

## Notice of Meeting

# Children, Families, Lifelong Learning and Culture Select Committee

**Date & time**

Thursday, 15  
December 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, Tim Hall, 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) 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: 4 OCTOBER 2022

(Pages 5  
- 22)

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

### 3 DECLARATIONS OF INTEREST

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

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

#### NOTES:

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

### 4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

#### Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*9 December 2022*).
2. The deadline for public questions is seven days before the meeting (*8 December 2022*)
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 HOME TO SCHOOL TRAVEL ASSISTANCE: LEARNING REVIEW** (Pages 23 - 64)
- Purpose of the item:** To share findings of a review into provision of home to school travel assistance in the lead-up to the 2022/23 academic year, presented for scrutiny.
- 6 DRAFT 2023/24 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY TO 2027/28** (Pages 65 - 106)
- Purpose of the item:** Scrutiny of 2023-24 Draft Budget and Medium-Term Financial Strategy to 2027-28 of areas within the remit of this Select Committee.
- 7 DRAFT INCLUSION AND ADDITIONAL NEEDS PARTNERSHIP STRATEGY AND SAFETY VALVE UPDATE** (Pages 107 - 142)
- Purpose of the item:**
- To scrutinise the draft Inclusion and Additional Needs Partnership Strategy, share feedback from the Surrey Additional Needs and Disabilities Partnership and receive an update on delivery of the Safety Valve agreement.
- 8 PERFORMANCE OVERVIEW** (Pages 143 - 154)
- Purpose of the item:**
- To review the latest CFL performance information.
- 9 CHILDREN'S HOMES - OFSTED REPORTS PUBLISHED SINCE THE LAST MEETING OF THE SELECT COMMITTEE** (Pages 155 - 168)
- Purpose of the item:** To review new Ofsted reports on Surrey County Council-run Children's Homes, received as part of the recently agreed communications plan in Children's Services.
- 10 NATIONAL REVIEW: SAFEGUARDING CHILDREN WITH DISABILITIES AND COMPLEX HEALTH NEEDS IN RESIDENTIAL SETTINGS** (Pages 169 - 170)
- Purpose of the item:** To ask the Executive Director questions relevant to Surrey on the Doncaster Council investigation.
- 11 ACTIONS AND RECOMMENDATIONS TRACKER AND FORWARD WORK PLAN** (Pages 171 - 190)
- For the Select Committee to review the attached actions and recommendations tracker and forward work programme, making suggestions or amendments as appropriate.
- 12 DATE OF THE NEXT MEETING**
- The next public meeting of the committee will be held on Thursday, 2

March 2023.

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

Published: Wednesday, 7 December 2022

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

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*Thank you for your co-operation*



**MINUTES** of the meeting of the **CHILDREN, FAMILIES, LIFELONG LEARNING & CULTURE SELECT COMMITTEE** held at 10.00 am on 4 October 2022 at Woodhatch Place, 11 Cockshot Hill, Reigate, RH2 8EF.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 15 December 2022.

**Elected Members:**

- 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

(\* = present at the meeting)

**34/22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Cllr Liz Bowes, Cllr Fiona White, and Mr Simon Parr. Mrs Tanya Quddus attended the meeting remotely.

Cllr Chris Townsend chaired the meeting.

**35/22 MINUTES OF THE PREVIOUS MEETING: 6 JULY 2022 [Item 2]**

The minutes were agreed.

**36/22 DECLARATIONS OF INTEREST [Item 3]**

None received.

**37/22 QUESTIONS AND PETITIONS [Item 4]**

**Witnesses:**

Clare Curran, Cabinet Member for Education and Learning

Tina Benjamin, Director – Corporate Parenting

Liz Mills, Director – Education and Lifelong Learning

Hayley Connor, Director – Commissioning (CFL)

1. Four questions were received from Fiona Davidson. The Member asked a supplementary question about the reason for the net decrease of mainstream foster carers and why the service was struggling to retain and recruit them. The Director for Corporate Parenting gave reasons that included retirement, standards of care, and personal circumstances. The service was working with the Foster Care Association to rectify any issues foster carers had. Difficulties to recruit and retain foster carers was a nationwide issue, as well as the impact of the pandemic regarding lifestyle changes.
2. As a supplementary question, the Member queried whether it was possible to change the process regarding the deadline for submitting transport requests to consider the timeframe of appealing a school place. The Director for Education and Lifelong Learning explained that this was being looked into. Once the initial phase had passed, there would be an analysis of the cohort to understand the sequence and to inform changes. The Director for Commissioning added that the analysis of staffing requirements had started, and they had introduced some levels of automation. A Member asked whether this work should come to the Select Committee. The Cabinet Member reassured Members that they would be closely involved in the review.
3. Five questions were received from Catherine Powell. No supplementary questions were asked.
4. Five questions were received from Mark Sugden. The Member suggested for a further report on home to school transport to come as an item to a future public meeting. It was agreed that the Committee would receive an interim report to the meeting in December 2022 and a full report in 2023.

**38/22 SPECIAL EDUCATIONAL NEEDS AND DISABILITIES STRATEGY [Item 5]**

**Witnesses:**

Clare Curran, Cabinet Member for Education and Learning

Liz Mills, Director – Education and Lifelong Learning

Hayley Connor, Director – Commissioning

Julia Katherine, Assistant Director - Inclusion and Additional Needs

Claire Poole, Interim Chief Executive of Family Voice Surrey

Benedicte Symcox, Former Chief Executive of Family Voice Surrey

**Key points raised in the discussion:**

1. The Assistant Director introduced the item, noting that the new strategy would be in place from the beginning of 2023, building on a partnership that has been completed. The strategy aims to improve outcomes for children and young people and the experiences of families. The work of the strategy was overseen by the Surrey Additional Needs and Disabilities Partnership Board, which included a range of stakeholders. The former Chief Executive of Family Voice Surrey added that the Board was a collaborative space, and the self-evaluation was an example of co-produced work between partners.
2. The Chairman asked about the options provided to respondents of the parent/carer satisfaction survey. The Assistant Director explained that the survey included a standard five-point scale from 'very unsatisfied' to 'very satisfied'. Parents and carers who had a child with an Educational Health and Care Plan (EHCP) were asked how satisfied or dissatisfied they were with the support their child receives from professionals to support them with their additional needs and/or disability: 46% responded 'satisfied' or 'very satisfied' (14% very dissatisfied). A higher proportion of parents and carers who had a child receiving special educational need (SEN) support were satisfied with the support their child receives from their school to support them with their additional needs and/or disability: 52% responded 'satisfied' or 'very satisfied' (11% very dissatisfied).
3. The Chairman asked why the appeal rate was higher in Surrey than the national average and what proportion of those were successful. The Assistant Director explained that the number of statutory assessments had increased, which impacted the number of appealable decisions. One potential reason for an appeal was a lack of specialist provision, which was being addressed by the Special Educational Needs and Disabilities (SEND) capital programme. The Director for Education and Lifelong Learning added that of the 578 appeals made up to the end of the last academic year, 265 were ongoing at the time of recording and 233 of those did not end up being heard by the tribunal or were resolved. The reasons for this were carefully monitored. Of those that were heard (79), approximately 50% were awarded in favour of the family. Service managers were

trained in restorative approaches and tried to work with families to prevent appeals from occurring. The service had published 'Ordinarily Available Provision' guidance to set clear expectations about the range of support that could be made without the need for a statutory plan.

4. A Member asked how the quality of EHCPs were monitored. The Assistant Director responded that there was a team of quality managers who co-ordinated a multi-agency audit process to monitor the results. An audit tool was used to audit a representative number of plans regularly and a deep dive was conducted on a termly basis. The Member queried the steps taken when a plan did not meet the required standards. The Assistant Director explained that it would be fed back to the professionals involved and addressed through training.
5. A Member asked how changes in practice were being made to reduce delays in assessments and annual reviews, as well as the causes for such delays. The Assistant Director explained that they would work closer with families to ensure that when delays occurred, families were kept informed. Delays were often due to the involvement of multiple agencies in the assessment. The Council was working with schools to ensure that the support provided in schools continued whilst a statutory plan was being finalised for a child.
6. In reply to a question on response times, the Director explained that there had been a high turnover of staff and these roles had since been filled. Therefore, response times would improve over the autumn period. The Learners' Single Point of Access captured data and produced reports on response times and a new system had been introduced which produced more advanced information in this area. There had been work with the customer relations team and contact centre to improve monitoring through this pathway.
7. A Member asked about the barriers to children receiving provision and the consequences for both schools and the Council if it was not provided. The Assistant Director explained that one reason was due to recruitment challenges. The Council had a statutory responsibility to ensure that the provision specified in the plan was delivered and this was monitored through annual reviews. In the past two years, appeals to tribunals could now consider issues related to health and care provision as well. The Council formally consulted with schools before placing a child to ensure the child's needs could be met.

The same process applied with academies and independent schools.

8. The Chairman asked Family Voice whether they feel that relationships with the Council had improved. The Interim Chief Executive of Family Voice explained that since she had joined the organisation in 2015, the relationship had significantly improved, especially from 2019 onwards. They had built a successful co-productive and collaborative relationship and were looking forward to the benefits of this filtering down to the families that they represented. The former Chief Executive added that the priorities were correct, and it was important that the NHS were involved in the partnership, as a lot of children primarily had health needs. A key determinant of success was how schools would fit into the partnership, as this would depend on the willingness and ability of each individual school.
  
9. A Member asked whether there was additional funding to manage the increase of EHCPs. The Assistant Director explained that statutory plans were only for approximately 3-4% of children who had the most complex needs. The key objective was that children's needs were met at the earliest opportunity. The Director added that all funding for children in this area came from the High Needs Funding Block and this had been constituted in the Safety Valve agreement with the Department for Education. There were contributions from partners and there were joint commissioning arrangements with health colleagues. Schools were directly funded to provide for children with Special Educational Needs (SEN). The former Chief Executive shared that historically, families saw an EHCP as a guarantee of support for their child. In response to a question on whether cuts in provision would be required as the Safety Valve Agreement was not a long-term solution, the Director explained that it was designed to put the Council back on a trajectory to meet need within the funding envelope provided. It would require both a change of culture and practice
  
10. In response to a question on the level of young people with SEN not in education, employment, or training (NEET), the Director explained that there was a preparation for adulthood plan, and they worked closely with Adult Social Care (ASC) colleagues, as only approximately 11% of children in receipt of an EHCP might go on to receive statutory ASC support. The cohort was changing and the number of individuals on vocational pathways was increasing, a shift from educational training. In January 2022, the total percentage of NEET for the cohort was 2.5%.

This year was the first in a long time that 100% of children returned to their employment, education or training in September. In any year, there was also a small number of unknown children, which was reducing.

11. The Chairman asked what the Council was doing to attract staff with the appropriate skills. The Assistant Director shared that there had been significant turnover nationally with SEN teams. It was hoped that by the end of October 2022, the SEN teams would be fully staffed, following a period of recruitment. There were also national shortages with partners that they worked with, such as, educational psychologists. The Chairman asked about the additional school places. The Director explained that the 280 places from September 2022 were part of an additional 800 places through 35 schemes. This programme continued to be delivered over time.
12. Responding to a question on total number of specialist school places required, the Director explained that the intention was to have the majority of children's needs met in maintained specialist provision. This would require 6,000 specialist places over a ten-year period, but this would continue to be reviewed. The aim was to come in line with the national average of 6.5% (currently at 14% in Surrey) of children receiving provision outside of mainstream schools.
13. A Member asked about the consequences of the gap in its capital funding bid allocation. The Director explained that the service was trying to reduce the gap and they had placed two bids for two additional free schools. An analysis was completed which showed the shortfall of funding and the options to bridge the remaining gap.
14. In response to a question on measuring the success of the Team Around the School pilot, the Director explained that specific measures had been formulated, such as, placement stability. It was expected that a report would come to the Board on the pilot, and a view would be taken on whether to adapt the pilot or establish it in its current form.
15. The Chairman asked whether travelling distance was taken into consideration when planning the locations of new placements. The Assistant Director reassured the Members that this was taken into consideration and the aim was for children to be located as close to home as possible. The Director for Education and Lifelong Learning added that the average distance from

home for children with EHCPs was six miles, and exceptional cases of long distances brought the average up. The former Chief Executive of Family Voice Surrey shared that families and caseworkers were not well enough informed of the specificity of provision available in mainstream placements and therefore, strong parental preference affected placements of children.

16. The Chairman asked about the witnesses' confidence that the Council were well prepared for the new local area SEND (Special Educational Needs and Disabilities) inspection framework. The Assistant Director explained that the Council was ready, and they were awaiting the publication of the final inspection framework. The Council had planned a programme of inspection preparation activity, which was underway and would continue until the inspection takes place.

**Actions/requests for further information:**

1. The Director of Education and Lifelong Learning to share a breakdown of the results of the last academic year of tribunal cases, including ways they were resolved prior to a tribunal and the distinction between partial and non-agreement by the end of November 2022.
2. The Director of Education and Lifelong Learning to share a table showing the phases of the programme of additional places with start and end points by the end of November 2022.
3. The Director of Education and Lifelong Learning to provide data on what proportion of SEND children are educated locally (within 10 miles from home) by the end of November 2022.
4. The Committee asks to receive the final draft Inclusion and Additional Needs Strategy, and the Additional Needs and Disabilities Partnership Board's comments on this, in time for the Committee's December meeting ahead of the strategy going to Cabinet.

**RESOLVED:**

1. The 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.

2. The Chairman and Vice-Chairmen and Director of Education and Lifelong Learning to agree on the format of SEND performance data to be shared with the Committee.

### **39/22 FAMILY CENTRES [Item 6]**

#### **Witnesses:**

Sinead Mooney, Cabinet Member for Children and Families

Clare Curran, Cabinet Member for Education and Learning

Matt Ansell, Director – Safeguarding and Family Resilience

Hayley Connor, Director – Commissioning

Jackie Clementson, Assistant Director – Children’s Single Point of Access (C-SPA), Early Help & Youth Justice

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

1. A Member asked how the service was targeting families of greatest need and asked whether there was a reduction in child protection plans because of the work of family centres. The Director explained that the Council’s figures per 10,000 for child protection plans and children looked after were in line with the national figures. There had not been a reduction yet, but they were hoping to see one over time. The Member also asked about the types of families who were self-referring for services. The Assistant Director responded that they were not able to get that data currently, however, noted that early help needed to be accessible to all families.
2. A Member noted the lack of information included in the report regarding the work happening on the ground and raised concern over a family centre in Upper Hale that had significant issues. The Director for Safeguarding and Family Resilience explained that he was doing direct work with that family centre, however, they had experienced positive and engaging practices at other family centres he had visited. The service had commissioned a specialist research team to ensure that the right offer was being provided, as they wanted to reduce the support on statutory services.
3. In response to a question on the family support programmes, the Assistant Director explained that the programmes were delivered through five district and borough councils but the services were delivered countywide. The programmes supported families with



complex needs that did not reach the threshold to receive statutory services.

4. The Chairman asked whether family centres were located in areas of greatest need. The Cabinet Member for Education and Learning explained that the locations were chosen using the Income Deprivation Affecting Children Index (IDACI), to ensure that they would have the easiest outreach to areas of high deprivation. A Member asked how often the areas were reviewed. The Director for Commissioning explained that the IDACI was a national piece of work, however, the Health and Wellbeing Board were reviewing areas of deprivation.
5. In response to a question on the comparison of the new provision to the previous Children's Centres, the Director for Commissioning explained that talking to families about their experiences was part of this work and this could be brought back to the Committee. In terms of the data, the model was significantly different to the previous model, therefore, it was difficult to obtain comparative data. There was data from the consultation prior to the decision on the new model. Family centres were one important element of the overall early help offer. The Director offered to work with the Member to find a way to produce comparative data, whilst recognising the difficulties.
6. A Member asked about the reasons why Surrey's referral rates to children's social care increased, whereas the national trend was continued decreasing rates. The Director for Safeguarding and Family Resilience explained that there was history of encouraging partners to refer to children's social care. There was ongoing work to build resilience within the system so that there was not a need to refer. The Children's Single Point of Access had been reviewed and the service was becoming more outward looking.

*Mrs Tanya Quddus joined the meeting remotely at 12:25pm.*

**Actions/requests for further information:**

1. The Director for Commissioning to provide data and explain how the Council keeps track of families in need and their geographical distribution in relation to family centres and early help provision by the end of November 2022.

2. The Cabinet Member for Children and Families to provide further information regarding the work on the ground of the family support programmes in the next report on Family Centres in March 2023.
3. The Cabinet Member for Children and Families to provide a written answer to whether Sure Start closures played a part in the rising demand for EHCPs, with reference to the Bercow Report by the end of November 2022.

**RESOLVED:**

1. The Select Committee reviewed and noted the updates outlined in the report and the progress made to deliver these important changes aligned to the Early Help Continuous Improvement programme.
2. The Committee agreed to receive in 2023 a further update on the Family Centres programme, including a comparison of data with the previous regime, and the development and implementation of the Early Help Continuous Improvement programme.

**40/22 CHILDREN'S SOCIAL CARE WORKFORCE STRATEGY / RECRUITMENT & RETENTION UPDATE [Item 7]**

**Witnesses:**

Sinead Mooney, Cabinet Member for Children and Families

Clare Curran, Cabinet Member for Education and Learning

Matt Ansell, Director – Safeguarding and Family Resilience

**Key points raised in the discussion:**

1. The Chairman asked about the support in place for female employees, as they made up 86% of the workforce. The Cabinet Member for Children and Families explained that she would provide a written response to this, as it required a broader discussion with partners in health and ASC. The Cabinet Member for Education Learning noted that it was also important to support men who may not feel represented in the workforce and questioned whether the proportion of women was also reflected in leadership roles.
2. In response to questions on social workers leaving with less than two years service and responses in exit interviews, the Director

explained that it was a national trend for social workers to move on around after a year to two years. The Council supported an assessed and supported year in employment (ASYE) two-year programme for newly qualified social workers. The Council had been involved in working with the Department for Education (DfE) on developing the early career framework, especially for social workers. The exit interview process had been refined to gain the granular detail for why people were leaving. The Member asked whether people were leaving the profession or pursuing it elsewhere. The Director confirmed that people were usually leaving the profession. The makeup of the social work workforce had changed, as the entry requirements were different.

3. A Member questioned whether the workload was manageable and asked whether the high cost of living in Surrey was a deterrent to employment stability. The Director explained that caseloads fluctuated and currently some social workers had higher caseloads than they would want. The early intervention work was trying to reduce the casework coming from children of certain cohorts, as the balance of children contributed to the workload as well as the numbers of children. The Cabinet Member for Children and Families added that affordability of housing was a significant issue, and the Council was looking into the possibility of key worker housing and/or housing with care and support.
4. Responding to a question on the day-to-day pressures for social workers, the Director explained that there had been difficulties in recruiting agency staff which was impacting on the workload and pressures of permanent staff. In the longer term, the ambition was to improve the proportion of agency to permanent staff. There had been meetings with agency staff to discuss how their package with their agency compared to the Council's employment package. The Care Review suggested considering utilising alternative qualified professionals alongside social workers.
5. A Member enquired about the timescale to improve the workforce position for social workers. The Director explained that they were bringing in a higher number of newly qualified social workers on the ASYE programme. There was work to improve the Council's online presence regarding recruitment of experienced social workers. There had been discussions about offering work experience to students in their final year at local universities. By increasing the number of agency social workers again, then the permanent social workers would be more likely

to stay as well. The Executive Director for Children, Families and Lifelong Learning sat on the national panel for recruitment and retention of ASYEs.

6. In response to a question on the pathways into social work, the Director explained that there were several channels, such as step up to social work which was a three-year programme, and the Council was taking an additional cohort in September. The Council had also agreed some apprenticeships, although these came at a financial cost. There was a working group looking at the effectiveness of retention bonuses and exploring other payment options.

**Actions/requests for further information:**

1. The Cabinet Member for Children and Families to provide a written response regarding the support provided to female social workers specifically by the end of November 2022.
2. The Director for Safeguarding and Family Resilience to provide the current average number of caseloads per social worker by the end of November 2022.

**RESOLVED:**

1. That the Service reviews its appointment procedures for internal candidates, to consider how promotion opportunities can be enhanced in order to retain staff with expertise.
2. That the Service offers its support in arranging for CFLLC Select Committee Members to have informal meetings with social care staff, so that a) the Committee has a better understanding of their roles and b) social care staff have an opportunity to talk frankly about their work and what they require from their managers in order to ease the pressures in the roles they carry out.
3. That the Committee agrees to receive updates on Recommendations 1 and 2 plus a further general update on the Recruitment, Retention & Culture programme and the development and implementation of the Children's Social Care Workforce Strategy at a meeting in 2023.

**41/22 SURREY HOMES FOR SURREY CHILDREN: A STRATEGIC APPROACH TO GROWING CAPACITY IN CHILDREN'S HOMES IN SURREY [Item 8]**

**Witnesses:**

Sinead Mooney, Cabinet Member for Children and Families

Tina Benjamin, Director – Corporate Parenting

Chris Tisdall, Head of Commissioning – Corporate Parenting

**Key points raised in the discussion:**

1. A Member questioned why the ambition was not for 100% of children to be placed in Surrey. The Director explained that it was felt that 80% was a realistic target based on forecasting. Some children were placed outside of Surrey and that was the most appropriate placement for them.
2. A Member questioned when it was known that extra capacity for children's homes was needed. The Director explained that it was about the type of children that were coming into care, as some of the expansion was for children with disabilities. The Head of Commissioning explained that there was a growth in the numbers of children and young people and therefore, they needed to grow the infrastructure. Surrey had 17 Council-run children's homes, whereas Hampshire and Kent had around 70-80 each. The Cabinet Member added that there had been an awareness for some time, which was why the strategy was developed.
3. Responding to a query on the number of beds required, the Director explained that 50-60 beds were considered realistic in a three-year strategy. The Head of Commissioning added that 50-60 should be right, but would double check the numbers. The strategy also included reducing the number of teenagers requiring residential places and increasing their position in the external market. It was not necessarily about having children in homes long term.
4. The Chairman asked about the risks to the children and the Council of using un-regulated placements. The Director reassured Members that the service tried to avoid such placements as much as possible. Due to a national shortage of places, it meant that sometimes they could not be avoided. There were mitigations in place to ensure children were as safe as possible and during their placement, the service would try to find an alternative placement. Each local authority had a small cohort of these children and the Council talked to Ofsted monthly about this cohort.
5. A Member asked why the need for care leaver accommodation had reduced. The Director explained that young adults made their own choices about where to live. There was a successful piece of work around recommissioning the supported

accommodation framework for care leavers. It was about re-focusing on the area of greatest need which was children looked after.

6. The Chairman queried whether the Council was anticipating issues with planning permission. The Director explained that they would be building large family homes with three to four children per home, and they had been successful with the two homes they were currently building. It was not just about the planning, as the Council wanted the children to join in with their local social environment. The current homes worked closely with their neighbours to ensure positive relationships.
7. A Member enquired into the plans to support children to return to home with their families. The Director explained that there was care planning which was about achieving permanency for children. When a child was in care, there would be a review on a sixth monthly basis where reunification of a child and their family would be considered. There was a reunification programme which supported families when a child returned home. The Council's long-term stability figures were above the national average.

*Mr Alex Tear left the meeting at 2:35pm.*

**Actions/requests for further information:**

1. The Head of Commissioning (Corporate Parenting) to confirm the target number of children's beds and explain how this figure was arrived at with regard to current shortages.
2. The Head of Commissioning (Corporate Parenting) to confirm a date by which the intention is for 80% of Surrey's looked after children to be living in Surrey.

**RESOLVED:**

1. The Select Committee endorsed 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 by a date to be agreed.
2. The Select Committee endorsed 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.

**42/22 EXCLUSION OF THE PUBLIC [Item 9]**

The Select Committee Members agreed to exclude the public during consideration of item 10 on the grounds that it involved the likely disclosure of exempt information under paragraphs 1 and 2 of Schedule 12A of the Local Government Act, 1972

**43/22 LEARNINGS FROM THE REVIEW INTO THE EVENTS LEADING TO THE CLOSURE OF A CHILDREN'S HOME: IMPROVEMENT PLAN [Item 10]**

**Witnesses:**

Clare Curran, Cabinet Member for Education and Learning

Tina Benjamin, Director – Corporate Parenting

**Key points raised in the discussion:**

1. The Director introduced a Part 2 report containing information which was exempt from Access to Information requirements by virtue of paragraphs 1 – Information relating to any individual and 2 – Information which is likely to reveal the identity of an individual.
2. The Select Committee discussed the exempt report and asked questions of the witnesses under part two conditions.

**RESOLVED:**

1. The Select Committee noted the Action Plan.

**44/22 PUBLICITY OF PART TWO ITEMS [Item 11]**

It was agreed that the information in relation to the Part 2 item discussed at the meeting would remain exempt.

**45/22 ACTIONS AND RECOMMENDATIONS TRACKER AND FORWARD WORK PLAN [Item 12]**

**Key points raised in the discussion:**

1. It was agreed that the report of the Adult Learning and Skills Task Group, Youth Work and Children with Disabilities would be pushed back to 2023. An interim update report on Home to School Transport and the compendium overview would come to the meeting in December 2022, with a full Home to School Transport report in 2023.

2. A Member requested for the report on Youth Work to compare the current and previous provision.

**46/22 DATE OF THE NEXT MEETING [Item 13]**

The Select Committee noted that its next meeting would be held on Thursday, 15 December 2022.

Meeting ended at: 2.55 pm

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**Chairman**





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Thursday, 15 December 2022

## Home to School Travel Assistance: Learning Review

### Purpose of report:

This report presents the findings of a review into pressures the Council faced in providing home to school travel assistance in the lead up to the 2022/23 academic year. Five themes of learning emerged from the review and are described in this report, along with 50 corresponding recommendations.

