excellence
18 July 2023	Overview, policy review and development	<b>Corporate Parenting Annual Report and Performance Report in relation to Looked After Children</b>	Committee to review key performance data for year ending March 2022 for Looked After Children as compared with statistical neighbours and nationally, and any relevant national policy developments that impact Corporate Parenting.	Lead Member and senior officers held to account.	Tackling health inequality  Empowering communities	Sinead Mooney, Cabinet Member for Children and Families  Tina Benjamin, Director – Corporate Parenting  Matt Ansell, Director – Family Resilience and Safeguarding
2 October 2023	Overview, policy review and development	<b>Support for resettled children and families</b>	Committee to review the needs of resettled children and families and the support provided to them to settle into schools and communities.	Cabinet Members and senior officers held to account	Tackling health inequality  Growing a sustainable economy so everyone can benefit	Sinead Mooney, Cabinet Member for Children and Families  Clare Curran, Cabinet Member for Education and Learning  Rachael Wardell, Executive Director for Children, Families and Lifelong Learning  Marie Snelling, Executive Director for Customer and Communities

<b>2 October 2023</b>	Overview, policy review and development	<b>Family Resilience</b>	Committee to review service performance and outcomes for service users following transformation including the introduction of new practice models.	Committee assured of service performance, outcomes for users and identifies any learning opportunities following service transformation and embedding of new practice models.	Tackling health inequality  Growing a sustainable economy so everyone can benefit  Enabling a greener future  Empowering communities	Sinead Mooney, Cabinet Member for Children and Families  Simon Hart, Independent Chair – Surrey Safeguarding Children Partnership
<b>Items to be scheduled</b>						
<i>(Date)</i>	<i>(Type)</i>	<i>(Issue)</i>	<i>(Purpose)</i>	<i>(Outcome)</i>		<i>(Cabinet Member/Lead Officer)</i>
<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	Sinead Mooney, Cabinet Member for Children and Families  Mark Nuti, Cabinet Member for Adults and Health  Hayley Connor, Director – CFL Commissioning  Matt Ansell, Director – Family Resilience and Safeguarding
		<b>Children and young people emotional wellbeing and</b>	Committees review implementation and impact of new CYP EWMH service and make			

<b>TBC</b>	Overview, policy review and development	<b>mental health (joint with, and led by, Adults and Health Select Committee)</b>	recommendations as appropriate.			
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<b>Task and Finish Groups</b>		
<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>Empowering communities</u> <u>Growing a sustainable economy so everyone can benefit</u>	<u>Chris Townsend (Chair)</u> <u>Jonathan Essex</u> <u>Fiona White</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.