### Introduction:

1. Approximately 160,000 pupils attend education settings each day in Surrey. A small proportion (around 6%) qualify for home to school travel assistance (H2STA). Provision of travel assistance is statutory in certain circumstances, as set out in the Education Act 1996.
2. Over several years the Council has sought to continuously improve the way that H2STA is delivered, focussing not only on the experience of families accessing and using the service but also on making it sustainable in the longer term.
3. Despite the improvements that have been made to date, the experience of families applying for travel assistance in the lead up to the 2022/23 academic year fell short of the standards the Council holds itself to deliver.
4. In September 2022, the Chief Executive's Chief of Staff and the Chief of Staff to the Executive Director of Children, Families and Lifelong Learning (CFLL) were asked to lead a learning review to:
  - 1.1 Capture a comprehensive picture of the pressures that materialised, the key drivers of those pressures, and the actions that were taken to mitigate the pressures.
  - 1.2 Confirm the arrangements that were in place to manage applications and enquiries.
  - 1.3 Look back at how pressures compared to the previous school years.

- 1.4 Develop recommendations to help the Council ensure that we learn from the experience of this year and are well prepared for the 2023/24 school year and beyond.
- 1.5 Inform and support prioritisation for the H2STA transformation programme.
5. The learning review was completed over an 8-week period between late-September and mid-November 2022.
6. The report of the review, including recommendations, is enclosed (Appendix A).

<b>Recommendations:</b>
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7. The Select Committee is asked to note the findings of the H2STA learning review and endorse the recommendations therein.

<b>Next steps:</b>
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8. The recommendations will be taken forward by the Home to School Travel Assistance Oversight Board, chaired by Councillor Clare Curran. That Oversight Board will report on progress to the Select Committee.

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**Report contact**

Rebecca Threlfall, Chief of Staff – Children, Families and Lifelong Learning

**Contact details**

Rebecca.Threlfall@surreycc.gov.uk

# Home to School Travel Assistance Learning Review – November 2022



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# Contents

- Executive summary
- Background to the learning review
- Service pressures that emerged in 2022
- The impact of those pressures
- The response
- Learnings
- Next steps

# Executive summary

- Approximately 160,000 pupils attend education settings each day in Surrey. A small proportion (around 9,600 or 6%) qualify for home to school travel assistance (H2STA). Provision of travel assistance is statutory in certain circumstances, as set out in the Education Act 1996.
- Over several years the Council has sought to continuously improve the way that H2STA is delivered, focussing not only on the experience of families accessing and using the service but also on making it sustainable in the longer term.
- Despite the improvements that have been made to date, the experience of families applying for travel assistance in the lead up to the 2022/23 academic year fell short of the standards the Council holds itself to deliver.
- A learning review was commissioned to look into what happened. Five themes emerged from the review and are described in this report, along with 50 corresponding recommendations.

Figure 1: H2STA learning review in numbers

8

weeks

38

interviews

6

drivers of 2022 pressures

12

interdependent parts of the end-to-end H2STA process

5

learning themes

50

recommendations



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# Background to the learning review



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# Purpose of the review

The experience of families applying for home to school travel assistance (H2STA) in the lead up to the 2022/23 academic year fell short of the standards the Council holds itself to deliver.

In September 2022, the Chief Executive's Chief of Staff and the Chief of Staff to the Executive Director of Children, Families and Lifelong Learning (CFLL) were asked to lead a learning review to:

- Capture a comprehensive picture of the pressures that materialised, the key drivers of those pressures, and the actions that were taken to mitigate the pressures.
- Confirm the arrangements that were in place to manage applications and enquiries.
- Look back at how pressures compared to the previous school years.
- Develop recommendations to help the Council ensure that we learn from the experience of this year and are well prepared for the 2023/24 school year and beyond.
- Inform and support prioritisation for the H2STA transformation programme.



# Methodology

The learning review was completed over an 8-week period between late-September and mid-November 2022. The diagram below sets out the key stages of the review.

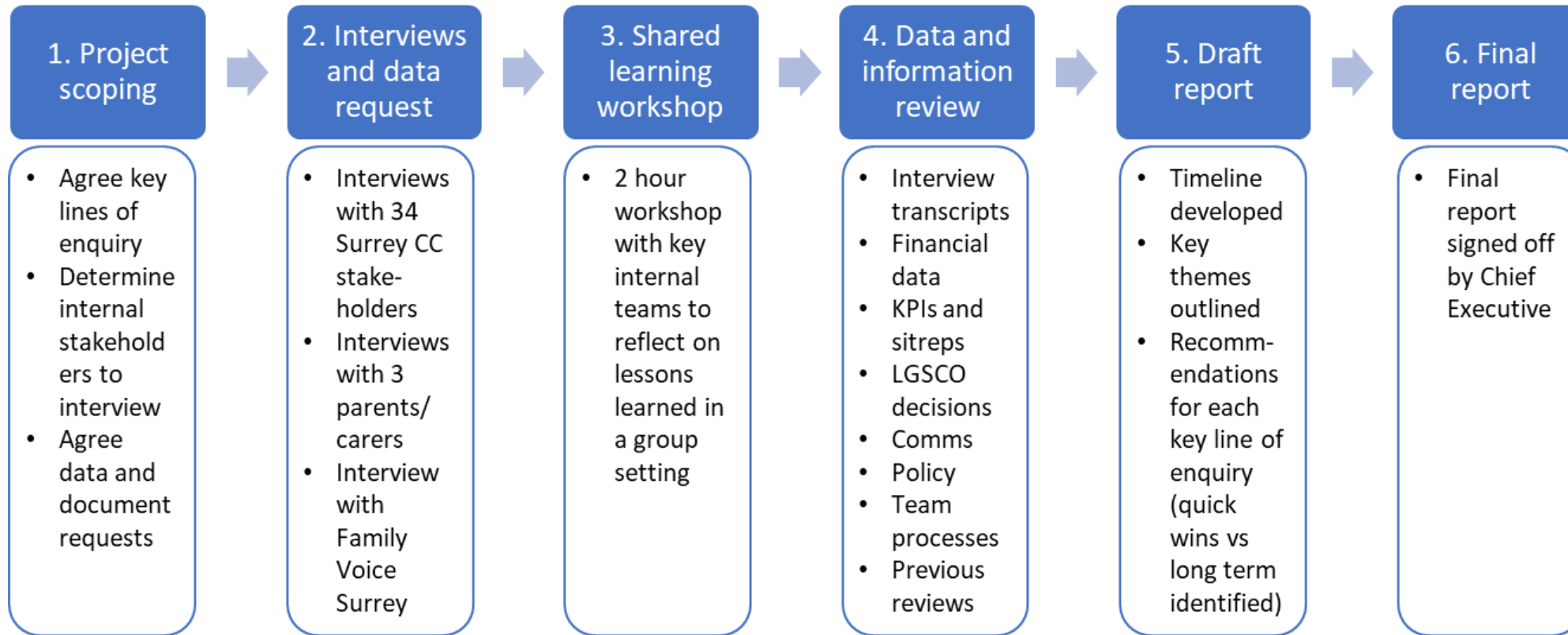


Figure 2: learning review methodology

# Drivers of pressures in 2022



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# In 2022, the provision of H2STA was affected by at least six factors coalescing around the same time

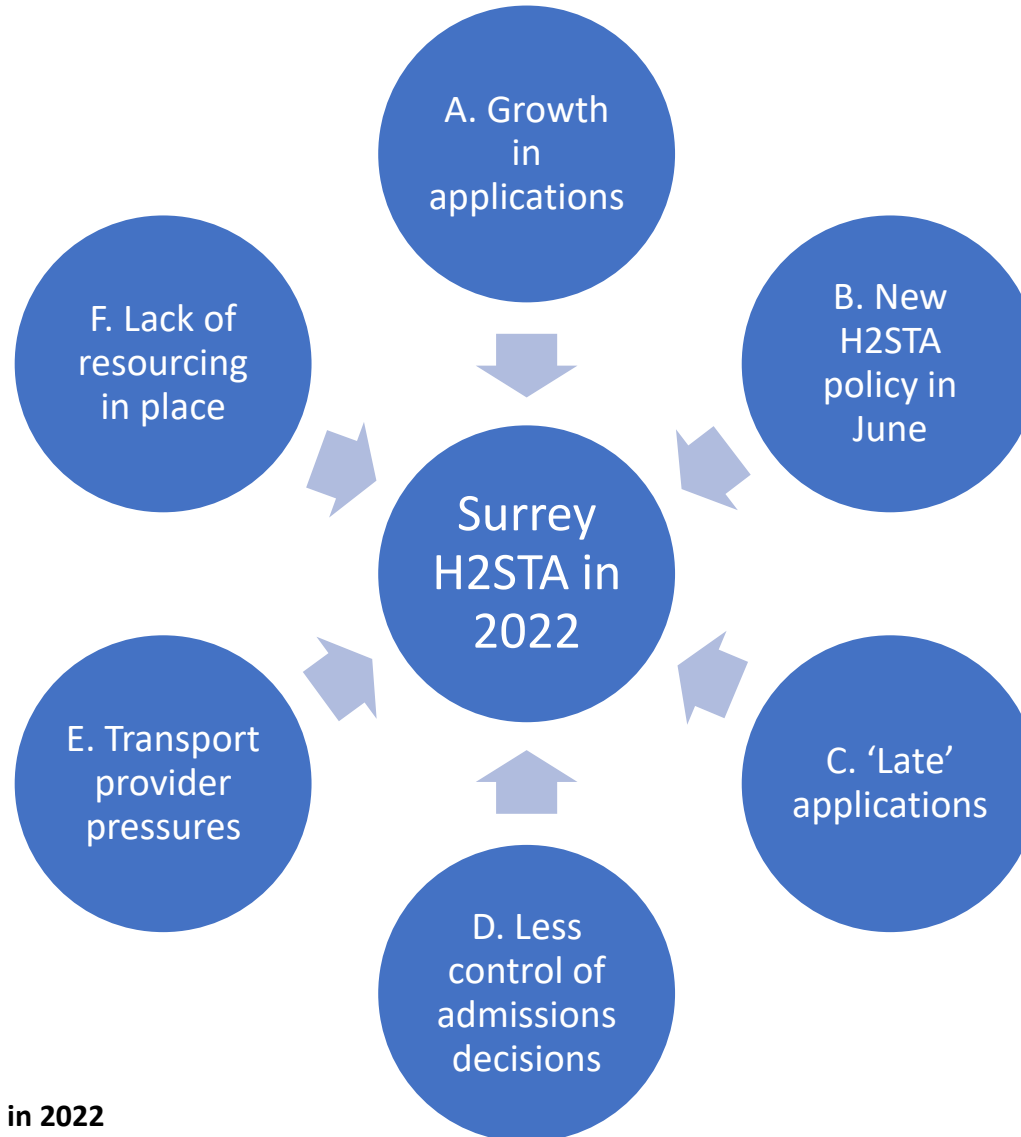


Figure 3: factors impacting H2STA provision in 2022



# In 2022, the provision of H2STA was affected by at least six factors coalescing around the same time

## Factor A – growth in applications

The Council received an additional 21% of applications for H2STA in 2022 than the previous year.

Discounting a year during Covid, there has been an upward trend in applications from 2017 to 2022.

## Factor B – new policy in June

The Council's refreshed H2STA policy was published on 14 June 2022 and applied to all applications from 6 May 2022.

Further work to prepare to implement the policy would have been beneficial.

## Factor C – 'late' applications

All applications were considered 'late' after 6 May – the cut-off point at which the H2STA delivery team could guarantee transport arrangements for September 2022.

## Factor D – less control of admissions decisions

Knowing when to expect travel assistance applications has become more challenging for the Council in recent years as more schools manage their own admissions processes.

## Factor E – provider market pressures

The transport provider market was affected by a national driver shortage and escalating fuel costs, which made it more challenging for the H2STA team to source suitable transport for children and young people.

## Factor F – resourcing

At the peak of transport applications in the summer of 2022, there were not enough trained resources in place across the end-to-end H2STA process to respond to applications at the rate required.

# Impact of 2022 pressures



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# By mid-August 2022, the Council found itself struggling to address the build-up of:

- Applications yet to be assessed for eligibility.
- Applications that had been assessed as eligible, awaiting arrangements to be put in place.
- Enquiries and complaints to the corporate contact centre, CFLL Customer Relations Team, admissions and H2STA teams, members, MPs and senior officers.
- These were primarily from parents and carers who had either: not had their school place confirmed; not received an outcome to their H2STA application; not had their child's travel arrangements confirmed; or disagreed with the outcome of any of the above.
- Stage 1 and 2 appeals about the outcome of an application with which parents/carers were dissatisfied.

# Impact on children missing education

The Council's policy during the 2022 peak pressures in transport provision was that: *“No child should be missing their education while they wait for a decision on transport provision or agreed transport to be organised. It is the school's responsibility to ensure that the child continues to receive education. We expect the school to work with a family on the best means of delivering education, which could include remotely, during this interval. Schools are well-practised in delivering remote education as a consequence of the Covid-19 pandemic”.*

However:

- Some children were reportedly unable to benefit from remote learning due to specific conditions.
- Recording was not systematic about how many children were unable to attend school due to lack of transport, and this information could not be reported when requested to the Local Government and Social Care Ombudsman.
- There was no robust and embedded process for automatically identifying and triaging transport applications for vulnerable children and young people, including looked after children and care leavers. This meant applications for some looked after children were not fast tracked as quickly as possible.



# Impact on the workforce

- During the peak of the pressures in 2022, the teams across the Council working to deliver H2STA became stretched and overwhelmed, with a number of key staff absent for reasons including stress and sickness, further impacting the pace of recovery.
- The Council has a comprehensive wellbeing offer for all staff, but due to the increasing need and nature of support required, colleagues from the People and Change directorate initiated a multi-disciplinary 'working group' to take forward more targeted interventions.
- Additional resources were offered to the H2STA service on daily operational response calls, to address resource gaps. While some of these resources were drawn upon, others were rejected on the basis that the training required to upskill staff would detract from the operational work the transport team needed to do.

*"I felt incredibly sorry for them because they must have had every parent in Surrey with children screaming at them"*

A parent interviewed



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# The response to the 2022 pressures



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# About the response

- In mid-August the H2STA service recognised that the emerging pressures were far greater than anticipated and began to put plans in place to address them.
- A formal cross-organisation response operation was stood up on 6 September 2022 and members were advised on 7 September 2022.
- The response team brought together staff from the corporate contact centre, the CFLL customer relations team, SEND and mainstream admissions teams, the H2STA service and senior managers.
- This group met daily to oversee additional resources, communications and activity that needed to be in place to address the pressures. The group reported progress on tackling the pressures to the Chief Executive via a daily situation report.
- By 28 October 2022 the H2STA team had put transport arrangements in place for all children that had been deemed eligible before 15 October 2022 and had processed all travel assistance applications that were received before 15 October 2022, bringing the service demands in line with 'usual' activity for this point in the school year.
- Enquiry volumes handled by the corporate contact centre and CFLL customer relations team had also dropped significantly and returned closer to 'normal' levels.



# Timeline of developments and interventions in 2022 (1/2)

Timing	Activity
22 February 2022	<ul style="list-style-type: none"> <li>Public consultation on changes to Home to School Travel Assistance Policy opened.</li> </ul>
31 March 2022	<ul style="list-style-type: none"> <li>Public consultation on changes to Home to School Travel Assistance Policy closed. 694 stakeholders had responded to the consultation survey.</li> </ul>
April 2022	<ul style="list-style-type: none"> <li>Internal audit report published into SCC's home to school transport service during 2021/22, with a 'partial assurance' judgement. New interim Head of Service appointed for Surrey School Travel and Assessment Team (SSTAT).</li> </ul>
26 April 2022	<ul style="list-style-type: none"> <li>Cabinet approved changes to the Home to School Travel Assistance Policy and agreed the proposal to produce an enhanced Post 16 Policy Statement.</li> </ul>
6 May 2022	<ul style="list-style-type: none"> <li>Deadline for applications to be processed under 'old' policy. Applications received after this date were treated in line with refreshed policy.</li> </ul>
14 June 2022	<ul style="list-style-type: none"> <li>Enhanced annual Post-16 travel assistance policy statement published. New policy begins to be implemented.</li> <li>Transformation Scope Review undertaken between SSTAT and Twin Track, recognizing that actions needed to be taken to address key risks.</li> </ul>
15 August 2022	<ul style="list-style-type: none"> <li>SSTAT meet to discuss the emerging pressures in the service.</li> <li>Home to School Transport parent guide published in conjunction with Family Voice.</li> </ul>
17 August 2022	<ul style="list-style-type: none"> <li>Briefing note circulated by interim Head of Service to some stakeholders within the Council's Children, Families and Lifelong Learning (CFLL), Customer &amp; Communities (C&amp;C) and Twin Track teams, highlighting growing pressures and setting out planned next steps.</li> </ul>
September 2022	<ul style="list-style-type: none"> <li>Councillor inboxes full after the summer break with enquiries from affected families.</li> </ul>
5 September 2022	<ul style="list-style-type: none"> <li>Chief Executive (CEX) visited corporate contact centre, witnessed high call volumes regarding H2ST and requested assurances from relevant Executive Directors about response.</li> <li>Executive Directors for C&amp;C and CFLL asked their teams to stand up a cross-directorate response operation.</li> </ul>
6 September 2022	<ul style="list-style-type: none"> <li>Outstanding mainstream admissions applications (694) and H2STA applications (825) reach peak.</li> <li>Cross-directorate operational response team had first daily meeting (daily until reduced to twice weekly in late September).</li> </ul>
7 September 2022	<ul style="list-style-type: none"> <li>Briefing note circulated to Leader and Lead Cabinet Members.</li> <li>All councillor briefing circulated.</li> </ul>



# Timeline of developments and interventions in 2022 (2/2)

Timing	Activity
8 September 2022	<ul style="list-style-type: none"> <li>• First daily situation report provided to CEX tracking the developing situation. Provided daily thereafter until 27 September 2022, when frequency reduced.</li> <li>• Statement published on social media, on Council external website and on the Local Offer.</li> <li>• List of additional resources that could be deployed from the wider CFLL directorate provided to SSTAT.</li> </ul>
12 September 2022	<ul style="list-style-type: none"> <li>• Internal comms sent to SEND casework teams.</li> <li>• External comms issued to Family Voice.</li> </ul>
15 September 2022	<ul style="list-style-type: none"> <li>• Mainstream admissions team reduces volume of outstanding applications to 0 (from peak of 694).</li> </ul>
16 September 2022	<ul style="list-style-type: none"> <li>• Internal comms sent to SEND Advice Surrey.</li> </ul>
23 September 2022	<ul style="list-style-type: none"> <li>• Terms of reference for lessons learned review agreed and review begins.</li> </ul>
27 September 2022	<ul style="list-style-type: none"> <li>• Briefing provided to CEX on the status of H2STA pressures.</li> </ul>
30 September 2022	<ul style="list-style-type: none"> <li>• Briefing provided to CEX on the latest status of H2STA pressures.</li> </ul>
3 October 2022	<ul style="list-style-type: none"> <li>• Cabinet members provided with H2STA update before select committee.</li> </ul>
10 October 2022	<ul style="list-style-type: none"> <li>• Briefings provided to CEX, Leader and CMs and opposition leaders in advance of Council meeting.</li> </ul>
12 October 2022	<ul style="list-style-type: none"> <li>• Consultation on planned restructure of the SSTAT begins.</li> </ul>
28 October 2022	<ul style="list-style-type: none"> <li>• Returning to BAU: HST TA team have transport arrangements in place for all children that were assessed and deemed eligible before 15/10 and have processed all travel assistance applications received before 15/10/22.</li> </ul>
15 November 2022	<ul style="list-style-type: none"> <li>• First meeting of refreshed Home to School Transport Oversight Board.</li> </ul>
15 December 2022	<ul style="list-style-type: none"> <li>• Final report presented at CFLL Select Committee meeting.</li> </ul>

# Lessons learned from the 2022 experience



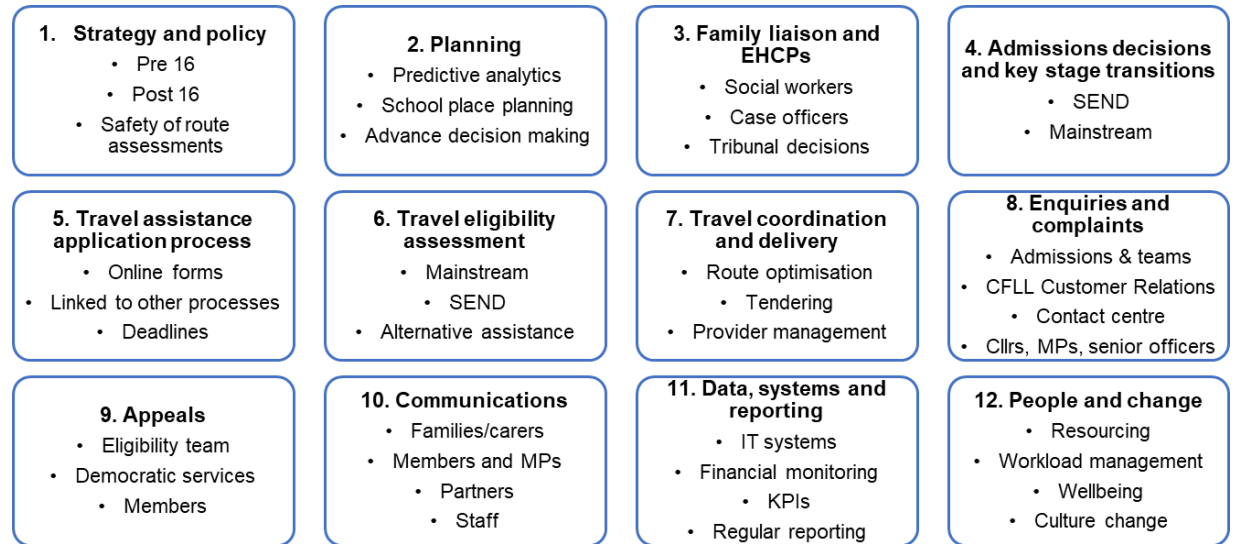
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# Five themes of learning emerged from the review, requiring action to address

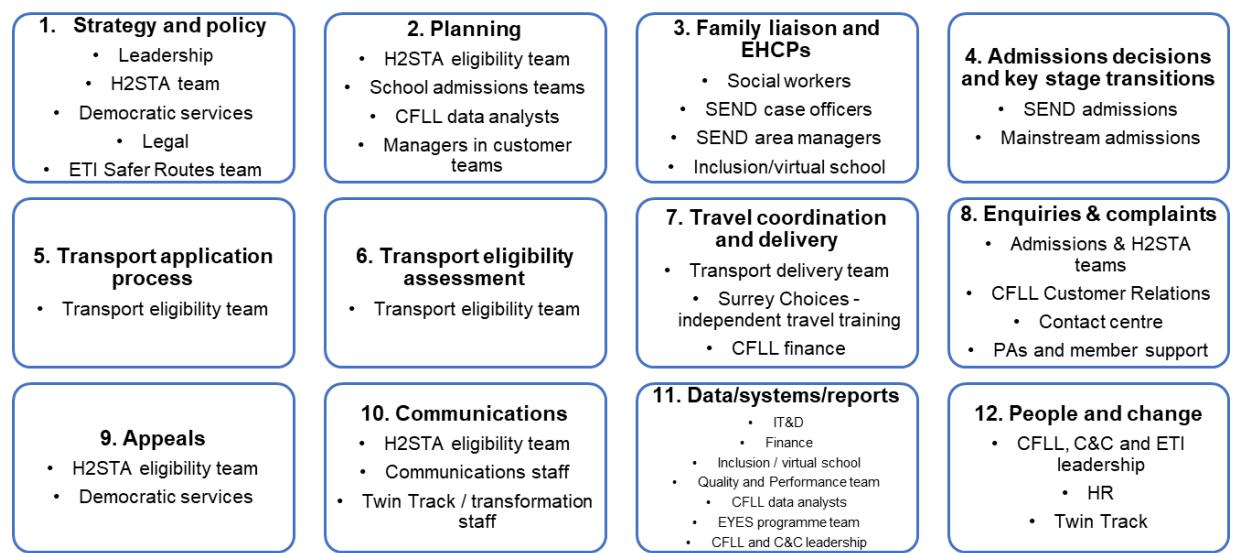
- 1 Refine and join up the end-to-end H2STA process
- 2 Transform data, digital systems and automation
- 3 Strengthen performance management and quality assurance
- 4 Enhance and extend communications and engagement
- 5 Explore alternative models of transport delivery

# 1. Refine and join up the end-to-end H2STA process

**Figure 4: Examples of activities within the H2STA end-to-end process**



**Figure 5: Examples of teams involved in the H2STA end-to-end process**





# 1. End-to-end process: recommendations (1/2)

The review identified a need for much greater coordination between the many activities and teams involved in H2STA...

Recommendation	Short (in next month)	Medium (next six months)	Long (six months +)
1 Appoint a Senior Responsible Officer accountable both for the operational end-to-end process and for delivering transformation.	X		
2 Undertake a wider organisational design review to establish clear strategic leadership across the multiple teams that contribute to H2STA so that placement and transport decisions are made together, and that maximum value is achieved across budgets.	X		
3 Review the process whereby those continuing in the same school place over multiple years without changing needs are expected to reapply for transport, to determine whether reapplication is always required. Review the requirement for an annual re-application process post-16.	X		
4 Agree the circumstances under which emergency payments of travel allowances can be made and the process.	X		
5 Review the process for triaging transport applications for vulnerable children and young people and prioritising them for travel assistance including looked after children and those on child protection registers. Explore simple steps such as adding an additional box on the application form to indicate where the application relates to a looked after child or care leaver.	X		
6 Develop a flexible and agile end-to-end resourcing and training model to ensure that sufficient resources can be in place to address peaks in demand from next year, that business processes are robust and clear, and points of escalation are provided.	X		
7 Establish an officer-level operational end-to-end H2STA coordination board with defined terms of reference and responsibilities, to report into the officer-member H2STA oversight board.	X		
8 Review the reasons why no bikeability or driving lessons have been agreed as travel arrangements in 2022 and put plans in place to increase their uptake going forward.	X		
9 Agree a consistent policy on whether mileage reimbursement covers 2 or 4 journeys and implement changes in the finance system and in communications with parents and carers.	X		
10 Agree a process and timeframe for conducting bulk assessments of mainstream applications.	X		

# 1. End-to-end process: recommendations (2/2)

...As well as a need to review different parts of the process to ensure its overall effectiveness.

Recommendation	Short (in next month)	Medium (next six months)	Long (six months +)
11 Review the processes for stage 1 and stage 2 appeals to identify opportunities to simplify and improve timeliness of responses. Ensure the data and records are managed and accessible.		X	
12 Consider replacing the single application deadline for H2STA applications with multiple application cycles that enable parents and carers to apply at different points in the year. Move away from the term 'late' in communications, which is perceived to be pejorative, as there are different circumstances that lead to applications after the current once a year deadline.		X	
13 Extend the use of pre-approval mechanisms to enable applications to be processed faster, such as online eligibility checkers.		X	
14 Develop different pathways for making an application where we already know about the child's specific needs, for example via an EHCP or through the school admissions teams, to prevent parents from needing to apply separately.		X	
15 Review eligibility decision making processes around children attending pupil referral units.		X	
16 Explore further actions that can be taken to ensure SEND case workers have capacity and knowledge to liaise with families about travel assistance.		X	
17 Explore whether the final agreement of the EHCP could be automatically linked to the travel assistance application to streamline the process.		X	
18 Continue to embed and monitor wellbeing and support recommendations for the H2STA service via the CFLL People and Change working group.		X	
19 Deliver a staff engagement and training programme to help colleagues operate as one team across the end-to-end process and understand their shared accountability for service outcomes.		X	
20 Build travel assistance considerations into the Lifelong Learning Strategy, currently being co-designed with education partners and to be discussed with Cabinet on 31 January 2023.		X	

## 2. Transform data, digital systems and automation

The learning review identified a clear need for better data, shared digital systems and automation to support service delivery and easier access for customers to information.

Recommendation		Short (in next month)	Medium (next six months)	Long (six months +)
21	Build on prior digital discovery work to validate the current picture of systems and data across the end-to-end H2STA process.	X		
22	Progress initial trajectory modelling of the financial implications of rising demand for H2STA and the likely impacts of the refreshed H2STA policy on future budgets.	X		
23	Continue to roll out shared record management and information governance procedures that enable staff involved in the H2STA end-to-end process to share and record information effectively, and support business continuity.		X	
24	Review blockers to digital transformation and set out clear recommendations for leadership about how they can be addressed, for example if there is a dependency on prioritisation of H2STA system development in the IT pipeline for 2023/24.		X	
25	Twin Track to report on the full digital transformation required for H2STA including the cost and timeframes expected to integrate systems, digitise, and automate to support the end-to-end journey.		X	
26	Build in the costs of pupils who are receiving ITA, ITT and other alternative forms of travel assistance into existing Tableau reporting and analysis to track delivery.		X	
27	Put a process in place to provide greater assurance on the reconciliation between the Mobisoft information and SAP postings to ensure all elements are being picked up in financial reporting.		X	
28	Progress the integration of H2STA data and systems into the EYES / Single View of a Child system, to enable practitioners across the end-to-end process to understand each child's transport history.			X
29	Review and refine the use of the GOSS system, including to: improve usability, ensure there is a way to signal an ITA request at the point of application, ensure that notes on records do not affect accurate reporting, and that communications from GOSS contain correct dates and updated policy information.			X

# 3. Strengthen performance management & quality assurance



The learning review identified a need to review and improve finance and business processes, benchmarking, key performance indicators, and quality assurance.

Recommendation	Short (next month)	Medium (six months)	Long (six +)
30 Review data and evidence including the take up of ITT, ITA and appeal outcomes to understand if the refreshed H2STA policy is on track to deliver the expected outcomes.	X		
31 Assess the cost of appeal decisions in relation to 2022/23 H2STA applications.	X		
32 Roles and responsibilities between finance and the service to be set out explicitly with expectations of insights and active engagement from the service along with appropriate challenge from finance on data, forecasting and budget controls.	X		
33 To support business continuity, document how to process applications, delivery, appeals, contacts, and complaints, and SLAs.	X		
34 Review training of stage 2 appeal panel members to quality assure the approach and materials. The training should equip panel members with a good understanding of the policy, the context, and the parameters for exceptional circumstances to be considered.		X	
35 Create a standard reporting suite and reporting framework, to engage key internal and external stakeholders about the performance of and developments in the service on an ongoing basis.		X	
36 Undertake further benchmarking to understand how the H2STA service in Surrey compares with peers and if there are further actions that can be taken to align with best practices across the county council network.		X	
37 Ensure a robust process is in place to record and report absences from education due to lack of transport provision.		X	
38 Introduce a system and process to centrally monitor, record and report on all appeal outcomes and their impact.		X	
39 Develop and embed clear and shared KPIs across the end-to-end process, so that they include visibility of school admissions, travel assistance applications, delivery, appeals, contacts, and complaints etc.		X	
40 Complete the cold case review of current transport cases, including end dates for provision. In doing so, assess whether provision will be extended or not upfront to avoid a need for families to reapply.		X	
41 Continue to deliver actions set out in the April 2022 internal audit of the service.		X	
42 Develop a culture of robust programme management, quality assurance and performance across the end-to-end process.			X
43 Review the equality impacts of the refreshed H2STA policy and the steps that have been taken in mitigation.			X

# 4. Enhance and extend communications and engagement

The learning review identified a need for much more extensive customer service and communication with families and carers.

Recommendation	Short (in next month)	Medium (next six months)	Long (six months +)
44 Review and strengthen the communications that go out to families with EHCPs by linking them to the transport application process and accompanying parents' guide.	X		
45 Develop a comprehensive communications plan around H2STA to clearly set out the offer for parents and young people, manage expectations about what the Council can provide in line with the refreshed policy, and create the opportunities for a creative and mature dialogue with parents about transport options. The plan should include a focus on: <ul style="list-style-type: none"> <li>• who needs to (re)apply and when, how to apply, and the application and appeals process(es).</li> <li>• encouraging families towards modes of transport that promote independence of children and young people.</li> <li>• how parents and carers can expect to be engaged in the process of decision making on eligibility.</li> <li>• providing clarity about the parameters of safety of route assessments.</li> <li>• involving SEND case workers and social workers in conversations about H2STA options with families in the course of their work.</li> <li>• developing the language around how we explain the role of the service and that of school partners in providing remote learning whilst transport can be arranged.</li> <li>• publishing and promoting clear service level agreements for the H2STA process.</li> <li>• greater use of outbound calling of parents and carers to deliver messages and engage wherever possible.</li> <li>• alternative communications channels and formats such as bite sized videos, social media and easy to read FAQs.</li> </ul>		X	
46 Develop and implement professional and consistent template emails and letters for all communications.		X	
47 Create a single customer front door for H2STA to improve the experience of parents and carers in interacting with the Council about H2STA.		X	
48 Align customer relationship management systems (CRMs) and telephony systems across the corporate contact centre, CFLL Customer Relations team and within the service teams involved in enquiry handling, to enable business resilience, a consistent approach and more reliable monitoring of contacts.			X

## 5. Explore alternative models of delivery

The learning review identified a clear need to optimise procurement systems and explore alternative models of delivery, to encourage greater competition and increase choice and resilience of transport provision.

Recommendation		Short (in next month)	Medium (next six months)	Long (six months +)
49	Review the Dynamic Purchasing System (DPS) to identify further efficiencies and reduce exposure to market volatility.		X	
50	Take forward the Freedom to Travel transformation programme through Twin Track.		X	



# Next steps



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## Next steps

- Recommendations from this learning review will be taken forward by the Home to School Travel Assistance Oversight Board, chaired by Councillor Clare Curran.
- The Home to School Travel Assistance Oversight Board will report on progress to the Select Committee.





# Appendices



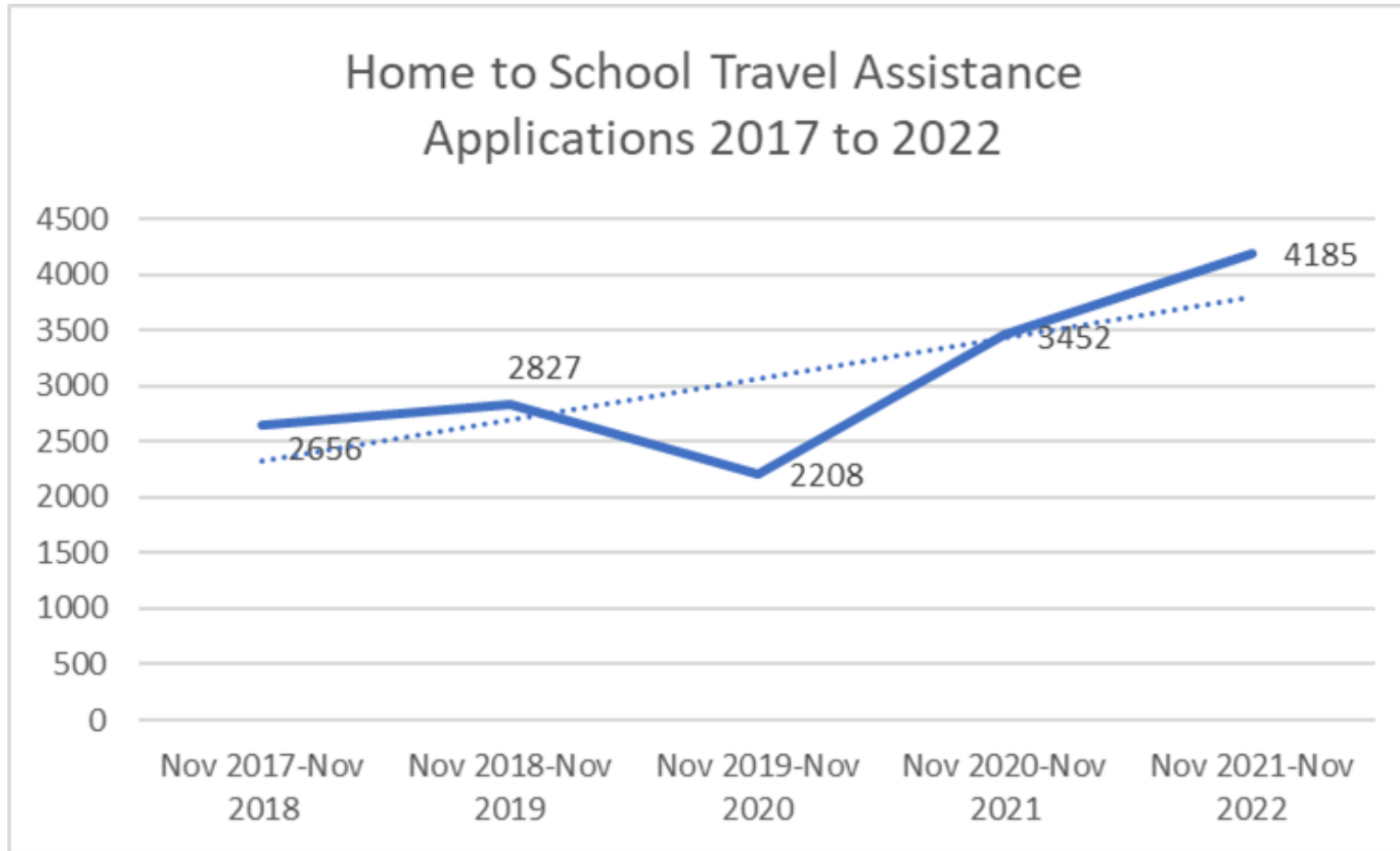
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# 1 – Data and information analysed during this review

A large volume of information and data was reviewed including:

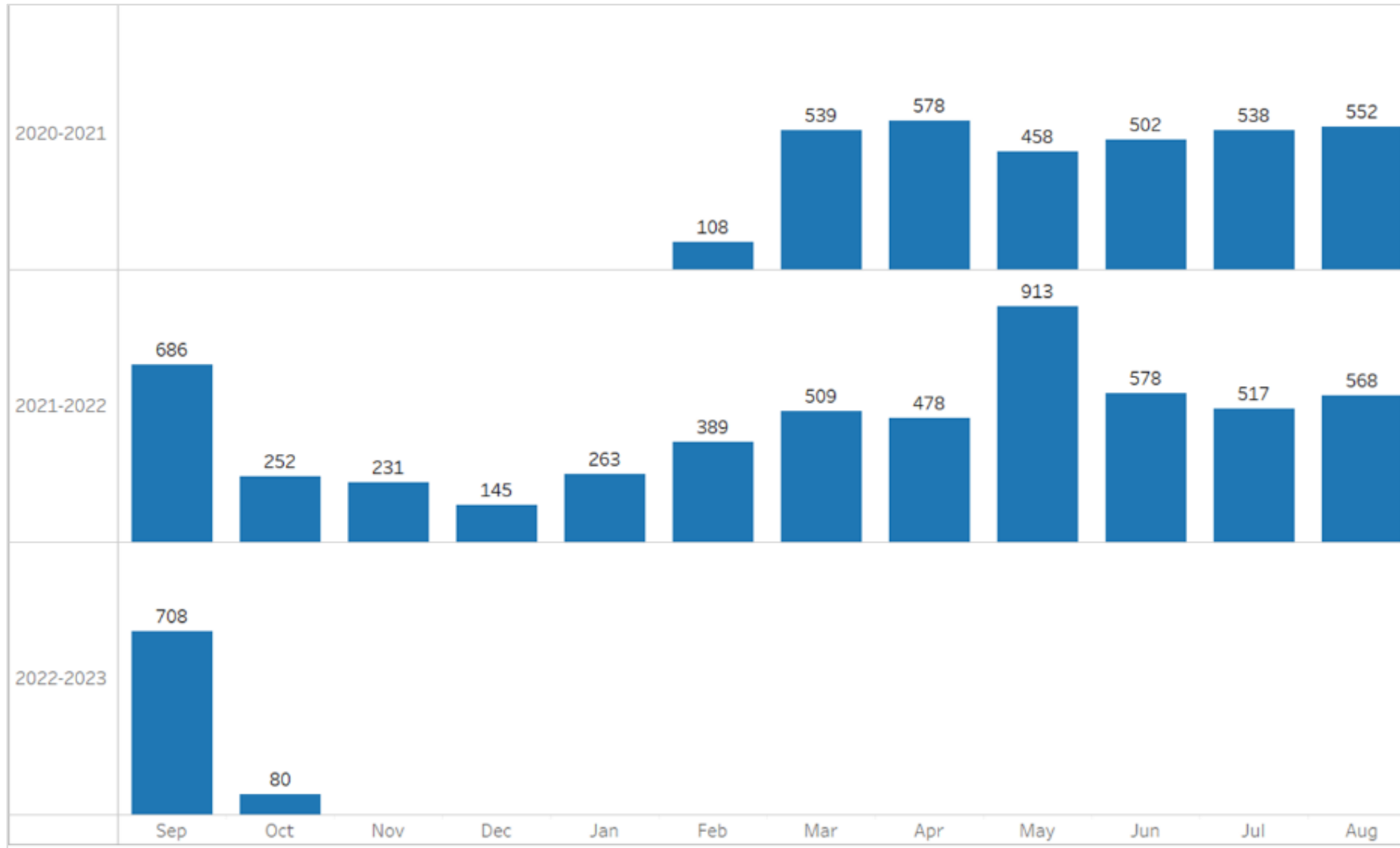
- Interview transcripts – from interviews with 38 stakeholders (34 staff, 3 parents/carers, and Family Voice Surrey)
- Workshop outputs – the outputs of the shared learning review
- Financial data – provided by SCC Finance colleagues
- Key performance indicators (KPIs) and situation reports (sitreps) - that had been used to track and report the progress of the operational response during the 2022 H2STA pressures
- Local Government and Social Care Ombudsman (LGSCO) requests for information from the service and decisions on H2STA-related cases
- Communications – that had been issued during 2022 to parents, the public, councillors, and staff in relation to H2STA
- Policy information – documentation relating to and records of official decisions about the Council’s H2STA policy
- Team processes, policies and procedures – documents used by operational teams to manage work in relation to H2STA, where they were relevant to the review
- Previous reviews – as several reports had previously been undertaken that made recommendations about the changes needed to H2STA the outputs of those reviews were reviewed

## 2 – Surrey HTSTA applications by year



The H2STA team implemented a new SharePoint system in 2021 which enabled them to track applications by month from a system called Goss via SharePoint. As of 1 November 2022, records show that there had been a total of 4185 applications for home to school travel assistance related to academic year 2022/23. This is compared to 3452 applications received in the previous period to 1 November 2021 – a 21% increase. Evidence of application numbers prior to 2021 is more unreliable as this was kept on multiple Excel spreadsheets. Based on our analysis of those spreadsheets, the numbers of applications over the three years prior to 1 November 2020 have been included in the chart.

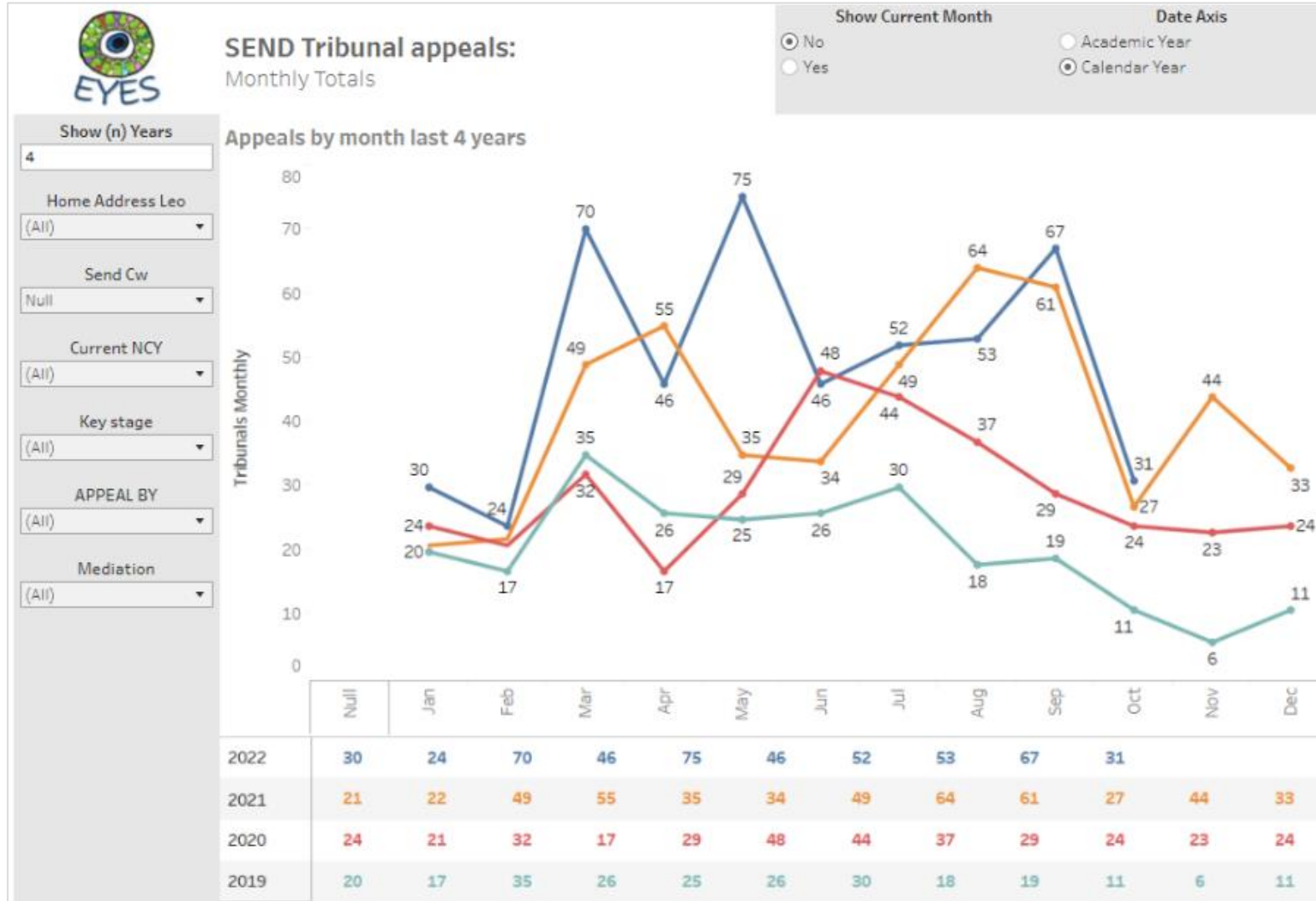
# 3 – Volume of H2STA applications received per month



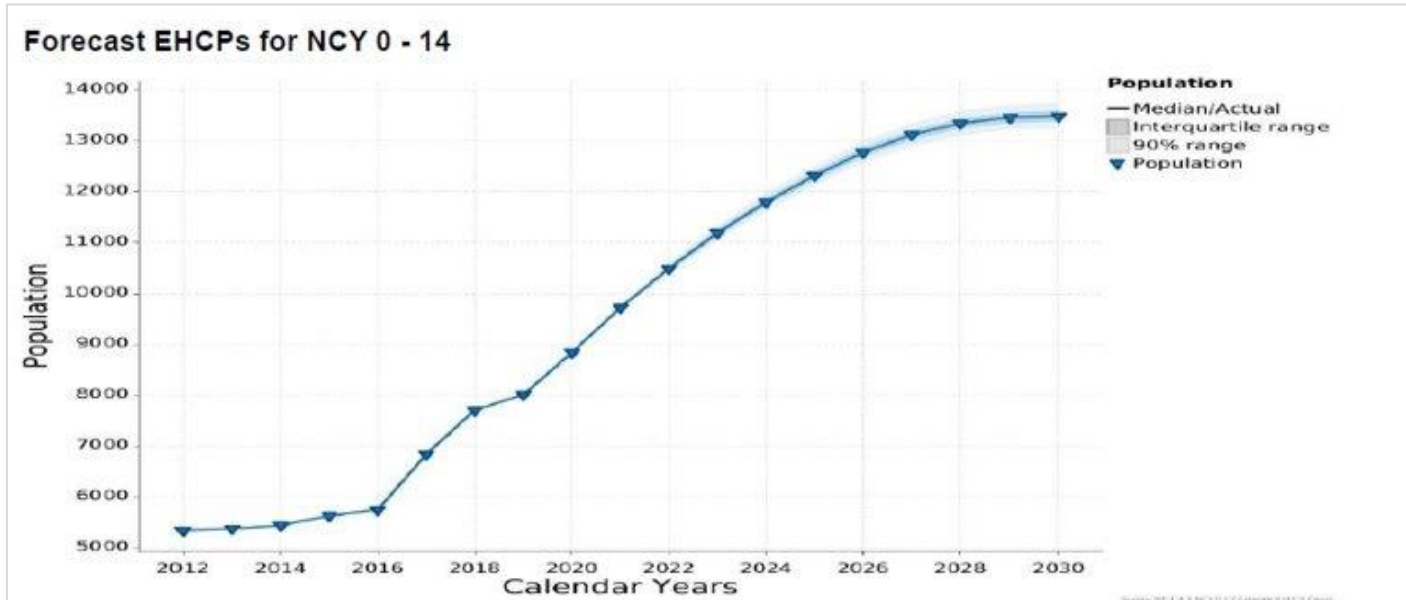
Data extracted from H2STA tableau dashboard on 10 October 2022



# 4 – SEND tribunal volumes 2019-2022



# 5 – Forecast EHCP growth



**Graph 3:** Forecast EHCP numbers for NCY 0-14 (projections developed by [Mastodon C](#))

Utilising the Mastodon C forecasting for Education, Health and Care Plans (EHCP), the current forecast(s) remain broadly on track. For example, as of August 2022, 11,174 pupils in NCY 0-14 had an EHCP. Forecasts as of August 2022 remain broadly in line with numbers for this cohort.

EHCP growth – and subsequent demand for specialist provision, is expected to reach its peak in 2026-27 and 2027-28, before reducing slightly thereafter. By 2030-31, the total number of Surrey EHCP pupils in National Curriculum Years (NCY) 0-14 (age 4-19 years), is projected to be more than 2,500 higher than the 2020-21 total.

It is likely there that expansion of the Specialist Education Estate in the published [Phase 4 of the capital development programme](#) is necessary to achieve our long-term ambition to ensure that Surrey resident pupils receive a full time high quality specialist education closer to home, more connected to local communities and local support services.

**Sufficiency Statement 22:** EHCP growth is current forecast to reach just under 14,000 for NCY 0 -14 by 2030. Additional specialist provision will therefore continue to be required, alongside mainstream capacity and support schemes.

# 6 – Surrey H2STA financials as of November 2022

Financial Year	Budget	Actual / Forecast (including Covid costs)	Variance	Covid-19 Impact	Year on year	Year on year 2
	£m	£m	£m	£m	Budget movement	Actual movement including Covid-19
19/20	40.10	43.80	3.70	0	-	-
20/21	41.80	37.50	-4.3	3.20	+4.24%	-14%
21/22	40.10	47.50	7.4	2.40	-4.07%	+27%
22/23 (m7 projection)	40.00	53.00	13.0	0	-0.25%	+12%
23/24 (draft)	57.00	57.00	0.0	0	+42.50%	+8%

# 7 – Journey of one foster carer through the H2STA end-to-end process this year

- Transport has a cut-off date for application for transport / escort. Family are (currently) only able to apply for transport when the correct school is named on EHCP
- SEND admissions team offers proposed school to family
- Family disagrees with proposed school and decides it is necessary to proceed to appeal and pursue a specific school
- Appeal takes place and family is awarded the school they requested. This is named on the child's EHCP
- Family awarded both Transport and Escort 7 weeks before the start of school
- Family trying to contact transport team by phone / email - no avail. Auto reply indicated late applications might not get bus from the start of school term. Later the auto reply indicated this was highly unlikely.
- Child getting ready for new school. New senior school. Anxiety, excitement.
- Family raise SEND Transport Complaint - giving the reasons
- SEND Case officer signposts carer to the transport team
- Family are so distressed that they engage multiple external bodies to promote the child's need/ system failing (Member of Parliament, Councillor, Executive committee for Foster parents, Child's social worker)
- Child is absent from school and school pursue parents as to why
- Carer told his complaint will be handled as Early Resolution. Passed onto Taxi company to start transporting within the week.
- Taxi called to agree the work was now funded. Required a few days to identify how to juggle where to fit this onto an existing bus route.
- Bus identified. Arrange collection
- School pleased to see child on their first day at secondary school (after missing the first 9 days of school).
- Child given additional stress and anxiety because not starting school on the same day with all children. Some children already made friendships, Now more difficult to 'break into' those new friendships... etc. Also lost days of education.
- Carer concludes it was necessary to proceed with complaint to ensure the root cause is addressed: those going to appeal are certain to be treated as late applications and thus their children suffer no transport at the start of term.



# 8 – Communications issued re H2STA, reviewed during this learning review

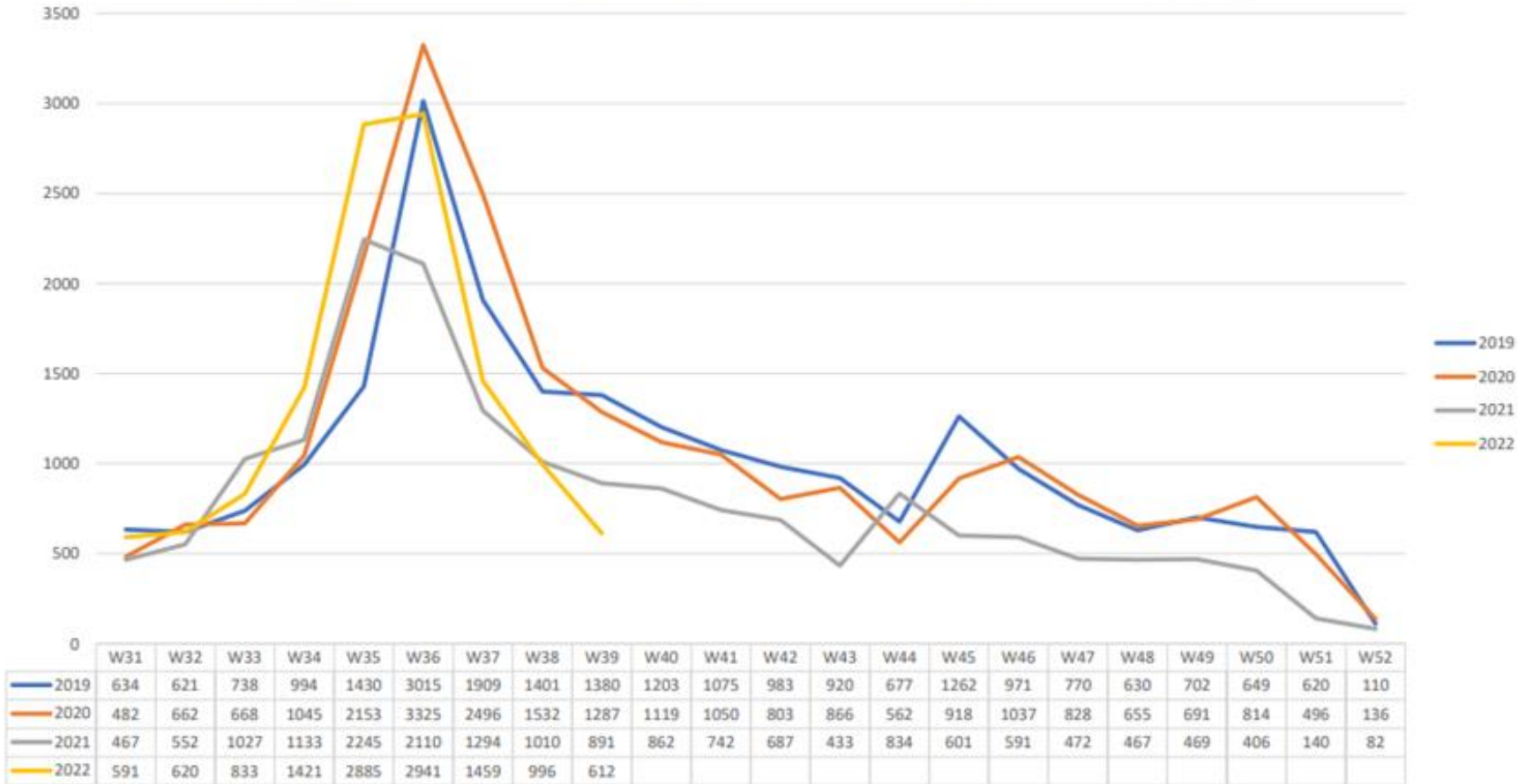
- 15 February 2022 – Letter issued by SEND team which accompanied the final KST EHCP with transport wording that H2STA team devised
- March 2022 – Letter to Year 11 applicants receiving transport confirming that they will need to re-apply for assistance
- 20 April 2022 – Reminder letter sent to post-16 (16-19 and 19-25 SEND) receiving transport reminding them of the requirement to re-apply
- 28 April 2022 – Reminder letter to Key Stage Transfer cohort advising them to apply for transport
- May 2022 – Message on website regarding driver shortages
- 16 May 2022 - Email text to bulk assessment applicants who were eligible for assistance
- 24 June 2022 – Comms to post-16 cohort regarding the bursary introduction
- 30 June 2022 – Communication about the policy changes to all parents registered on their Mobisoft system
- 15 August 2022 – Document published on website about the key changes to the H2STA policy
- 23 August 2022 – Pre-emptive comms to ‘late’ applicants confirming ITA will be awarded (SEND under 16) ‘late SEND apps – ITA wording’.
- August and September 2022 - Emails confirming eligibility for SEND students via bulk assessment
- 26 October 2022 – Emails notifying parents where their application for travel assistance has been unsuccessful
- August 2022 - Parent guide to the new policy that was completed and sent via Family Voice mid-August
- September 2022 – September update on H2STA service disruptions
- 8 September 2022 - Statement published on social media, on Council external website and on the Local Offer
- 12 September 2022 - External comms issued to Family Voice
- October 2022 – October update on H2STA service disruptions

# 9 – Draft H2STA systems picture requiring validation

Team	Data capture systems	Data reporting systems
<b>H2STA</b>	GOSS online forms	Tableau
	Excel	SharePoint
	SharePoint	notify.gov
	Mobisoft	
	ADAM	
<b>Corporate Contact Centre</b>	Zendesk & CISCO	Zendesk
		Developing a Tableau dashboard using data from ZD via SQL database
<b>Be Heard (CFL Customer Relations team)</b>	Case Tracker	
<b>EHCP development and social work</b>	EYES	Tableau
<b>Admissions</b>	Synergy	
<b>Appeals</b>	Excel/emails	
	EYES	Tableau (awaiting development)
<b>Complaints</b>	social media	
	emails	
	phone	

# 10 – Education calls into the corporate contact centre: 2019-2022

Education Calls Offered YOY comparison August – December (source data: CISCO Telephony)



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THURSDAY 15 DECEMBER 2022

## Scrutiny of 2023/24 Draft Budget and Medium-Term Financial Strategy to 2027/28

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

### Introduction:

1. Attached is a summary of the 2023/24 Draft Budget and Medium-Term Financial Strategy (MTFS), particularly focussing on the budgets for the Children, Families and Lifelong Learning (CFL) Directorate and elements of the Customer and Communities (C&C) Directorate relating to this Select Committee.
2. The [2023/24 Draft Budget and MTFS to 2027/28](#) was presented to Cabinet on 29 November 2022. The Final Budget for 2023/24 will be approved by Cabinet in January 2023 and full Council in February 2023. It is good practice to, as far as possible, set out in advance the draft budget to allow consultation on and scrutiny of the approach and the proposals included. There will be no movements in the Draft Budget position until the provisional Local Government Finance Settlement is published, which is expected later in December, and the implications are considered.
3. The production of the 2023/24 budget has been developed through an integrated approach across Directorates, Corporate Strategy and Policy, the Twin Track programme, Transformation and Finance, ensuring that revenue budgets, capital investment and transformation plans are all aligned with each Directorate's service plans and the corporate priorities of the organisation.

### Context:

4. Local Government funding remains highly uncertain, with a number of factors likely to result in significant changes to our funding position over the medium-term. Funding for 2023/24 is not yet clear, although the Autumn Statement provides the first official indications of this. The anticipated consultation on changes to local government funding over the summer did not occur due to the prime ministerial leadership contest. Through the fiscal event/mini budget on

23 September 2022, government also made us aware that there will not be a new spending review which could have taken into account the vastly different levels of inflation experienced compared to what was assumed when the current one was announced last year. On 17 November 2022, the Chancellor of the Exchequer made further fiscal announcements through his Autumn Statement. A number of these were of direct relevance to our services and financial strategy, including the delay to the implementation of Adult Social Care Reforms, additional funding for schools and social care and changes to the levels of Council Tax rises that are allowable before a referendum, all of which have an impact on the Council's budget position. This provided important pointers to what we might see in the Local Government Finance Settlement, and assumptions have been updated based on estimates of the impact, however the first opportunity to understand in detail the direct impact of funding arrangements for the Council will be with the provisional Settlement itself, which is expected in late December 2022, with a final settlement in January 2023. Until this is available, significant uncertainty on funding remains.

5. The overall outlook for 2023/24 is one of significant challenge, with budget envelopes remaining relatively static in the face of substantial increases in the cost of maintaining current service provision and increased demand. Despite a small increase in the projected levels of funding, pressures anticipated for 2023/24 are significantly higher than in recent financial years. These pressures relate to a number of factors culminating simultaneously, namely high levels of inflation, Europe's energy crisis, workforce and labour shortages, high interest rates and the ongoing impact of the pandemic. The Council continues to see large increase in demand for services, particularly within Adults and Childrens' social care and the impact of the cost of living crisis on residents is expected to further increase demand for key services.
6. Although good progress has been made over the last few months, there remains a provisional budget gap for 2023/24 of £14.4m, driven primarily by significant inflation, policy changes and the need to maintain the delivery of priority services experiencing significant demand pressures. The gap will require further actions to close, which will be extremely challenging, given the level of pressure forecast, and may require the Council to adopt measures that postpone the achievement of our ambitions. The extent to which further efficiencies will need to be identified, will be dependent upon the Local Government Finance Settlement in December, and confirmation of District and Borough Council Tax Bases in January.
7. As well as a focus on closing the gap for 2023/24, we need to be prepared for what will continue to be a difficult financial environment over the next few years. Tackling this gap will require a fundamentally different approach, given the level of efficiencies required, to avoid adversely impacting services from 2024/25

onwards. Work has already begun, with cross-Directorate transformation opportunities being identified that focus on delivering priority objectives within constrained funding.

## Engagement:

8. In 2021, we carried out in-depth research with residents to understand their priorities for how the council should spend its money. Residents indicated that they were willing to accept increases in Council Tax and the Adult Social Care Precept if it was for the purpose of protecting services that work with some of the most vulnerable people in Surrey. The engagement demonstrated that resident priorities align with those of the council, with top priorities for residents including Social Care for people of all ages, Waste services and Fire and Rescue. There was also support for more investment in preventative services and for placing those residents most at risk of being left behind in Surrey at the heart of decision-making. Residents wanted a more active role in what happens in their localities.
9. These results continue to provide a robust foundation from which to shape budget decision-making and, in 2022, have been complemented by a lighter touch approach to engagement. In May 2022, we held 3 virtual focus groups exploring themes including factors that make a good place to live and what local area improvements residents would like to see irrespective of who is responsible for their delivery. The groups also discussed services particularly important to resident households and in need of more support from Surrey County Council. They highlighted:
  - Making sure people get access to the services they need
  - Helping people cope with the rising cost of living
  - Community safety / managing crime / anti-social behaviour
10. Additionally, in August 2022, a cost-of-living survey was asked of the Surrey Health and Wellbeing Panel which looked at areas including the challenges they have faced in the previous 3 months (1 May – 31 July) and if they had had to alter their behaviours. This survey will be repeated in winter to see if there has been any further change.
11. We have also engaged closely with members, staff and partners to shape this Draft Budget and plan to continue engagement until early into the new year as the budget is finalised. This includes launching an open survey in November

seeking views on the Draft Budget, how resources are proposed to be spent and the impact on our communities.

12. Impacts of budget proposals, both positive and negative, are considered by services in a variety of ways, including through services' own consultation and engagement exercises and the use of Equality Impact Assessments (EIAs). EIAs are used to guide budget decisions and will be included in the final Budget paper alongside an overview of the cumulative impact of proposed changes. At Surrey, we consider impacts not just on the nine protected characteristics, but also other vulnerable groups, for example, those at socio-economic disadvantage, Gypsy, Roma and Traveller communities, those experiencing homelessness, and so on. An overview of impacts of efficiencies pertinent to the areas covered by this committee are included in Annex 1.

### **Budget Scrutiny**

13. Annex 1 sets out the budget proposals for CFL and C&C including the latest calculated revenue budget requirement compared to the current budget envelopes based on the Council's estimated funding, the service budget strategy, information on revenue pressures and efficiencies and a summary of the Capital Programme. Each Select Committee should review in the context of their individual Directorates, exploring significant issues and offering constructive challenge to the relevant Cabinet Members and Executive Directors.
14. Members should consider how the 2023/24 Draft Budget supports the Council in being financially stable whilst achieving Directorate and Corporate priorities and the Council's Vision for 2030. The budget aims to balance a series of different priorities and risks with options on investment, efficiencies and increases in the rate of Council Tax. It is appropriate for the Committee to consider how successful the budget is in achieving this.

### **Conclusions:**

15. The provisional Local Government Finance Settlement in December, to be finalised in January 2023, will clarify the funding position for the Council. Once funding is clear, Directorate pressures, efficiency requirements, the level of Council Tax and the Capital Programme will be finalised.

### **Recommendations:**



16. That each Select Committee agrees a set of recommendations to the Cabinet, pertinent to their area, which will be reflected in the Final Budget Report to Cabinet in January 2023.

<b>Next steps:</b>
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17. Between now and February 2023, when the budget is approved by full council, officers and Cabinet Members will work closely together to close the current budget gap; challenge and refine assumptions and finalise the development of the Capital Programme.
18. The recommendations resulting from Select Committee scrutiny process will be compiled and reported to the Cabinet meeting on 31 January 2023.

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**Report contact**

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**Contact details**

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**Annexes:**

Annex 1: 2023/24 Draft Budget Report and Medium-Term Financial Strategy to 2026/27 – Scrutiny Report for CFLC and C&C.

**Sources/background papers**

- 2023/24 Draft budget and medium-term financial strategy report to Cabinet 29 November 2022

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**Children, Families, Lifelong Learning & Culture Select Committee  
2023/24 Draft Budget Report and Medium-Term Financial Strategy to  
2027/28**

**15 December 2022**



**SURREY**  
COUNTY COUNCIL

# Introduction – 2023/24 Draft Budget and Medium-Term Financial Strategy

## Purpose and content

Set out to Select Committee the 2023/24 Draft Budget and MTFs, including:

- 2023/24 budget gap
- 2023/24 – 2027/28 summary position
- Detailed Directorate progress

## The process to date

- Establish Core Planning Assumptions and funding projections
- Significant Member engagement (Cabinet, scrutiny, opposition party, All Member Briefings)
- Monthly iterations to Corporate Leadership Team
- Cabinet / CLT Away Day
- Convert the assumptions into the Draft Budget position
- Identify efficiencies to contribute towards closing the gap for 2023/24 and the medium-term
- Draft budget presented to Cabinet 29<sup>th</sup> November with a gap to close before final budget

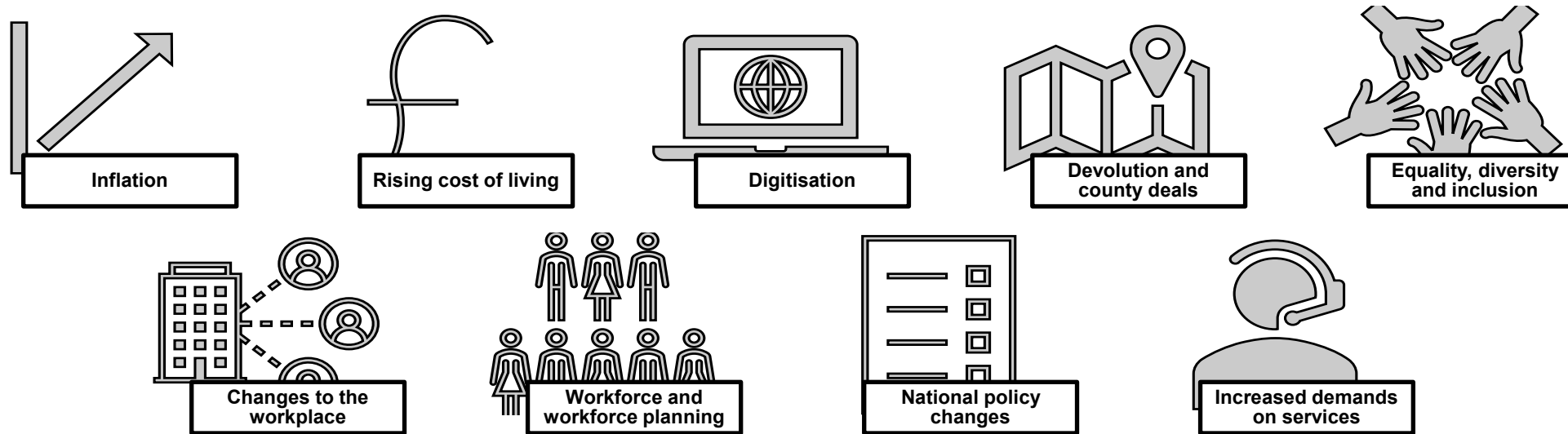
## Next Steps

- Refine funding assumptions based on December local government settlement
- Finalise efficiency proposals and consider options to close the gap
- Finalise the 2023/24 – 2027/28 Capital Programme
- Consultation with residents on draft proposals and Equality Impact Assessments
- Final Budget to Cabinet in January 2023 & Council February 2023



# Strategic Context

A number of drivers are influencing our operating context, including:



## Delivering priorities, ensuring no one is left behind

Our Organisation Strategy sets out our contribution to the 2030 Community Vision.

Our **four priority objectives** and guiding principal that **no one is left behind** remain the central areas of focus as we deliver **modern, adaptive and resident-centred services for all.**





# Budget consultation and engagement

Extensive multi-method **consultation and engagement exercise in autumn 2021** is a key source of evidence for decisions on where and how the council spends its money over the medium-term:

- Raised awareness of our priorities, budget context and views on the need to transform services and develop new approaches to service delivery
- Identified residents' informed spending preferences
- Tested spontaneous and informed attitudes towards service changes and residents' roles in supporting change.

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**Further sources of insight** from e.g.

- Cost of living survey (Surrey Health and Wellbeing Panel)
- Joint Neighbourhood Qualitative Research exploring residents views on council services
- Directorate-led engagement with resident representative groups

In addition, **a survey on the draft budget and the options to close the budget gap is currently live** and open to all residents and businesses in Surrey. The results will feed into the final budget report. Please continue to promote this opportunity widely



**SURREY**  
COUNTY COUNCIL

# 2023/24 Draft Budget

The table shows the overall picture for the Council for 2023/24 against estimated funding

Pressures, efficiencies and funding will continue to iterate over December

In particular, funding estimates are subject to clarification as our understanding of Government Funding, Council Tax and Business Rates estimates continue to develop

Local Government Finance Settlement expected before Christmas

	Base Budget 2022/23 £m	Initial allocation of Funding Change £m	Budget Envelope 2023/24 £m	2023/24 Indicative Requirement £m	Draft Budget Gap £m
Adult Social Care	401.7	8.5	410.2	434.5	24.2
Public Service Reform	34.4	0.0	34.4	34.4	0.0
Children, Families & Lifelong Learning	221.8	4.7	226.5	250.0	23.5
CFL - High Needs Block - DSG	27.2	-	27.2	5.0	(22.2)
Comms, Public Affairs & Engagement	2.0	0.0	2.0	2.1	0.0
Surrey Fire & Rescue Service	33.2	0.7	33.9	38.6	4.7
Customer & Communities	16.9	0.4	17.2	17.4	0.2
Environment, Transport & Prosperity, Partnerships & Growth	141.7	3.0	144.7	153.1	8.4
Resources	76.8	1.6	78.4	79.4	1.0
<b>Total Directorates</b>	<b>957.2</b>	<b>19.1</b>	<b>976.2</b>	<b>1,016.2</b>	<b>40.0</b>
Central Income & Expenditure	81.9	8.1	89.9	64.3	(25.6)
<b>Total - Our Council</b>	<b>1,039.0</b>	<b>27.1</b>	<b>1,066.1</b>	<b>1,080.5</b>	<b>14.4</b>

The draft budget includes net pressures of £125m, with efficiencies of £69m, previous anticipated increase in funding of £27m plus an additional estimated £15m for adult social care, leaving a net gap of £14.4m.

Detailed pressures and efficiencies are set out in subsequent slides



# Specific Factors Impacting 2023/24 and the MTFs to 2027/28

## Inflation

- Ongoing impact of above budgeted level of inflation in 2022/23
- Continued high inflation assumed throughout 2023/24, impact on Council, suppliers & partners
- Pay Inflation – either as a result of national policy (eg Fire) or in order to attract and recruit to key roles

## Policy Changes

- Significant anticipated gap between costs and available funding re Adults Social Care Reform
- Discharge to Assess – continuation of policy change enacted during pandemic, removal of funding

## Cost of Living Crisis

- Impact on residents felt by the Council in increased demand for services
- Unlikely to have currently felt the full effects, entering an anticipated difficult winter

## Ongoing Demand Pressures

- Significant current year overspends forecast in Home to School Transport (demand & inflation led)
- Demand pressures associated with unaccompanied asylum seekers & children's placements
- Forecast continued demand in other services including Adults social care and children with disabilities

## Medium Term Impact of Covid-19

- Ongoing impact on service demand as a result of the pandemic
- Behavioural change means income has not recovered to pre-Covid levels in some services (eg libraries)

## Funding Uncertainty

- Uncertainty and/or delayed funding announcements risk unnecessary additional efficiencies
- Uncertainty over Fair Funding Reform impacts on ability to effectively plan for the medium term

# 2023/24 Draft Efficiency Programme

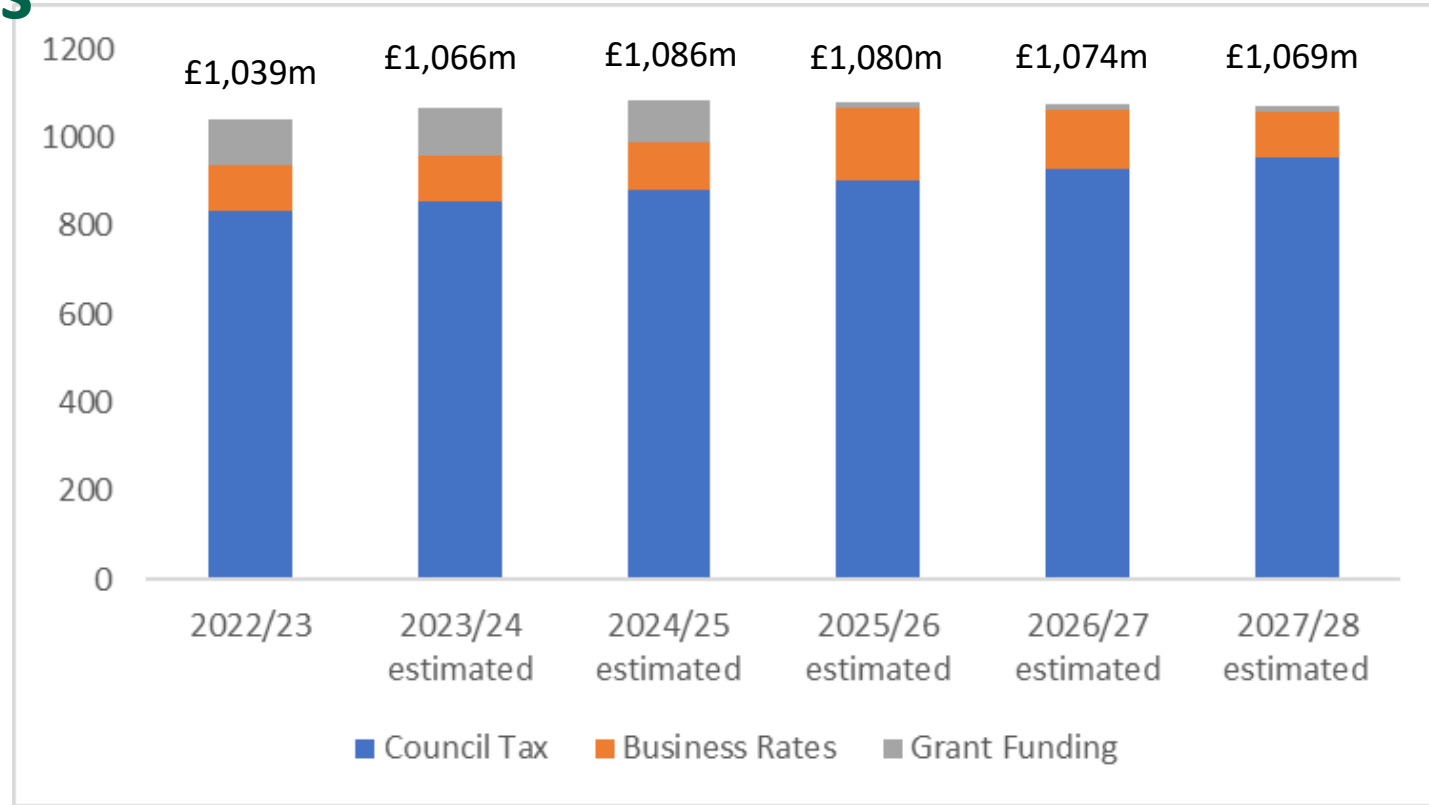
- Efficiencies are rated on risk of achievability – **£7.7m categorised as red**
- Stretch targets for efficiencies are included to ensure full ambition is quantified – corporate contingencies are in place to manage the risk of delivery
- It is often the case that more efficiencies are classified as red/amber at the draft budget stage vs the final budget, given timing and progress in activities to deliver

	Green £m	Amber £m	Red £m	Total £m
Adult Social Care	7.6	11.0	1.3	19.8
Public Service Reform and Public Health	0.0	0.0	0.0	0.0
Children, Families and Lifelong Learning	0.2	5.6	4.7	10.5
DSG High Needs Block	0.0	22.2	0.0	22.2
Environment, Transport and Infrastructure	0.7	2.8	0.0	3.5
Surrey Fire & Rescue Service	0.6	0.4	0.0	1.0
Customer and Communities	0.0	0.9	0.0	0.9
Prosperity, Partnerships and Growth	0.1	0.0	0.0	0.1
Communications, Public Affairs & Engagement	0.0	0.0	0.0	0.0
Resources	1.1	3.5	1.7	6.3
Central Income and Expenditure	0.0	4.3	0.0	4.3
<b>Total efficiencies</b>	<b>10.3</b>	<b>50.7</b>	<b>7.7</b>	<b>68.6</b>

# Indicative Funding Assumptions

## Council Tax & Business Rates

- Draft Budget assumes a 1.99% increase in Council Tax across all financial years of the MTFS
- Currently no increase in the ASC Precept is assumed
- Other changes in Council Tax income rely on assumptions around local factors. For example, tax base changes, reliefs and premiums.
- Confirmation of District and Borough Council Tax bases are received in January.
- Factors that influence the amount of business Rates retained (growth and pooling arrangements) and reliefs are determined by central government.



## Grant Funding

- Based on assumptions about Central Government decisions – provisional Local Government Finance Settlement in December.
- Currently assuming a roll forward of 2022/23 grant allocations in 2023/24.
- Additional ASC funding announced in Autumn Statement assumed at c£15m of additional grant

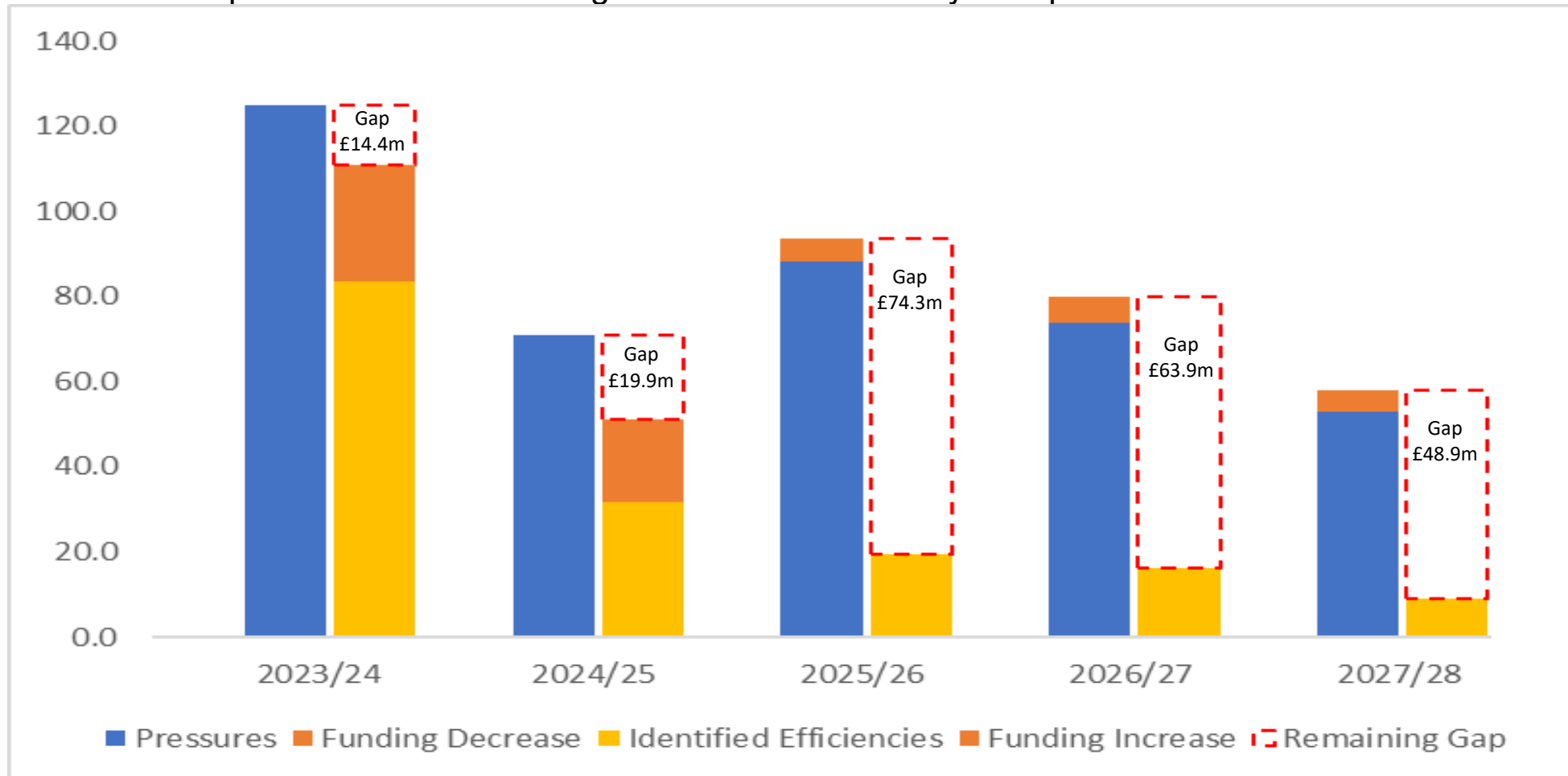
## Medium Term Funding

The most significant influence on the Council’s medium term funding is the long-awaited implementation of Fair Funding Reforms, which are likely to see Surrey’s funding drop significantly over the medium-term.

With no indication from government as to their current plans for this reform and recent economic turmoil, our planning assumptions assume that reform is now more unlikely before the next General Election (included from 2025/26).

# 2023-28 Medium Term Financial Position

- Directorates are tasked with costing the core planning assumptions and developing Directorate scenarios to arrive at pressures and efficiencies for the MTFS from 2023/24 to 2027/28 to include alongside the Draft Budget
- Draft estimates of likely funding over the medium-term from Council Tax, Business Rates and Government Grants have been developed – these will need to be updated for funding announcements expected in December.
- **There is an estimated budget gap of £221m by 2027/28.** The gap widens from 2025/26 as a result of the estimated impact of both Fair Funding Reforms and the delayed implementation of ASC Reforms



# Options to close the Draft Budget Gap of £14.4m

## Additional Government Funding

- Significant uncertainty over Government funding both for 2023/24 and into the medium term
- Autumn Statement provided indication of additional funding for ASC and Education, no certainty on amounts until December Local Government Settlement

## Identification of Additional Efficiencies

- Directorates continue to look for further deliverable efficiencies.
- List of 'alternative measures' developed which would likely result in service delivery reductions - would be required if no further funding was identified

## Use of Reserves

- Worked hard to re-build depleted reserve levels to improve financial resilience
- Current level of reserves is considered appropriate given assessment of the risk environment
- Any use of reserves should be for one-off expenditure rather than to meet ongoing budgetary pressures.

## Increase Council Tax

- Current budget assumptions are a 1.99% increase, based on historical referendum level
- Autumn Statement announced ability for Councils to raise CT by up to 3% per year from April 2023 and an additional 2% ASC Precept
- Any increase equates to c£8m for every 1% rise

# Draft Capital Programme 2023 - 2028

- The draft capital programme for 2023/24 – 2027/28 equates to £1.9bn - £1.1bn approved programme and an additional £0.8bn in the pipeline.
- The programme is deemed affordable and while it represents an increase in the revenue borrowing costs both in absolute terms and as a % of the net revenue budget (to c8% by 2027/28), it brings us in line with other similar sized authorities.
- The impact of inflation on schemes has led to a number of programmes needing to re-scale / value engineer proposals to ensure affordability within pipeline budget envelopes.
- These will need continued focus as we approach the final budget setting stage and throughout 2023/24 to ensure the impact is mitigated.
- The capital programme cannot continue to increase at this rate in perpetuity. If we continued to invest at these levels then the revenue pressure would become unsustainable and unaffordable.
- Therefore, from **2026/27 a 'cap' on unfunded borrowing of £40m per annum** has been recommended. This is currently achieved in the Draft programme proposed, but needs to be maintained between the draft and final budget iterations.
- A review of profiling of capital schemes to ensure deliverability will be undertaken before the Final Budget is presented to Cabinet in January 2023 and Full Council in February 2023.





## Directorate Positions

- **Children, Families & Lifelong Learning**
- **Customer & Communities**



# Children, Families & Lifelong Learning



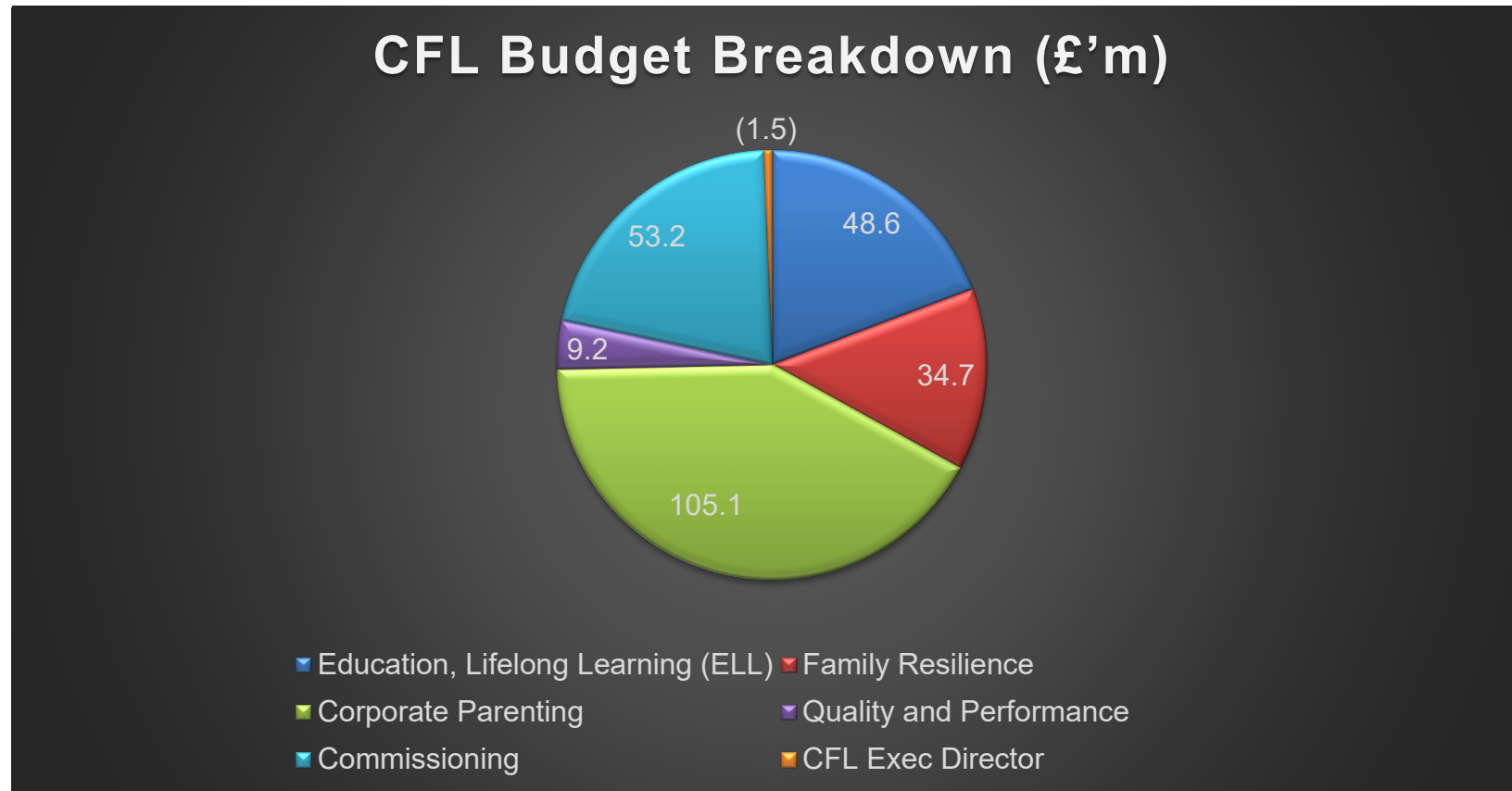
# Summary of Services Provided by Directorate

- CFLL is responsible for delivering statutory social care services and early help support for children and families. This includes services for children in our care and care leavers, service for Unaccompanied Asylum Seeking Children, Fostering and Adoption services, Children's Homes, the Virtual School, the Hope Service for young people with mental health needs, Early Help services and social work services for children in need, children subject to child protection plans and Children with Disabilities.
- In social care we are implementing the Family Safeguarding Model, which integrates support from different professional specialisms alongside social work, to ensure the children and their family have the right support at the right time. The Corporate Parenting Board ensures that SCC is fulfilling its responsibility as the 'Corporate Parent' to achieve the best for children and young people in our care and care leavers.
- The Directorate also works in partnership with local education providers to ensure Surrey children, young people and adults have access to education, and to ensure vulnerable learners are supported to achieve their full potential. This includes school admission and transport arrangements, services for children with special educational needs and disabilities, Active Surrey, School Place Planning – identifying future school places to meet demand, Surrey Adult Learning and Surrey Outdoor Learning and Development (SOLD).
- We also operate an integrated commissioning function that commissions services from third party providers to meet children's social care, education and health care needs.



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

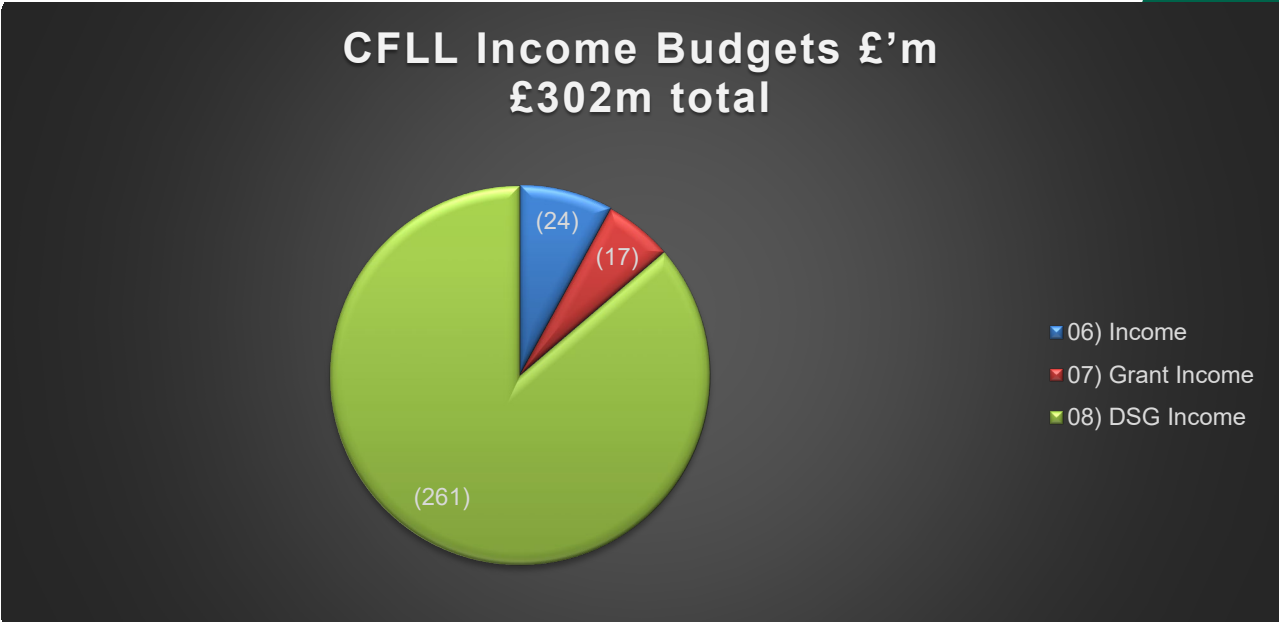
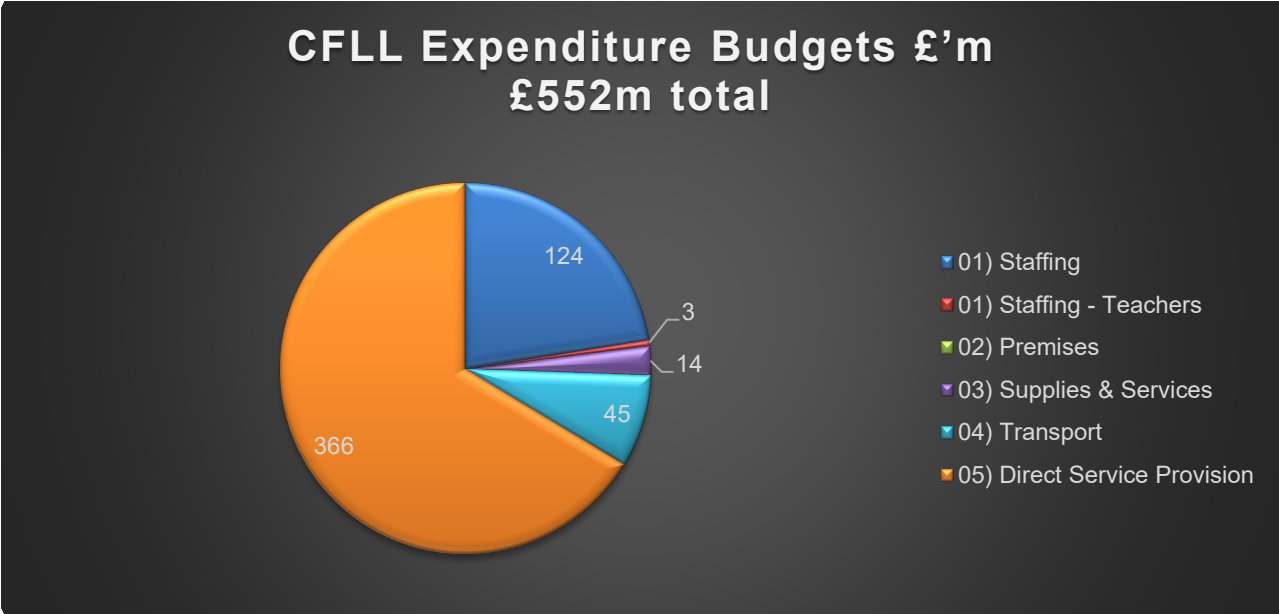
The budget within CFLL is split into 5 main directorates with another which also holds some central budgets for the Executive director. The chart below shows how the £249m General Fund budget in 22/23 is allocated between each of these areas.



# How is the service budget spent – subjective breakdown of spend

- Breaking down that net £249m budget into subjective level requires the Dedicated Schools Grant (DSG) funded budgets to also be included but provides an overview as to what the larger elements of spend occur.
- The large areas of non DSG funded expenditure area as follows.

1. Home to school travel assistance of £40m, the majority of which is within 'Direct Service Provision'.
2. Social Care Placements of c£70m which is also within 'Direct Service provision'
3. Staffing costs of c£60m within Family Resilience and Corporate Patenting
4. The High Needs Block offsetting reserve contribution of £27m which is in 'Direct Service Provision'



# Service strategy headlines for 2023-28 MTFS

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

CFL's 2023-28 MTFS strategy is focused on the key areas of transformation and financial pressure within the Directorate. The transformation and ongoing improvement of Children's Services within the Council (following the Ofsted 'requires improvement to be good' rating in 2022) continues to be a primary focus of the Directorate's work, but there are other emerging financial issues this strategy looks to address.

Expenditure on **Home to School Travel Assistance** is the biggest pressure within the directorate going into 23/24. Increases in the cost of provision caused by inflation, fuel prices and provider market have been the largest contributor to this pressure.

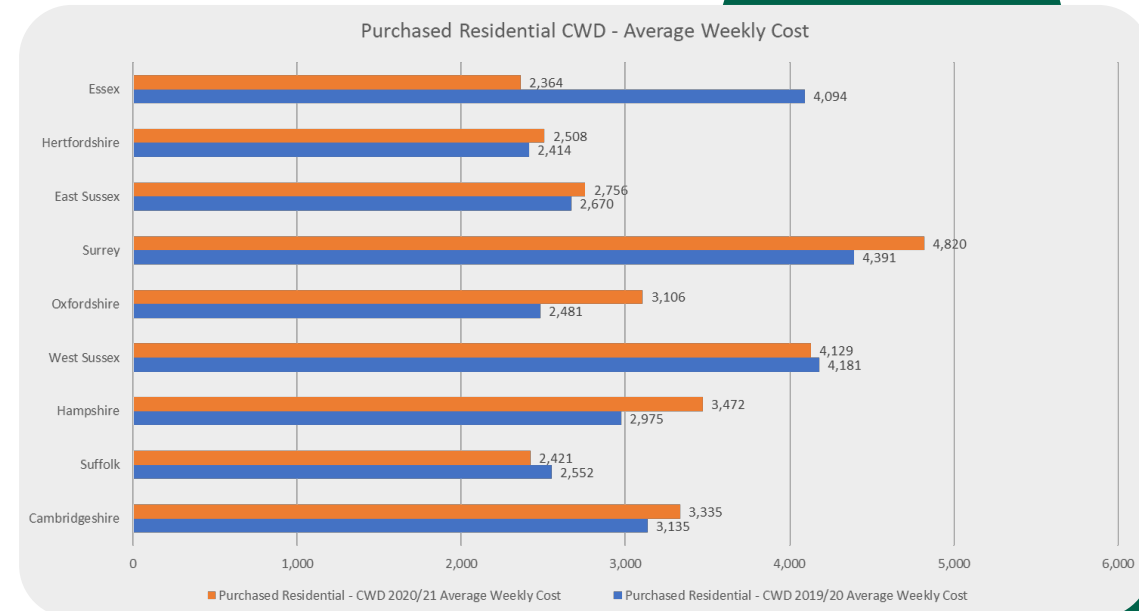
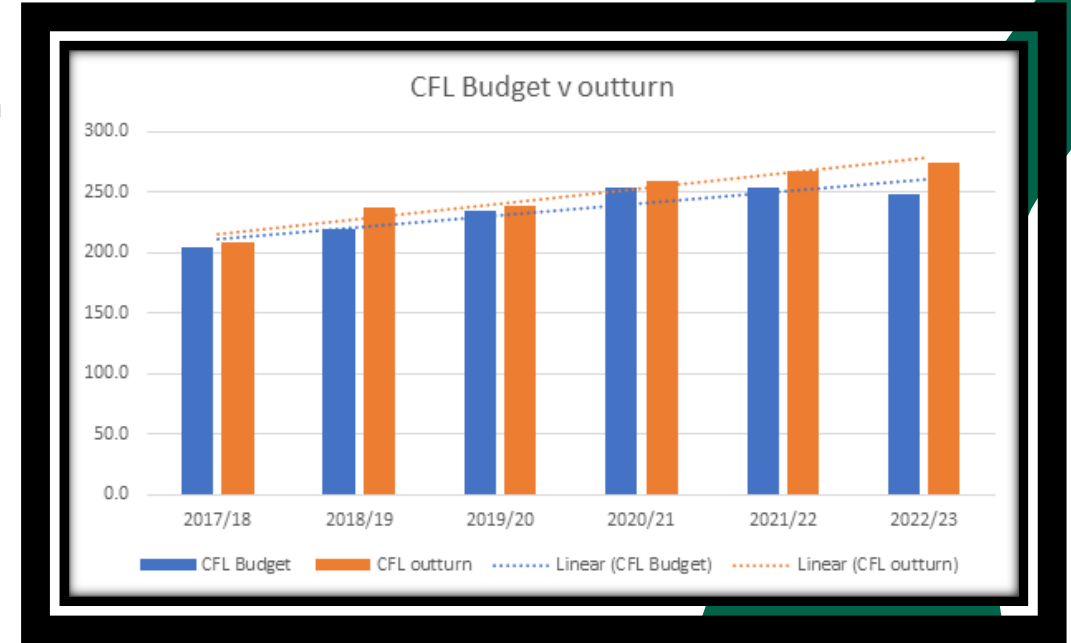
The level of spend on **placements** within both Education and Children's Social Care remains a cause of significant cost pressure within the directorate. The impact of SEND expenditure through the DSG High Needs Block (HNB) on the Council's General Fund is significantly reduced in 23/24 due to the Council entering into a 'Safety Valve' agreement with the Department for Education (DfE).

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



# Key Benchmarking & Trend Analysis

- As the chart shows, expenditure for CFLL has been increasing year on year over the last six years. Since 20/21 the budget (including DSG offsetting reserve) has reduced slightly which combined with the increase in expenditure has led to the current projected budget gap.
- The key areas of pressure within the CFLL budget are Home to School Travel Assistance, Social Care Placements and Social Worker staffing. These can be difficult to financially benchmark against.
- Home to school travel assistance** expenditure is not captured separately as part of any of the standard statutory returns meaning very little benchmarking data is publicly available. The Council has proactively engaged with other authorities to try and establish some consistent benchmarking. This is due to be discussed further in December with a proposed set of benchmarks to be agreed around average costs.
- The other significant area of financial pressure is on **Social Care Placements**. Again benchmarking data is not publicly available so the Council has had to be proactive alongside other authorities to produce relevant information. The most recent benchmarking with other authorities indicated that in the majority of categories the Council is in line with others. One area where the Council is a particular outlier is in relation to CWD residential costs.
- High levels of **agency staff within Childrens Social Care** roles have been a consistent pressure over a number of years. Due to the differences in categorisation, benchmarking rates against other authorities can be difficult. The most recent Feb 22 'Childrens social work workforce' data indicates Surrey has an agency worker rate of 23.9% compared to the national average in England of 15.5%. This is the rate of employed staff that are agency workers.





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

Childrens, Families & Lifelong Learning							
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	221.8	221.8	250.0	254.9	260.9	267.1	
Pressures		38.7	11.7	11.1	10.1	10.2	<b>81.8</b>
Identified efficiencies		(10.5)	(6.8)	(5.1)	(3.9)	(4.1)	<b>(30.4)</b>
<b>Total budget requirement</b>		<b>250.0</b>	<b>254.9</b>	<b>260.9</b>	<b>267.1</b>	<b>273.2</b>	
Change in Directorate net budget requirement		28.2	4.9	6.0	6.2	6.1	<b>51.4</b>
Opening funding		221.8	226.5	228.5	224.9	221.6	
Share of funding change and borrowing costs		4.7	2.0	(3.6)	(3.3)	(2.3)	<b>(2.5)</b>
<b>Funding for Year (Budget Envelope)</b>		<b>226.5</b>	<b>228.5</b>	<b>224.9</b>	<b>221.6</b>	<b>219.3</b>	
<b>Year on Year - reductions still to find</b>		<b>23.5</b>	<b>2.9</b>	<b>9.7</b>	<b>9.5</b>	<b>8.4</b>	<b>53.9</b>
Overall Reductions still to find		23.5	26.4	36.1	45.5	53.9	

The 23/24 reductions still to find within CFLL are a reflection of the pressures currently being experienced in 22/23 continuing into next year. As per the 22/23 month 6 monitoring report, CFLL is projecting an overspend of £24.6m. With the largest variances within Home to School Travel Assistance (£15m), External Children Looked After (CLA) Placements (£4.1m) and Social worker staffing (£2.5m).

These pressures, which are being consistently seen in County authorities across the country, remain the main drivers for the funding gap in 23/24, and whilst efficiencies have been identified to mitigate some of them and identified demand pressures. The overall budget envelope gap is still £23.5m.

# Summary of Budgeted Pressures

Pressure	2023/24 £m	Total MTFS £m
Children Looked After (CLA) – Demand growth	1.5	10.6
CLA – Inflationary growth	5.5	11.8
Other contract inflation	2.8	6.4
Staffing inflation	6.0	21.2
Reduction in EYES project team (reversal of previous year funded pressure)	(0.2)	(0.3)
Home to School Travel Assistance Pressure	19.2	27.0
Children With Disabilities (CWD) Care pressure	2.5	2.5
Vanguard funding	-	1.0
Recruitment and retention schemes	1.3	1.7
<b>Total budgeted pressures</b>	<b>38.7</b>	<b>81.8</b>

# Planned Efficiencies

Efficiency Proposal	2023/24 £m	Total MTFS £m	2023/24 RAG
Children Looked After (CLA) – Stepping Down, reunification project	(0.4)	(0.4)	A
CLA – Managing Demand, implementation and impact of new practice models	(2.6)	(7.2)	A
EYES/LiFT – Partnership engagement & utilising resources, efficiencies from the introduction of the new payments system	(0.2)	(0.3)	G
Home to School Transport – Stepping Down, impact of efficiencies around policy and commissioning of routes	(2.2)	(2.7)	A
CLA – Capital strategy, Houses of Multiple occupancy	(0.2)	(0.2)	A
CLA – Managing Demand, stretch targets	(3.4)	(13.2)	R
Contract efficiencies – Market Management, Twin Track procurement review	(0.5)	(2.1)	A
Fees and Charges – Market Management, Twin Track review of external charging rates	(0.3)	(1.1)	A
CLA – Capital Strategy, expansion of capacity within SCC childrens homes	(0.3)	(1.2)	A
CLA – Market Management, block booking of bed spaces	(0.3)	(0.3)	A
Reduction in management headcount	(0.2)	(0.8)	A
Procurement plan reductions – Market Management, reduction in contract costs		(1.0)	A
<b>Total</b>	<b>(10.5)</b>	<b>(30.4)</b>	

# How are impacts of prior year decisions/efficiencies measured?

- CFLL’s efficiency plans are designed to save money, mitigate cost pressures or increase income without adversely affecting service delivery.
- £20.9m of efficiencies were included in CFLL’s 2021/22 budget and £13.8m in 2022/23. The largest efficiencies anticipated in both years related to reducing or controlling demand for statutory children’s social care (over £9.6m and £5.3m respectively).
- CFLL tracks a large number of operational indicators through its monthly quality assurance and performance process, alongside financial targets. We also collect qualitative feedback from families and CYP about their experiences of our services.
- As figures 1, 2 and 3 illustrate, the service has made progress in controlling children’s social care demand in the last 2 years. The impact of our work with partners to provide families with early help and the continuing quality of our practice can be seen in declining trends in CSC referrals and repeat referrals over time.
- CFLL has maintained consistent numbers of LAC and care leavers, despite the lasting impacts of COVID and growth in UASC.
- Outcomes for service users (families and CYP) of these efficiencies are hard to track, given the many complex variables and interdependencies that affect outcomes for different cohorts.

Figure 1: Total number of children’s social care referrals received

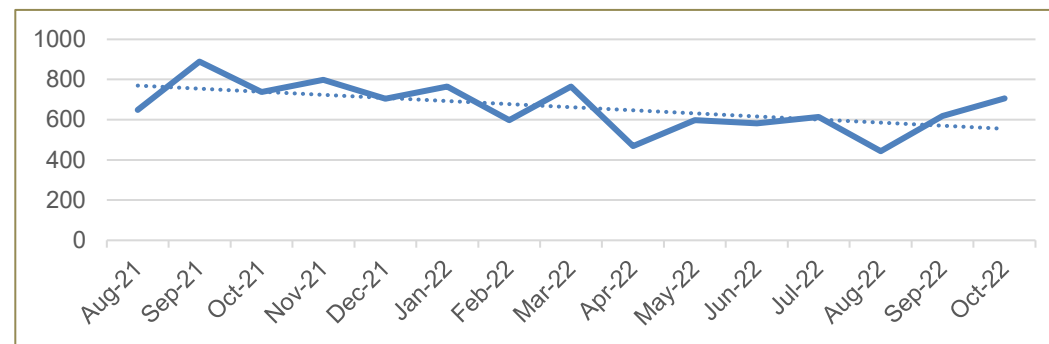


Figure 2: % repeat referrals by month

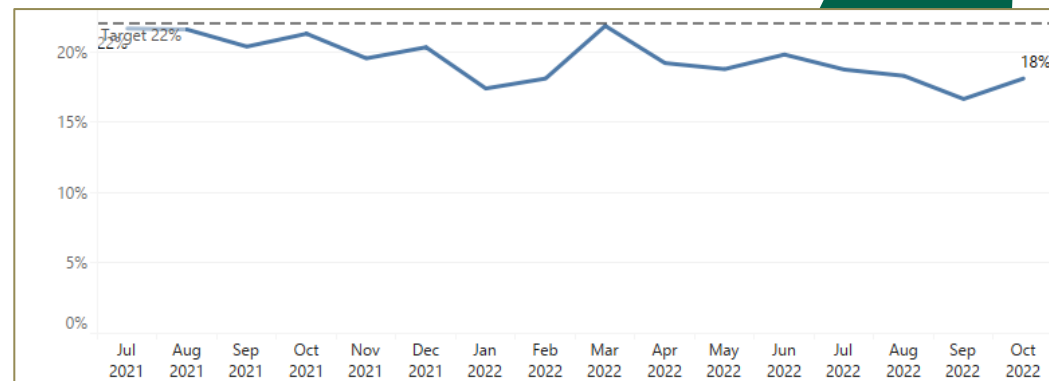
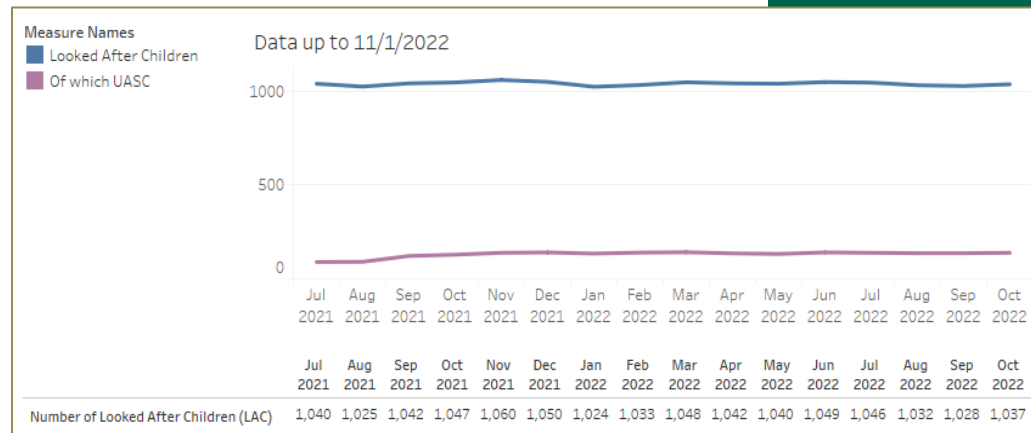


Figure 3: LAC and care leaver volumes Jul 21-Oct 22



# 2021-26 MTFS Budget Summary for High Needs Block (Dedicated Schools Grant)

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High Needs Block (DSG)							
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	27.2	27.2	5.0	5.0	5.0	5.0	
Pressures		0.0	0.0	0.0	0.0	0.0	0.0
Identified efficiencies		(22.2)	(0.0)	(0.0)	(0.0)	(0.0)	(22.2)
<b>Total budget requirement</b>		<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	
Change in Directorate net budget requirement		(22.2)	(0.0)	(0.0)	(0.0)	(0.0)	(22.2)
Opening funding		27.2	5.0	5.0	5.0	5.0	
Share of funding change and borrowing costs		0.0	0.0	0.0	0.0	0.0	0.0
<b>Funding for Year (Budget Envelope)</b>		<b>27.2</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	
<b>Year on Year - reductions still to find</b>		<b>(22.2)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(22.2)</b>
Overall Reductions still to find		(22.2)	(22.2)	(22.2)	(22.2)	(22.2)	

In March 2022 the Council entered into a ‘Safety Valve’ agreement with the DfE. This agreement sees the Council receive up to £100m of additional DSG funding if successful in remaining on an agreed trajectory to achieving financial sustainability by 27/28.

As a result of this the Council will no longer require a financial contribution from the General Fund to reserves beyond 23/24 in order to have sufficient funds set aside to cover the agreed SCC contribution within the ‘Safety Valve’ agreement. A balance of £5m per annum remains in place each year over that period to provide some contingency should the trajectory deviate.

To date the Council has received over £46m of the additional grant funding, with that figure rising to £52m should it remain on track to the end of 23/24 meaning over half the funding will have been received.



# Draft Capital Programme

The Proposed Capital Programme for CFLL totals £404.237m over 5 years, as set out below:

Project	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	MTFS £'000
Schools Basic Need	18,000	31,983	36,805	10,775	3,550	101,113
Recurring Capital Maintenance - FMR Schools	8,000	15,000	15,000	15,000	18,000	71,000
LAC Schemes	6,194	2,306	8,750	6,000	6,293	29,543
SOLD - Thames Young Mariners	10,736	2,844	-	-	-	13,580
Bookham YC	3,000	1,600	-	-	-	4,600
SEND Strategy - Phase 1-3	35,985	19,087	4,200	-	-	59,272
SEND Phase 4 - holding programme	27,442	42,181	40,336	6,875	215	117,049
Devolved formula capital	1,031	1,031	1,031	1,031	1,031	5,155
Adaptions For CWD	753	339	339	339	-	1,770
Foster carer grants	525	210	210	210	-	1,155
<b>Total</b>	<b>111,666</b>	<b>116,581</b>	<b>106,671</b>	<b>40,230</b>	<b>29,089</b>	<b>404,237</b>

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

- Alternative Provision programme (£19.5m in 23/24, £43.2m over 5 years) part of the SEND sufficiency programme
- Priority Schools Building Programme, Reigate Priory (£0m in 23/24, £12.1m over 5 years)
- Surrey Outdoor Learning & Development (£0m in 23/24, £5m over 5 years)
- Looked After Children (LAC) Schemes (£1.5m in 23/24, £3.1m over 5 years)
- Hydrotherapy pool at Philip Southcote (£0.8m in 23/24, £1.3m over 5 years).



# Customer & Communities

# Summary of Services Provided by Directorate

Customer and Communities delivers critical day-to-day universal services and operations that have a wide reach and strong public profile, while also shaping and driving several connected key strategies and transformation programmes that are central to the successful achievement of the Surrey County Council (SCC) Organisation Strategy, 2030 Community Vision and Surrey Health and Wellbeing Strategy. Libraries and Registration are both statutory services.

The Directorate is at the forefront of shaping and delivering the Council's priority ambition of empowering communities. Supporting the development of thriving communities is essential to delivering a greener future, driving a sustainable local economy, and tackling health inequalities - and strong and active communities are a crucial ingredient in enabling more people to live independently for longer.

The Directorate includes the following services:

- Community Partnership and Engagement;
- Customer Services
- Libraries, Arts, Active Surrey and Heritage;
- Registration & Nationality Services;
- Coroners;
- Trading Standards and Health & Safety.

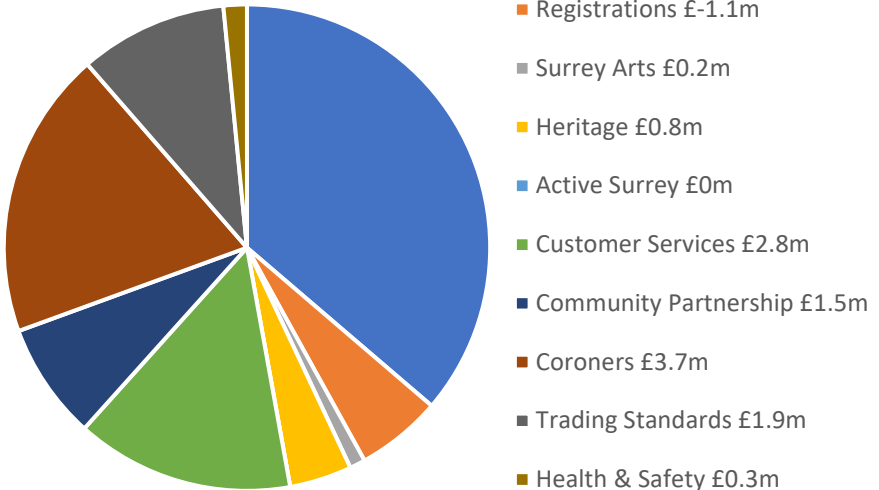
The Directorate is delivering key transformation programmes that continue to adapt and improve services to meet the changing needs of our residents and ensure financial sustainability:

- Customer Experience;
- Libraries and Culture Transformation;
- Enabling Empowered Communities.



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

Net budget £17m



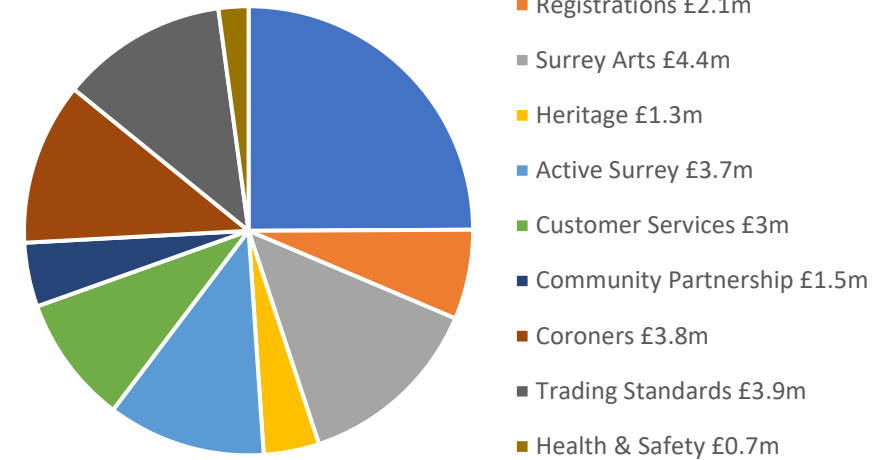
The 2022/23 net budget is £17m, this is £32m of expenditure reduced by £15m of income.

The Registrations service has a negative budget as it recovers more income than the direct costs in the directorate, the direct running costs of venues are held in the Resources directorate.

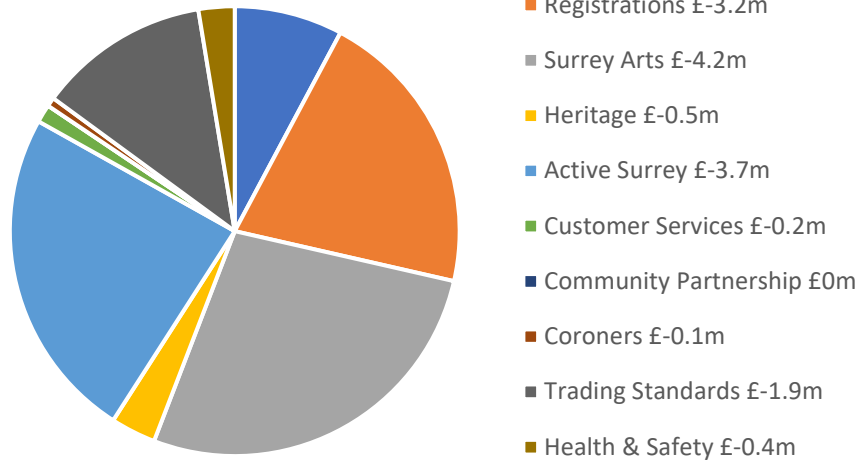
The Trading Standards budget is a joint budget with Buckinghamshire, £1.9m is the net Surrey element.

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Expenditure Budget £32m



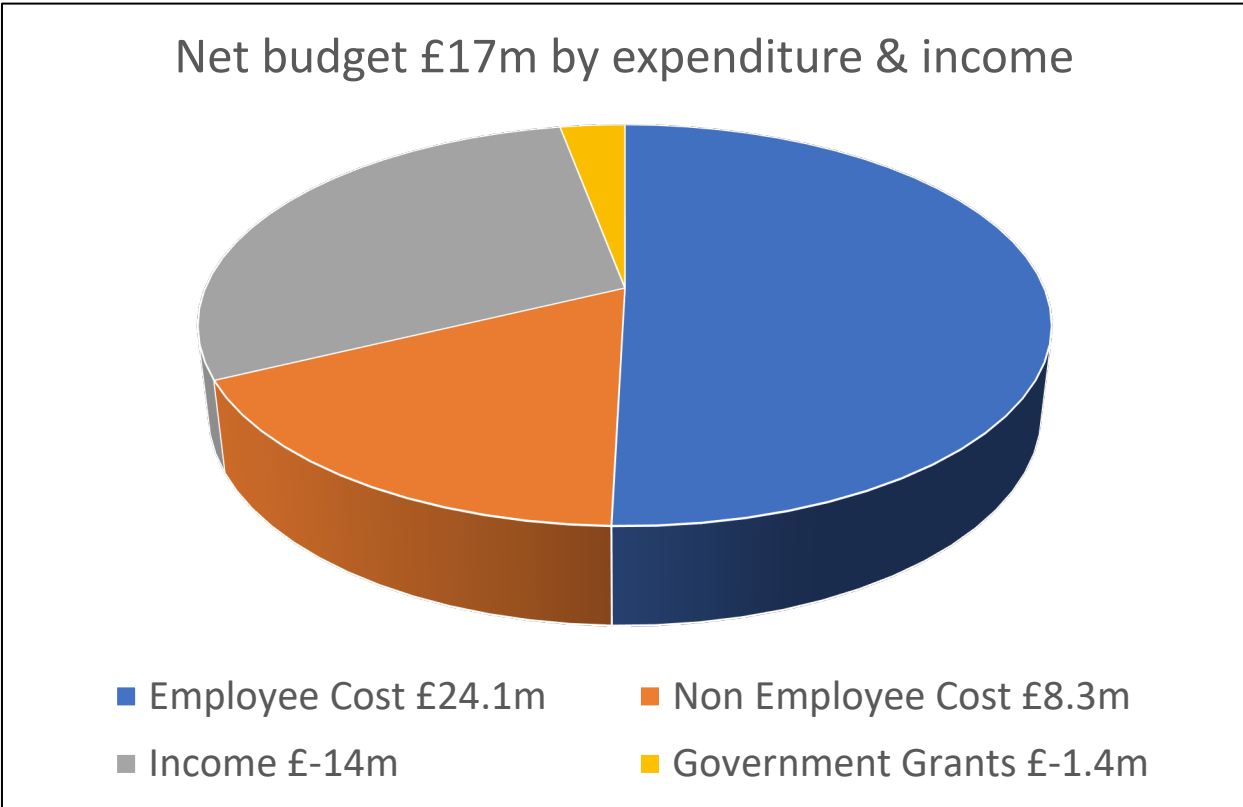
Income Budget -£15m



# How is the service budget spent – subjective breakdown of spend

- The largest expenditure is staffing and, of this, a higher proportion than the council averages are paid at the lower grades. Together this explains the high level of pressures relating to pay inflation as the 2022/23 pay award increased the lower graded staff by more than the higher grades;
- As shown in the previous slide the directorate generates high levels of income and has faced significant challenges due to Covid, however levels are on track to reach pre pandemic levels in 2023/24;
- The non-staffing expenditure includes the purchase of library books, the temporary body storage facility running costs and member allocations;
- Surrey Arts is part funded by grant from Department for Education through Arts Council.

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# Service strategy headlines for 2023-28 MTFS

The overall approach to the financial constraints next year and over the medium term is guided by:

## **Maintaining delivery of agreed strategic priorities**

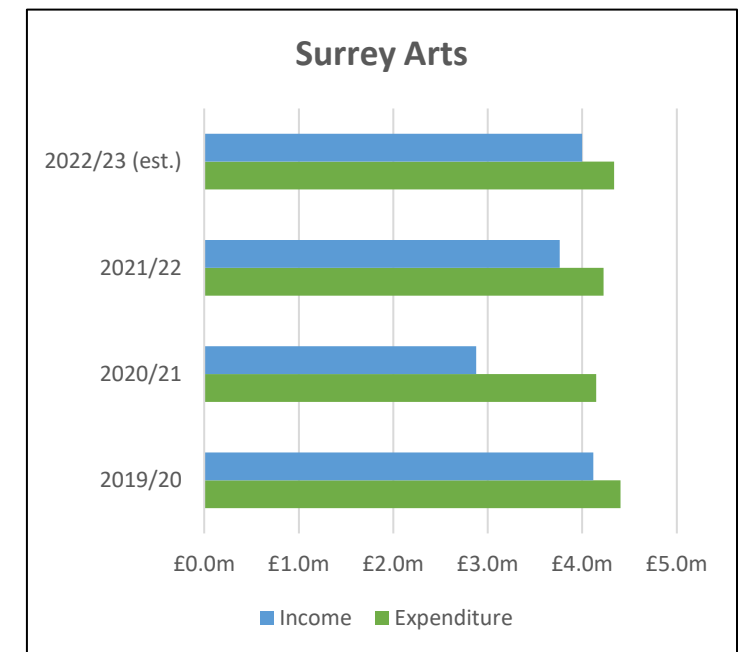
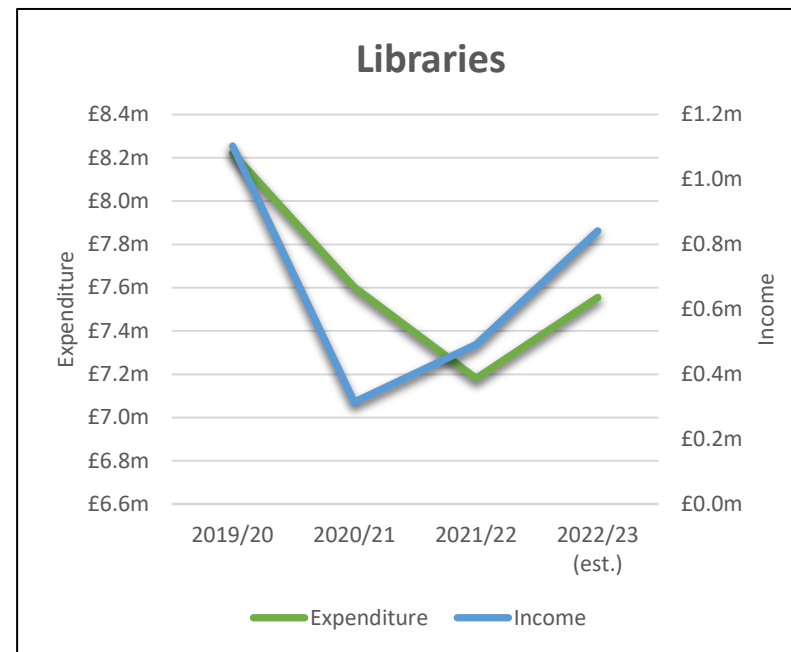
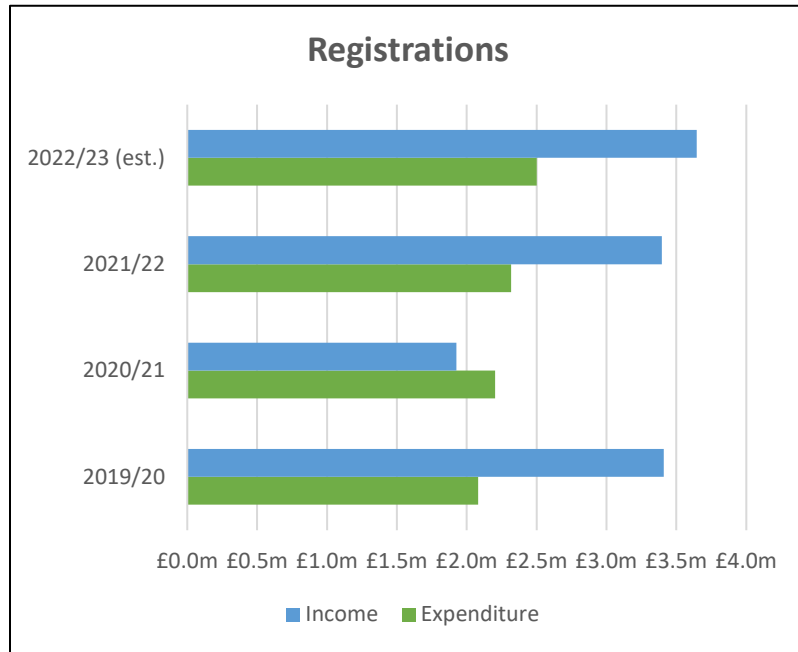
- specific direction on service levels and coverage
- establishing and extending new approaches as part of a wider transformation of the council's operating model (e.g., new approach to local engagement, community capacity building, extending the customer model, maximising impact of universal services)

**Proposing a mix of operating efficiencies, increased income and targeted reductions** that do not significantly impact the strategic direction and / or can be mitigated

**Over the medium term embed changes to our operating model** (as referenced above) that will support the council to achieve wider efficiencies and also cost avoidance through enhanced prevention and community capacity building



# Trend Analysis



As shown in the charts the level of income reduced significantly in 2020/21 due to the Covid pandemic but is returning to similar levels achieved in 2019/20.

Registrations expenditure is mainly fixed but when there is a higher volume of ceremonies carried out in a year due to customer demand (creating income), there will be a corresponding increase in expenditure due to the additional staff required, as is shown by the increase in expenditure this year. The Registration & Nationality Service registers c18,000 births, c11,000 deaths and delivers c3,300 marriages and civil ceremonies per year. In terms of volumes, this places SCC in the top 3 local authorities for birth and top 5 local authorities for death registrations nationally.

Libraries transformation has delivered significant efficiencies of £3.5m since 2018/19.



# 2021-26 MTFS Budget Summary for Customer & Communities

Customers & Communities							
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£m	£m	£m	£m	£m	£m	£m
Brought forward budget	16.9	16.9	17.4	18.0	18.6	19.2	
Pressures		1.6	0.8	0.8	0.8	0.9	5.0
Identified efficiencies		(1.0)	(0.3)	(0.2)	(0.2)	(0.2)	(1.9)
<b>Total budget requirement</b>		<b>17.4</b>	<b>18.0</b>	<b>18.6</b>	<b>19.2</b>	<b>20.0</b>	
Change in Directorate net budget requirement		0.6	0.5	0.6	0.6	0.7	3.1
Opening funding		16.9	17.2	17.4	17.1	16.9	
Share of funding change and borrowing costs		0.4	0.2	(0.3)	(0.3)	(0.2)	(0.2)
<b>Funding for Year (Budget Envelope)</b>		<b>17.2</b>	<b>17.4</b>	<b>17.1</b>	<b>16.9</b>	<b>16.7</b>	
<b>Year on Year - reductions still to find</b>		<b>0.2</b>	<b>0.4</b>	<b>0.9</b>	<b>0.9</b>	<b>0.9</b>	<b>3.3</b>
Overall Reductions still to find		0.2	0.6	1.5	2.4	3.3	

The directorate is facing significant pressures this year, mainly relating to the Coroners service which recently transferred into the directorate and additional pressures relating to income where usage of Libraries and Surrey Arts has not returned to pre pandemic levels yet.

For 2023/24 The Coroners pressures are recognised as a corporate issue and Libraries and Surrey Arts have reviewed likely income and direct costs to manage within existing budget envelopes next year. The main pressure facing the directorate is pay inflation leading to a need to deliver £1.8m of efficiencies.

The next two slides set out the pressures and proposed efficiencies which result in a budget gap of £0.2m.

## Summary of Budgeted Pressures

<b>Pressure</b>	<b>2023/24 £m</b>	<b>Total MTFS £m</b>
Non-pay inflation	0.02	0.48
Pay Inflation	1.49	4.49
Agreed phased reduction in Coroners funding from Surrey Police	0.13	0.13
Trading Standards Income - reducing previous year pressure	-0.03	-0.11
<b>Total budgeted pressures</b>	<b>1.61</b>	<b>4.99</b>

# Planned Efficiencies

Efficiency Proposal		2023 /24 £m	Total MTFS £m	2023 /24 RAG
Income Strategy	Generate additional income with a particular focus on additional service offers through Registrations plus inflationary uplifts to fees and charges	-0.4	-1.2	
Service & Cross directorate	Drive efficiencies and reduce costs whilst largely maintaining strategic direction and service delivery. This includes: <ul style="list-style-type: none"> <li>- Reducing staffing costs through digitalisation and scheduling optimisation of registration services</li> <li>- Staff restructuring in Trading Standards</li> <li>- Not mediating non urgent highways calls through the contact centre</li> <li>- Reducing business support post the introduction of MySurrey.</li> <li>- Reducing spend on Community partnered libraries</li> </ul>	-0.5	-0.7	
One-off funding	Watts Gallery - agreed repayment of loan	-0.1	0.0	
<b>Total</b>		<b>-1.0</b>	<b>-1.9</b>	

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# How are impacts of prior year decisions/efficiencies measured?

The financial savings and efficiencies we have made as part of the programme have resulted from revising our contracts, charging models and workforce structures. We have created a staffing model for libraries which is lean, future-proofed and appropriately upskilled to respond to the current and future climate. We delivered £800,000 in savings from the libraries restructure over 2 years – 2021/2022 and 2022-2023 and we have reshaped the service to deliver improved outcomes.

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Year	Staffing costs £000	Operating costs £000	Total target £000	Commentary	RAG
2019/20	1,500		1,500	Achieved	
2020/21	600	200	800	Achieved	
2021/22	600		600	Achieved	
2022/23	200	350	550	Plans detailed on slide to your right	
2023/24 +	TBC	TBC	TBC	Financial plans for 2023/24 and beyond would be attributed to the services rather than transformation, as embedded into BAU.	
<b>Total</b>	<b>2,900</b>	<b>550</b>	<b>3,450</b>		

Measure	Target £000	RAG
Extend the teaching weeks across the year 30-33	45	
Staff restructure	30	
<b>Total Arts</b>	<b>75</b>	
Workforce efficiencies	200	
Donations	5	
Photocopier contract	20	
Van contract	25	
Other supplies & services reductions	20	
<b>Total Libraries</b>	<b>270</b>	
Heritage review	50	
Donations	5	
<b>Total Heritage</b>	<b>55</b>	
Review of charging model	100	
<b>Total Registrations</b>	<b>100</b>	
Further transformation savings	50	
<b>Total</b>	<b>550</b>	



# How are impacts of prior year decisions/efficiencies measured?

The impacts of these savings and efficiencies are measured by how users and staff have responded to the service changes and how efficiently the services are operating. We are in the process of measuring the change that has resulted from the staffing restructure. There were risks associated with these changes which included; disengaged workforce and decreased performance but these were managed appropriately and we have seen an increase in performance, with an increased number of events (178% with over 3400 events) and attendees following the relaxation of COVID restrictions increased number of book borrowing and events. We continue to monitor the [EIA](#) we have produced as part of the workforce restructure for libraries and we have realised many of the positive impacts already, including the fact that the new structure has created opportunities for staff of varying ages to develop new skills and responsibilities.

97% of respondents reported they received a good or very good standard of care when visiting our Libraries

93% of respondents reported feeling good or very good about the Library they visited

*“Since we began the programme in the autumn of 2020, we have seen a marked change in the attitudes and confidence of library staff at all levels. At the beginning we were able to answer questions and provide support and guidance. As we moved through the restructure and staff moved into their new roles, we saw an emerging confidence and proactive approach that bodes well for the new leadership team and the whole service.”*

Sue McKenzie, Red Quadrant Training Provider



**SURREY**  
COUNTY COUNCIL

# Draft Capital Programme

Caterham Hill Library is part of the capital programme budget as it's business case has been approved and there are three other schemes in the pipeline. These are dependent on further business cases in order to be included in the capital programme.

1. Investment to enable the libraries transformation programme. This is a five-year programme of work to modernise library settings across Surrey to;
  - enable libraries to meet the changing needs of communities,
  - support wider strategic priorities,
  - ensure library assets fit and sustainable for the future.

Weybridge Library refurbishment

Permanent Mortuary

In addition Sunbury Library is part of the Land & Property Hubs Scheme.



**SURREY**  
COUNTY COUNCIL



## **CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE**

**15 December 2022**

### **INCLUSION AND ADDITIONAL NEEDS STRATEGY AND SAFETY VALVE UPDATE**

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

To share the draft Inclusion and Additional Needs Partnership Strategy with the Children, Families, Lifelong Learning and Culture Select Committee and to provide an update on the delivery of Surrey's Safety Valve agreement.

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 the co-production of a refreshed Inclusion and Additional Needs Partnership Strategy, including feedback from the Surrey Additional Needs and Disabilities Partnership Board.
2. This report also provides an update on the delivery of the Safety Valve Agreement.

#### **Background**

##### **Development of the strategy**

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. Throughout 2022 a refresh of this strategy has been co-produced with partners. This approach has been overseen by the Inclusion and Additional Needs Strategy steering group, the membership of the group includes key stakeholders from education, health and social care alongside the voluntary sector and representatives of families and children and young people with additional needs and disabilities.
5. The co-production process has included the following activities which led to the development of the draft strategy:

- Regular meetings to develop the strategy from its earliest stages with the Inclusion and Additional Needs strategy steering group
  - Ethnographic research conducted by an independent agency that specialises in social connectedness including six in depth interviews with professionals and sixteen in home ethnographic research interviews with children, young people and families with a broad range of needs, age range and social economic backgrounds.
  - Surveys conducted with parents and carers, teachers and Special Educational Needs Co-ordinators, and professionals (3<sup>rd</sup> sector, Case Officers, Educational Psychologists and Speech and Language Therapists)
  - Collaborative working among the key leads from related strategies from across the partnership to ensure that they are aligned with this overarching strategy, including the Inclusion, All Age Autism, Social Emotional and Mental Health, Best Start and Education strategies
  - Joint working with key partners from the Inclusion and Additional Needs Partnership Board, reviewing the strategy at key milestones
  - Virtual and in-person engagement sessions with parent carers and practitioners
  - Co-production and engagement on the strategy with children and young people with additional needs and disabilities through Accept, Teach, Listen, Access, Support (ATLAS)
  - Consultation work with schools including through the SENCO network and engagement with the Surrey School Phase Councils
  - Joint working with the parent carer forum, Family Voice Surrey (FVS).
6. The draft strategy has been developed, and priorities identified as a result of the co-production approach. The structure includes sections on the context, strategic priorities, and proposed measures of success. The partnership will be co-producing action plans and finalising monitoring arrangements in early 2023. The strategic priorities are:
- Leadership, governance and partnership accountability
  - Co-production
  - Inclusion in education and the community
  - Early identification and support
  - Transition and preparing for adulthood
  - Joint commissioning, sufficiency and evaluation
  - Systems and practice
7. In November 2022 the Surrey Additional Needs and Disabilities Partnership reviewed the draft strategy. The members shared feedback regarding content and language. The key points of feedback are detailed below:

- Board members accepted that the self-evaluation has fed into the strategy, and that partners have been able to input into its development.
  - Governance arrangements with regards to the self-evaluation and the partnership board were accepted, along with the proposed approach to implementation planning and refreshing the self-evaluation on a regular basis.
  - For partnership representation in groups to be reviewed, showing all the representatives within each group, and ensure representation of the voluntary sector.
  - It was reflected that the strategy will be shared with families but the language is not particularly user-friendly for Young People, so it was agreed that an easy-read version will be produced of the signed off strategy.
  - Address environmental factors in the context of the strategy, including workforce and capacity.
  - Changes were requested to update some of the language to ensure accuracy and reflect user feedback on preferred language. The details relating to these wording changes have been included as an appendix to this report.
  - It was noted and agreed that the ambitions for Alternative Provision and Home to School Transport should be stated more explicitly in the section on Joint Commissioning, Sufficiency and Evaluation, making the appropriate links to the relevant strategies and policies in these areas.
8. The draft strategy document is attached as an appendix, with the with amendments made to reflect the partnership board feedback and further document quality reviews underway to finalise the document for submission to Cabinet in January 2023.

### **Safety Valve agreement**

9. The financial pressures on the DSG and High Needs Block (HNB) continue to be a key focus of the Additional Needs and Disabilities 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.
10. 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 to achieve a balanced year on year position as quickly as possible.
11. 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.
12. 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.

13. This agreement and projected trajectory is expected to 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) to maintain a balanced position from 2026/27 onwards.
14. 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.
15. The DfE and SCC also agreed quarterly monitoring arrangements to assure delivery of the improvement plans, linked to quarterly instalments of the DfE's Safety Valve contribution.
16. As of December 2022, two monitoring check points have been passed with the DfE concluding that Surrey remains on the agreed trajectory. This has resulted in a further £6m in Safety Valve payments, taking the total received from the DfE to £46.5m. 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.
17. 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. As a result of the Autumn Statement the DfE have indicated that additional High Needs Block funding is expected to be confirmed to Local Authorities in December 2022, and consequently the third and final monitoring report of 2022/23 has been rescheduled by the DfE for January 2023.
18. Inflationary pressures are also 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. The award from DfE was for £8m therefore creating a £48m Capital funding gap.
19. 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 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.

### **Conclusion and Recommendations:**

20. It is recommended that the CFLLC Select Committee notes the draft Inclusion and Additional Needs Partnership Strategy 2023-26 which is expected to be adopted in January 2023.
21. It is recommended that the CFLLC Select Committee notes the progress made with the delivery of the Safety Valve agreement.
22. 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:**

23. Final updates and amendments to be made to the Inclusion and Additional Needs Partnership Strategy 2023-26 to reflect feedback from across the partnership.
24. Inclusion and Additional Needs Partnership Strategy to be recommended for approval by Cabinet on 31st January 2023.
25. Additional Needs and Disabilities Partnership to develop and update action plans and refresh monitoring.
26. Continue to engage in Quarterly monitoring of the Safety Valve agreement with the Department for Education.

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### **Sources/background papers**

Surrey Community Vision 2030: Community vision for Surrey in 2030

SEND Partnership Strategy 2019-22

Surrey Safety Valve agreement

## **Appendix 1: Changes to language and wording following partnership feedback**

Changes were requested to update some of the language to ensure accuracy and reflect user feedback on preferred language. The details relating to these wording changes have been listed here, organised by the sections of the draft strategy:

### **Our Ambition**

- Strengthen the reference to communities, important to root people not only in Surrey but to ensure they feel confident to be participating in the community.

### **Leadership, Accountability & Governance**

- 'As leaders' to be amended to 'Our partnership recognises leadership at all levels. We will work together to create change and oversee and be accountable for improvements to our services'

### **Coproduction**

- Clarify this section is referring to leaders at all levels.

### **Early Identification and Support**

- Avoid using 'resilience' (negative feedback from children and young people), alternative wording to be used.

### **Inclusion in Education and Community**

- Add narrative to reflect the barrier to access to the curriculum
- Include narrative around empowering our children's system to challenge, judgement, stigma and negativity (discriminatory behaviour).
- Review first sentence, currently a deficit statement, to be more strengths based.

### **Transitions and Preparing for Adulthood**

- Ensure the term 'transitions' reflects transitioning through various points, from the earliest years.
- To consider other alternatives in addition to employment, activities that feel enriching and enable young people to be part of the community. To be revisited in the SEF as well.

### **Joint Commissioning, Sufficiency and Evaluation**

- Ensure sufficiency isn't overshadowed by Joint Commissioning. Pull through the language around shared commitment and quality assurance.

### **Systems and practice**

- Include statement on ensuring their needs are being looked at through a safeguarding lens and sharing information in a timely and appropriate way.
- Change narrative to focus on 'person centred', moving away from conflict and tension.
- Include narrative around workforce training & development and partnership recruitment and retention.
- It was noted that 'EYES' is not yet a partnership recording system giving a 'single view of the child', as not all partners have access to it.



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# Surrey Inclusion and Additional Needs Partnership Strategy 2023-2026

A partnership strategy to improve experiences and outcomes for Surrey children and young people aged 0 to 25 with additional needs and/or disabilities

Draft 05/12/22

Rooting children and families in our hearts and minds

Children, families & lifelong learning



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10. [\*\*Measuring success - how will we know we've achieved this?\*\*](#)

[Appendix 1: SEF and SEND Strategy Roadmap](#)

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[Appendix 3: Additional Needs and Disabilities Transformation Programme Portfolio](#)

[Appendix 4: Key Inspection Criteria & Performance Indicators](#)

# Our Ambition

**Our aspiration is to enable Surrey children and young people aged 0-25 with additional needs and / or disabilities to lead the best possible life.**

This strategy sets out our ambition that all Surrey children and young people with additional needs and/or disabilities and their families:

- are heard and are involved in the decisions that affect them
- achieve positive outcomes, including the opportunity to lead healthy lives
- develop positive relationships
- learn and achieve their educational potential, and
- become increasingly independent where possible and flourish within their community

To achieve this, we will work in partnership with families and colleagues across education, health, social care and the third sector to:

- improve experiences and outcomes for children, young people and their families and ensure that no-one is left behind
- be a champion for children and young people with additional needs and/or disabilities
- ensure children and young people are rooted in Surrey and educated locally, wherever possible
- learn from our feedback and continue our improvement journey

*“We need to listen to parents and children and value their contributions about the strengths and needs of their child as an individual and not assume a diagnosis or type of need makes us the expert”.*

*“On those occasions where professionals focus their attention on the needs of the child and the family rather than their own organisational processes, the outcomes can be very positive, and the sense of distrust and animosity starts to dissipate surprisingly quickly”.*

*“We need to have a more systemic and joined up approach to our practice that is child or young person centred and comes together seamlessly instead of feeling disjointed”.*

# Principles

## Our Principles

These are shown in our '5 Pillars of Partnership' below (1-5). In addition to these we have principles around the ways in which we will deliver and govern to ensure the best outcomes for our children and young people (6&7).

We will seek to **co-produce** our individual assessments as well as systemic changes alongside children, young people, parents, carers and partners

1. We will invest in **early identification** of SEN and offer comprehensive **information and support** to all those experiencing SEN and those around them
2. We will work as a partnership to ensure that all pupils are **included** where possible in their education establishment and broader community
3. We will work with adult services to ensure our young people with SEN are **well prepared for adulthood**
4. We will **jointly commission** key services to ensure we focus our collective resources around those with the greatest need, and that services collaborate well in their endeavours to meet needs.
5. We will ensure excellent **leadership, governance and accountability**
6. We will work to ensure that our **systems** connect well and that our **practice** is of the highest standard to improve children and young people's outcomes

## A Partnership Endeavour

We recognise that children and young people with additional needs can face additional pressures and complexities as they develop and learn however we also know that the foundations of an independent, economically active, and resilient adult life are rooted in having a good level of development in early childhood and an inclusive education. We believe that our partnership approach to embedding the social model of disability, underpinned by strength-based practice and informed by children and young peoples' needs will enable them to build on the best start in life and positive outcomes in adulthood.

## Language

We recognise the importance of language and are committed as a partnership to embedding the language set out in the Surrey [ATLAS Preferred Terminology](#) report. This includes the use of "Additional Needs and Disabilities" rather than "Special Educational Needs and Disabilities or SEND", wherever possible, however, we will sometimes need to continue to use the term 'SEND', while this is the term used in national legislation.

# Context

The Surrey Additional Needs and Disability Partnership works within the statutory requirements of the [Children and Families Act 2014](#) and has regard to the guidance within the associated [SEND Code of Practice](#) to “ensure that all children and young people are able to access the right support and provision to meet their needs”. This also means strong engagement of children and parents in individual and strategic decision making, publishing our local offer, jointly commissioning effectively and providing excellent information, advice and guidance. This Inclusion and Additional Needs Strategy 2022-26 replaces our previous SEND Strategy 2019-22.

Our Partnership has been on an improvement and transformation journey since 2016 to not only respond to growing demand and new legislation, but to also ensure a whole system approach to assessing and responding to need which integrates the roles of health agencies, and schools as well as the local authority. This is expressed in our [Community Vision for Surrey in 2030](#) which states that “by 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community and no one is left behind.” Supporting children to get the best start in life is also a clearly prioritised within Surrey’s [Health and Wellbeing Strategy](#), and in the [Fuller Stocktake](#) which Surrey Heartlands Health & Care Partnership outlines our approach to partnership working with primary care on a neighbourhood level, as well as how we will work together to create and support healthy communities.

Our journey to this integrated partnership approach has been undertaken in a changing environment which has included a global pandemic, an evolving health system to Integrated Care System, accompanying new joint commissioning arrangements, new case management systems and much more. This journey has been neatly summarised in the image in [appendix 1: SEF Roadmap](#). As a partnership we have spent a significant amount of time reflecting on our strengths and weaknesses, which are outlined in our Self Evaluation, our Joint Commissioning Strategy for Children and our Joint Strategic Needs Assessment. Our partnership approach is visible through our commitment to transformation and **‘rooting children, young people and families in our hearts and minds’**. Surrey established the Additional Needs and Disabilities Partnership in 2019 to provide leadership and system-wide transformation to support our ambitions.

In Surrey in 2022 the number of statutory Education, Health and Care Plans (EHCPs) was approximately 12,700 which constitutes approx. 4.6% of the school population, compared to 4% as the England average. Autism Spectrum Disorder (ASD) was recorded as the primary need in 34% of EHCPs, and the majority of plans were for males (73%). Autism, Social, Emotional and Mental Health and Moderate Learning Difficulty were the need areas of largest growth over the last 5 years. [Surrey's All-Age Autism Strategy](#) sets out our plans in detail for meeting these needs.

To respond to growing levels of need, as well as to balance the local market, SCC have invested just under £140m in the maintained special school estate, bringing about just under 2,500 new specialist school places before 2027 (1600 on track to be delivered by 2024) for children with significant needs identified in their EHCP. This, coupled with a strong focus on inclusion in mainstream schools will ensure children with an EHCP have excellent, local provision available to them. The full range of services available to children and young people with additional needs are detailed on the [Surrey Local Offer](#) website.

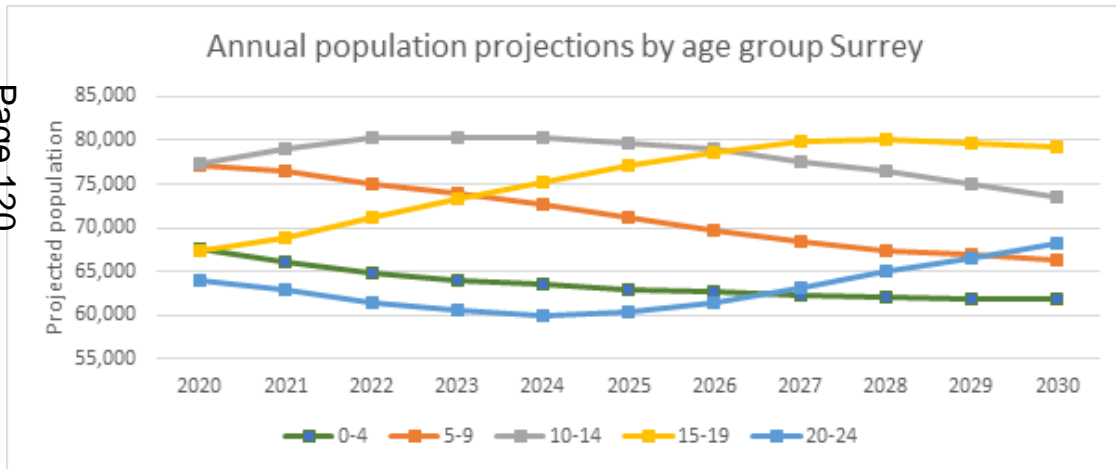
# Context

Surrey has a large population, (38.7 per 1000) of children and young people with SEN statement or EHCP compared to our statistical neighbours, the South East and nationally ([High needs benchmarking tool - GOV.UK \(www.gov.uk\)](#)). To complement this, Surrey also has a relatively large number of state special schools compared with statistical neighbours, with over 1,600 places per 100,000 pupils – ([Pupil numbers and place numbers in state funded special schools](#)).

## General Population

By 2030 it is estimated there will be an increase in the number of 15-24 year olds in Surrey (with Guildford having the highest number of children and young people).

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## Children with Additional Needs

An analysis of current EHCPs tell us that the following areas of need have increased significantly in the last 5 years:

- Autism: +117%
- Social Emotional and Mental Health needs: +116%
- Moderate Learning Difficulties: +65%

There remains a significantly higher proportion of males than females who have an EHCP, 79.2% and over a quarter of pupils with SEN Support or and EHCP are eligible for free school meals, compared to 10% amongst their peers.

As well as higher rates of EHCP compared to nationally, Surrey also has slightly higher rates of SEN Support (13%) compared to England (12.6%).

## Inclusion and Schooling

Surrey County Council and Schools work hard to include children with an EHCP in mainstream settings wherever possible. In January 2022, 35% of children and young people with an EHCP were educated in mainstream school, which is one of the highest in our benchmark group and higher than the South East average of 32%.

Nearly 12% of Surrey pupils with an EHCP are educated in independent or non-maintained specialist schools, which is above the national average and higher than our statistical neighbours



# Leadership, Accountability & Governance

## Ambition

**Our partnership will work together to lead our system for inclusion and additional needs by creating change, overseeing and being accountable for improvements to our services. We will have an accurate, shared understanding of children and young people's needs in Surrey and will engage with children, young people and their families in our leadership roles. We will strive to create an environment and culture of excellent practice where multi-agency support around a family can flourish and we will comprehensively evaluate our provisions as part of a continuous commissioning cycle.**

## What works well

Surrey has an Additional Needs and Disabilities Partnership, established in 2019, which drives transformation and change across our system. It upholds accountability across different organisational boundaries and promotes positive and meaningful communication while reducing duplication and allowing for development of best practice. Together, we have a mutual understanding of what 'good' looks like for children, young people, and families. We recognise where improvement needs to be made and hold ourselves and others accountable through a culture of high support and high challenge. We work together effectively to make our visions a reality. In practice our partnership approach is evidenced through the Joint Commissioning Strategy, our Joint Strategic Needs Assessment, and our ambitious Additional Needs and Disability Transformation Programme. This programme (see [appendix 3](#) for an overview) has a focus on Inclusion and Partnership themes but also maintaining oversight of the Capital Developments, Placement Values and Outcomes, and Preparing for Adulthood Programmes. Our governance structure which brings all this together can be found in [appendix 2](#).

Our Partnership has recently undertaken a self-evaluation which identifies the following across 11 domains of service delivery:

- what we know about the impact of our arrangements for children and young people with additional needs and disabilities,
- what our plans are for the coming 12 months to improve their experiences and outcomes, and
- what are children, young people, their families and our partners telling us?

An action plan will follow our self-evaluation that focuses our activity and planning on building on our strengths and addressing areas for development.

Examples of strong leadership across our system are our commissioning of [SAfE](#) to lead on statutory school improvement including school governance and system leadership thus enabling schools to deliver high quality teaching and learning to all children including those with additional needs. We have also worked hard with colleagues in the voluntary and community sector, particularly Surrey Youth Focus, to support a Third Sector SEND group which brings together all voluntary sector organisations in Surrey working to support children with additional needs and disabilities, to ensure consistency of approach and a strong voice for that part of our system.

# Leadership, Accountability & Governance

An example of our joint understanding of need informing our leadership decisions is through the needs analysis informing our SEND Capital Building programme, resulting in more places for autistic and neurodiverse children and young people in Surrey to allow them to stay closer to home and access education in their own communities. This has also highlighted to leaders the need for additional school places in the north and southeast of the county for Social, Emotional and Mental Health (SEMH) needs which we are actioning together.

## What we will strengthen over next 3 years

Our refreshed partnership arrangements and simplified governance structures will enable a better focus on what we need to achieve as leaders over the coming 3 years. This will include:

- Embedding the social model of disability throughout our partnership working. This model recognises that children and young people are disabled by barriers in society, not by their impairment or difference. These barriers can be physical or attitudinal and our Additional Needs and Inclusion leaders will work to remove these barriers to create equality and offer children and young people in our SEND system more independence, choice and control.
- Seeking new ways of engaging with seldom heard groups to ensure our approach meets the needs of all communities, groups, and cultures and gain a better understanding of we can support them to meet their aspirations
- Utilising the principles of appreciative enquiry celebrating success and sharing positive achievements

We wish to work closely with our new partners, the ICB (encompassing the statutory roles of CCGs from July 2022) to continuously evolve the formulation and delivery of our shared priorities for children and young people and to understand the new ICB's leadership of improved outcomes for this cohort. The statutory duties which apply to ICBs are explained in the SEND Code of Practice (2015) and outline how each ICB must set out their accountability structure for applying those duties to children and young people up to the age of 25 with SEND. To ensure meeting the needs of children with additional needs and disabilities receive sufficient focus in ICBs, NHS England have agreed that their statutory guidance will direct an ICB executive lead to be accountable for SEND. This will provide greater strength and clarity to the delivery of our Strategy across our systems.

We will be held to greater account by ATLAS, our user voice forum, who will have an increased role in participating in strategic decision making through Action Cards. ATLAS are a network of children and young people with additional needs and disabilities living in Surrey sharing their lived experiences and giving feedback to bring about change to services. ATLAS stands for: Accept, Teach, Listen, Access and Support. The group have set out a number of [priority areas here](#) that they are now and in the future working with our leadership on to bring about change.

# Co-production

## Ambition

**We will actively work in co-production with children, young people, and families to ensure they are part of our decision-making right across our organisations, 'rooting them in our hearts and minds'. Children, young people, and their families will participate fully in decision-making about their individual plans and support, whilst leaders at every level will actively engage and work with children, young people, and families in service design and delivery.**

## What works well

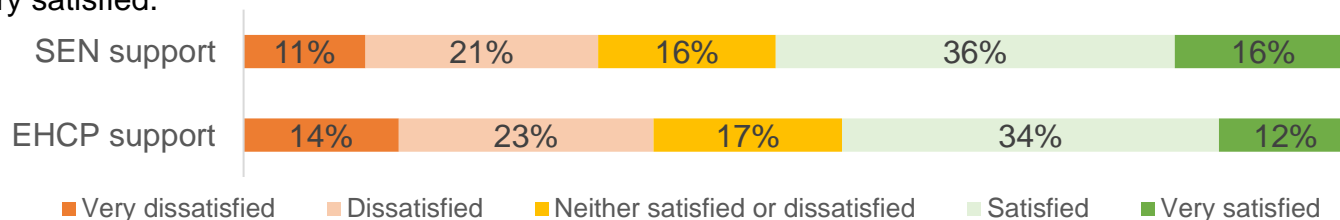
Surrey is strongly committed to engagement, participation and coproduction at a strategic, operational, and individual level in all our work with children, young people, and their families, and this is shown through our Co-production Charter (2022). Our Charter has 5 principles: i) everyone is welcome and treated with care and respect, ii) everyone's opinion is not only listened to, but is equally valued and included, iii) everyone communicates respectfully and in a timely fashion, iv) everyone works together to achieve the best outcomes, v) there is trust and transparency. In 2021 we appointed a Coproduction and Engagement Manager as part of our transformation and partnership approaches to embed the principles of co-production throughout all new activity.

We work closely with schools, our parent carer forum, Family Voice Surrey as our strategic partners who have a strong presence on several boards, reference and steering groups and with SEND Advice Surrey our impartial advice service. We value and put emphasis on the parent carer voice as part of the co-production process. We also work with Surrey Youth Focus who act as a representative for voluntary sector providers to ensure we meet the needs of all communities. Our voluntary and community sector have come together to form a Third Sector Additional Needs and Disabilities Group which gives greater voice and strength to this part of our system – pulling together smaller voluntary sector organisations to ensure consistency of approach and good feedback mechanisms.

We have strong representation from young people themselves who have additional needs to help shape our approaches, processes, communications and documentation to ensure the lived experience is threaded through our work together. Our young people are represented through Surrey Youth Voice. We have also established a Children's Autism Partnership Board to support involvement of autistic children and young people. 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. These are integral feedback loops to assist in continuous improvement. Between 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.

# Co-production

In the summer of 2022 we undertook a survey of parents 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 (AN&D). This was a statistically higher response rate than in previous surveys. When asked about their satisfaction with support for their child, 52% of those on SEN Support and 46% of those with an EHCP were satisfied or very satisfied.



## What will we strengthen over next 3 years

Page 124 We wish to ensure more children, young people and their families participate in decision-making about their individual plans and support. This will involve developing our webinar series so families understand all aspects of the statutory assessment process, as well as improving the quality of information on our Local Offer and Family Information Service portals, its accessibility and navigability. We also wish to investigate opportunities with social media to connect with children, young people and their families. We will instigate a children and young people's Shadow Board that will feed into Surrey's Children's Autism Partnership Board, as well as develop an engagement plan for both our Community Health Services developments, and our mental health and emotional wellbeing services.

We will also reinforce training and advice to schools and other professionals as to the importance of the child's own lived experience in informing the best way to support them. As a result of engaging with the ATLAS group after they published their Ableism Report (2022) identifying the importance of language used by professionals, Surrey SEND has adopted the term 'additional needs' instead of 'special' or 'SEND' and this will be rolled out across all our publications and language in the coming years.

The revised post 14 EHCP template places additional weight on capturing the views and aspirations of young people as experts in their own needs and lived experience, enabling young people to participate in informing more actively how they would like their support provided and facilitates planning for post 16 education or training. We need to collate this information to inform service planning. ATLAS are evolving and we wish to support them to recruit new and increasing membership through our User Voice Participation Team, as well as link the Action Cards produced by them with our Partnership so that they can hold us to account at a strategic level.

We will work together to identify and implement actions and learning points arising from Parent's and Our Voice surveys, and repeat them within next 12 months to further explore topics or issues of particular interest and measure improvement against 2022 baselines.

# Early Identification and Support

## Ambition

**Children and young people's needs will be identified at the earliest opportunity, providing the right level of help at the right time. We will work together as a partnership to promote independence where possible as well as provide up-to-date information to support communities to self-help early. Additional needs will be identified and responded to in a timely and effective way by those already working with children, young people and their families. This will prevent escalation of need where possible.**

## What works well

Our information, advice and guidance is provided through a comprehensive Local Offer and Family Information Service. These provide detailed information, advice and links to resources to support both families and providers in utilising or accessing evidence-based interventions from the earliest stage. We also provide information and advice through our All Age Autism Strategy which has a workstream focused entirely on this, as well as a brochure produced by the Surrey Wellbeing Partnership based on the iThrive principles to support emotional and mental health and wellbeing. The Designated Clinical Officers have been meeting quarterly with the Local Offer team to ensure the health information and advice is up-to-date and easily accessible.

We have introduced a countywide single point of access any concern about a child's learning called our L-SPA. This provides early intervention, support and challenge to providers to improve inclusion in mainstream settings, as well as signposting to education support services, early help or partner agencies. We are seeking to increase the numbers of Request for Support through this pathway, rather than requests for an EHCP needs assessment. A close working relation with the Early Help Hub has enabled more families of children with additional needs to be made aware of our offer of early help and support in accordance with our Family Resilience model. We also have an Inclusion Service which has robust working together agreements with Children Services, Targeted Youth Support, and the Virtual School to ensure that no child is left behind. A recent Teacher and SENCO survey (summer, 2022) showed that 81% of schools professionals agree or strongly agree that identification of special educational needs is timely in Surrey.

We have good collaborative relationships throughout Surrey, which is embedded within the Best Start for Surrey Strategy. One example of working in this way is joint initiatives such as the 2 year old integrated review, which promotes the sharing of information and identification of suitable intervention strategies. Our early years providers work together to guide SENCOs on implementing a graduated response for children with additional needs which includes a comprehensive training package and termly early years SENCO networks. Furthermore, since April 2022 the SEND, Education and Early Years Commissioning team have been managing Statutory Support Notifications which means young children can get help quickly in accessing structured EY settings and additional support.

A neurodevelopmental profiles pilot project has been implemented by Mindworks in 6 schools to help staff identify and assess neurodivergent children and young people earlier using a social diagnostic pathway. This supports our Partnership vision for Neurodiverse Friendly Schools.

# Early Identification and Support

## What will we strengthen over next 3 years

Although we have a good Local Offer website, which links to the Family Information Service, we are continuously looking to improve its quality via improved information advice and guidance, increased interactivity, and the accessibility of information through a variety of online platforms. Over the next 3 years, we will work hard to ensure our information is as navigable, relevant and accessible as possible. As part of this we wish to create and publicise more short videos on topics of interest to families, such as the EYIPP process. Provide support to all at the earliest opportunity, with or without a diagnosis.

## Working with settings

We wish to build on our individual Team Around the School project, neurodevelopmental profiles, and pilot schools for emotional and mental health to ensure joined up pathways within these settings, as well as co-ordinated use of resources beyond these settings. A priority for intervening early is children and young people's mental health and emotional wellbeing. We have seen an increase in children experiencing mental health difficulties and anxiety who find attending school regularly challenging, school absence and additional needs has also been a strong theme in parents' and carers' feedback. This is generally referred to as Emotionally Based School Avoidance (EBSNA). Children and young people with EBSNA may also have additional needs and/or an EHCP. These are a priority group in terms of early identification and Inclusion Officers work with parents and the school to understand the reasons for persistent absence which may be linked to EBSNA. Over the coming years, we wish to develop our multi professional network that we've established with partners from Surrey, Health, and the voluntary sector to look at mental health conditions that impact on school attendance. This will need to lead to more practical support such as our training package developed by our Educational Psychologist for schools and professionals on this issue. Our relatively new [Mindworks](#) alliance has a earlier help offer through it's voluntary sector elements, including Barnardo's and the National Autistic Society

## Early Years

We also wish to work closer together in the early years by ensuring the mandated Health Visitor checks at 2.5yrs are done in collaboration with the child development checks that early years settings undertake at the same time. This would increase the take-up of the Health Visitor checks, thereby ensuring any issues are spotted early, but also that information, advice and guidance can be offered regarding additional health needs. Current rates of the 2.5 year health visitor checks are low, and take-up is lower in areas of greater deprivation and by ethnic minority families.

Our Best Start Strategy 2022 provides a single overarching strategy that encompasses First 1000 days, Early Years Strategy (Second 1000 days) and 0-5 Additional Needs. It seeks to offer a child and family-centred approach; a holistic view of transformation activity focusing resource in the right areas; one single strategic ambition; greater clarity for the workforce; and a single, streamlined governance.



# Inclusion in Education and Community

## Ambition

**We want all children to access education, feel empowered and be able to challenge judgement, stigma and negative behaviour that can be a barrier to their future outcomes. This means we will embed the social model of SEN whereby communities, educational settings and spaces are inclusive and accessible. Barriers will be removed – whether physical or cultural – so that all our children and young people can thrive and achieve in Surrey. This must be a ‘needs-led’ approach.**

## What works well

Surrey County Council’s Inclusion Strategy 2022 sets out 10 objectives that our Partnership is working towards. It’s adopted inclusion statement, based on UNESCO statement of inclusion, is: ‘Inclusion is a process of addressing and responding to the diversity of needs of all children and young people through increasing participation in learning, by cultures and communities, and reducing exclusion with and from education’. It is about inclusion in its widest sense, from celebrating diversity to ensuring accessibility to co-producing services with parents and broader stakeholders.

We have a successful [Healthy Schools Programme](#), driven by our [Health and Wellbeing Strategy](#), which works with schools across the county to ensure an inclusive and ‘healthy’ culture. Our programme has a dedicated online presence and employs a robust approach to communications and support ensuring that it is recognised and embedded as a systemic and valued resource. It also develops and provides training and information events for parents, carers, and partners as well as schools and internal services and publishes guidance documents in addition to the Surrey Healthy Schools Self Evaluation Tool.

The All-Age Autism Strategy has been brought together by autistic children, young people, adults, and family carers together with professionals from across Surrey’s service system. Its aim is to promote a cultural shift so that community and service settings are understanding and welcoming and with a dedicated workstream focused on community, including tackling stigma, accessibility, and inclusion this is already underway.

Through the revised Local Offer and Family Information Service, families and professionals have easier access to information which helps them understand how best to meet their child’s needs, as well as identify universal and specialist services and opportunities in their area. This is also well communicated through our new Ordinarily Available guidance (Oct 2022) which outlines the support available within mainstream schools for children and young people with SEN Support needs (not necessarily those who have reached the EHCP threshold). The term ‘ordinarily available provision’ comes from the SEN Code of Practice and refers to the support that mainstream schools or settings should be able to provide for a child or young person through their agreed funding and resource arrangements. Our guidance provides greater clarity of normal differentiation addressed through Quality First teaching, and when schools provide further support within their own resources.



# Inclusion in Education and Community

The Personalised Resilience and Engagement Programme (PREP) is a partnership approach between Surrey Heartlands ICS and Surrey County Council that aims to address the barriers to engagement with education, work, and everyday life. It supports young people who may have been affected by anxiety, school refusal or other trauma, including those with autism. The intended impact is to promote community inclusion to improve young people's health and wellbeing and facilitate their journey back into education or employment – a keyworker programme has been instrumental to this.

## What will we strengthen over next 3 years

Although we have made considerable advances in ensuring our collective services are inclusive, there is still much to do. We are just starting our school-led Inclusion and Innovation Programme, a group of over thirty Headteachers who are coming together to focus on 3 priorities for the year ahead, with further priorities likely for following years. For 2023 the focus will be on: autism, transitions and behaviour, including developing neurodevelopmentally friendly settings. The programme will test ideas and innovations in a variety of forms, new pilot projects, changes to staffing, changes to timetable, different ways of working with the local authority and health colleagues to improve outcomes in these 3 areas. Once fully evaluated, those that work well can then be considered for roll out across the county.

We are looking to significantly improve the information and advice we offer to Surrey families through our Local Offer workstream. This includes taking the Local Offer 'live' into communities to offer help, support, and advice in less formal settings such as libraries and family centres. Training of Libraries staff to be able to act as an initial first point of information and advice to the public is beginning and we hope to roll this out over the coming year. We're also looking to improve our Local Offer website to offer a directory whereby one can type in a need and location and be directed to a local service to match those needs. All those working with children and young people will be asked to do this as a first step to getting needs met. Only after local options for meeting need have been tried will assessments for further support be considered. This 'try local first' route is very much in line with our partnership thinking around place-based commissioning and multi-agency teams around local settings.

We have recently undertaken a review of EHCP funding allocations to mainstream settings and have identified some changes to implement from 2023 and beyond. We wish to see new banding funding focused on the individual needs of children and the actual provision they require, rather than a notional allocation. Our new template for creating an EHCP will define need and provision and the actual funding linked to that. Initial consultation with schools has provided a positive response but more work is needed to support a roll out of this new approach and an invitation has gone out to schools to be part of a working group to test ways forward with approximately 10% of them as a pilot before full roll out. This approach builds on the success of the banding funding changes with special schools (launched Sept 2022).

# Transitions and Preparing for Adulthood

## Ambition

**We will take a partnership approach to preparing young people for adulthood from the earliest years, working towards smooth transitions at every stage, and together support them to be independent where possible and resilient so that they can live fulfilled and healthy lives in their own communities. We will work with young people to support them into meaningful employment that is fulfilling, giving a sense of purpose and belonging wherever possible.**

## What works well

One of the key programmes of work for children and young people in Surrey, is our Preparation for Adulthood Programme (2021-23). This programme draws together adults services with children's services, and operates across health, education and social care to ensure that young people have the best transition possible to adulthood, whether it's a move to independence or (in limited cases) requiring support from adults services. We have a variety of post 16 pathways for young people with EHCPs. Though standard educational pathways are open to many of young people with an EHCP, alternative options can provide support to enable progression to employment or develop independence. A revised "preparing for adulthood" brochure has been developed to support young people to assess and review their options. This will be designed for young people aged 14-25 with additional needs and disabilities, and their parents/Carers, to provide them with a resource for their transition into adulthood. An example of one of our commissioned pathways that works well is the [Halow project](#), a Surrey based charity that supports more than 200 young people aged 16 years and over with learning disabilities, focusing on transitions to adulthood ensuring young people with disabilities have the same life choices & chances as any other young person.

Through analysis of the outcomes for children and young people with additional needs and disabilities into adulthood, including the higher than national average of independent and non-maintained provision, we have further developed our approach to place-based commissioning and have invested in provision and services that allow children and young people to stay closer to home and grow and thrive as part of their community. This is scaffolded by the Working Younger collaboration between Children with Disabilities and Adult Social Care which enables planning to take place at an earlier age so that young people and their families have more time to make decisions and engage with professionals about what their options are in adulthood.

Professionals within the Inclusion and Additional Needs service are working together with Social Care colleagues to identify and reduce numbers of those who may be at risk of becoming NEET when transitioning to post 16 education or training. This include young people who may be vulnerable to exploitation, as well as Care Leavers. This helps to focus resources at those that need it most.

# Preparing for Adulthood

## What will we strengthen over next 3 years

We are seeing growing demand in EHCPs for 16–25yr age ranges so we plan to review vocational, education and employment pathways to ensure current commissioned services are meeting need. This means ensuring young people have adequate housing, independent travel, educational attainment, are in education, employment or training and are prepared for every transition. We will undertake a programme of work to develop new services for young people wishing to access local education, employment and/or independent living opportunities/skills in their local community. This work will be developed with and aligned to adult services provision so that any re-commissioning of post-16 provision is enhanced in the future, improving long term outcomes and supporting improved transition between services.

Reviewing feedback from engagement with young people and partners, and building on the work already undertaken as part of the children and young people with additional needs Sufficiency Strategy, we will review of all post-16 contracts and services to ensure all services meet emerging need. This includes refreshing the existing needs analysis for young people to ensure the pathways developed are ones that respond to new and emerging needs within Surrey. In addition, this work will be done in conjunction with local partners from across health, education, social care and the voluntary and community sector, recognising the strength in local communities.

Building on feedback received from young people around support programmes for specific needs, we will pilot the implementation of PREP for academic year 2022/2023. PREP is a personalised, reduced hours programme that addresses barriers to engagement with education, work, and everyday life. Week by week the service help young people to build resilience skills, re-engage with the world and become an active citizen.

Over the coming years we wish to build on our successful apprenticeship scheme across Children's Services. To date, 17 young people with EHCPs have been supported as part of this programme, developing the skills required to transition into successful employment within the local authority. The current programme ensures young people are equipped with the necessary skills for employment, ensuring our Partnership is closely aligned to [the preparing for adulthood outcomes](#). In the future, we'd like to be able to offer apprenticeships across all organisations in our Partnership and grow this programme of work.

Additional programmes of support and services will be developed as a result of ongoing engagement and feedback. This includes better understanding of accessibility challenges in future employment schemes to ensure a greater diversity of need is supported. In addition, further work will look to strengthen supported internships, review the impact of the PREP pilot in supporting young people with mental health needs, identify and design support services for young people who may require more intensive support to access local employment opportunities.

# Joint Commissioning, Sufficiency & Evaluation

## Ambition

**Our vision as a partnership is to commission, provide and plan services together to support children and families holistically to live healthy and fulfilling lives. We will strive to work with families in a seamless, yet targeted way which maximises the use of our resources and reduces duplication across agencies. We also wish to learn from children, families, practitioners and other models of good practice, as well as from where we have identified further improvements are needed to evaluate our provisions and set them on a continuous improvement journey, quality assuring periodically.**

## What works well

We have created a strong base for our joint commissioning activity by establishing a shared department, through a [section 75 agreement](#), which operates across Surrey Heartlands ICS and Surrey County Council to commission services for children, young people and families.

There has been significant focus on supporting children's emotional wellbeing and mental health and we have commissioned a new, jointly funded service, [Mindworks Surrey](#) which is an alliance of local and national health, education, social care and voluntary sector partners.

To better understand our populations, the Joint Strategic Needs assessment (JSNA) 2022 provides a comprehensive overview of need including key demographic data. This that supports our ability to provide services and commission resources for the future and has informed our Joint Commissioning Strategy 2022. The JSNA has been co-produced with children and young people and families to ensure it is and accessible and relevant.

There has been significant investment in special school places in Surrey to enable children and young people to remain local to their families, with an additional 1,600 places created locally (by 2024) in specialist provision. Our strong partnerships with local special schools has enabled this to happen alongside robust forecasting of need to understand what the profile of need will look like county-wide over the coming years. The Coming Home project has sought to identify which children and young people can move back from educational placements out of county, and will consider jointly funded placements too.

Our Joint Commissioning Strategy 2022 sets out a number of strengths to build on in our joint commissioning practice, including services for children with complex health needs (where we have evolved our joint commissioning panel), our [First 1000 Days](#) programme which seeks to provide ambitious change in the early years, the [HOPE Service](#) which is a multi-agency, Ofsted 'outstanding' provision as an example of how we pool budgets to create innovative and effective provision, and our new [L-SPA](#) arrangements to improve accessibility.

# Joint Commissioning, Sufficiency & Evaluation

## What will we strengthen over next 3 years

As a partnership, we have identified 9 areas for improved joint commissioning in Surrey. These are:

1. Social, Emotional & Mental Health, increasing the range of specialist provision for SEMH, whilst also ensuring Mindworks provision allocated to each school is impactful on this cohort of children
2. Children with Disabilities Social Care alignment to health services, including continuing care, speech and language therapy, occupational therapy, physiotherapy, community paediatrics, and child and adolescent mental health services (CAMHS)
3. Personalisation, including increasing take-up of and streamlining personal budgets, direct payments and personal health budgets
4. Health of Looked After Children and Care Leavers including better use of health assessments, as well as a richer deep dive into the mental and emotional health of these children and young people
5. Ordinarily Available services to support additional needs in schools enabling those that work in universal services to know what is available in their communities and through their own comprehensive offer
6. Community Health Services and making sure waiting times are reduced, workforce issues are addressed and services are more impactful on joint outcomes the Partnership wishes to see
7. Vulnerable Adolescents - Anxiety & Suicide Prevention to address the rising numbers of young people who are experiencing mental health crises, heightened through the pandemic, particularly through our Targeted Youth Offer.
8. Neurodevelopmental Pathway ensuring practitioners and services come together around a family at every stage of their journey
9. Post Adoption and Special Guardianship Order (SGO) support ensuring therapeutic provision to prevent adoption or SGO family breakdown

Our Capital Strategy to expand Surrey's state maintained Specialist Education Estate, is set to deliver more than 1,800 places by 2025. This includes the delivery of 3 new ASD designated special free schools. Our Children and Young People with Additional Needs & Disabilities 2022-2030 Sufficiency Plan provides an analysis of what data is telling us about projected demand and forecast EHCP growth, a summary of our provision in Surrey and finally an action plan addressing each of our 24 sufficiency statements.

Two of our priorities for the next 3 years are to implement both the Home to School Travel Assistance policy so that pupils are appropriately supported to access their place of education, and the Alternative Pathways and Reintegration Strategy. This will ensure that Alternative Provision is high quality and that pupils are supported to reintegrated into mainstream education where appropriate.

Our voluntary and community sector is growing from strength to strength and now with a Third Sector additional needs and disabilities group, we hope this will continue. This group enables smaller organisations voices to be amplified, as well as ensure a consistent approach to our strategy throughout the county.

We are seeking to have a continuous evaluation loop which links our contract monitoring, children and young people's views and staff feedback into our intelligence for future service planning. This will be brought together through the SCC Evaluation Service.

# Systems and Practice

## Ambition

**We seek to develop positive and meaningful relationships with children, young people and families in all our practice which are trusting and insightful for everyone involved, with safeguarding considered front and centre at all times. Our systems will support this type of work, making it easy to prioritise time to build trusting relationships as colleagues, record key information, share it timely where appropriate and to draw on a range of levels of expertise to fully understand the needs of the children we work with. A focus on partnership recruitment, retention initiatives and continuing professional development will be integral to success.**

## What works well

In 2019 we set out to integrate different systems within children's, adults and education so that all practitioners supporting a child or young person had a 'single view' of that family. This is our new shared database, called EYES, which went live in August 2022 to transform the ability of services to record, manage workflows, understand demand management, and improve service efficiencies across the whole system. The greatest benefits will be:

- A unique record for a child or young person to allow for a holistic overview of the child's journey and the ATOM function to provide a 'helicopter' view of the child alongside family and key agency relationships
- Automatic feed from mainstream schools daily informing on attendance
- Reduced administration time entering data into the system, and document storage from across agencies
- Consistent standards of communication and improved timeliness

We have been developing our multi-disciplinary practice in a number of settings to support children and young people with additional needs and disabilities. This includes piloting our multi-disciplinary Team around the School approach in 16 schools where services and agencies are organised differently with named practitioners allocated to work with a school or a cluster of schools to form a wider "team". A co-ordinator is appointed whose role is to "mind the system", to identify and track children and to ensure effective communication systems and integrated working with school staff. It is a referral "in" model rather than the current system of referral out where it is hoped that someone else will pick up the problem. The referral "in" model is where the school asks partners and specialist services to come and help with problem solving and provide support, advice and practical interventions. Risk and responsibility are shared together – the team "holds the baton" for the child or family. This model will be evaluated and considered for future roll out. Other models of multi-disciplinary work include at our [L-SPA](#) and C-SPA.

We are in the process of adopting a new restorative practice approaches to our work with children, young people and families. This is a new, relational based approach which aims to develop community and to manage conflict and tensions by repairing harm and building strong relationships. Through this approach we understand behaviour as an indicator of feelings. We have begun to roll out training in restorative practice across our frontline SEN staff groups.



# Systems and Practice

## What will we strengthen over next 3 years

We will embed our restorative practice approach across our Inclusion and Additional Needs workforce, whilst at the same time, prioritise each contact with families, to ensure it is about forming and strengthening trust between the practitioner, child and family. This enables a shared ownership of the pathway ahead and the joint outcomes sought for the child and family. We will develop Practice Standards for our Special Educational Needs teams which will outline how this can be achieved. We are also starting to roll out additional training on trauma-informed practice so that everyone working with a child and family is able to recognize, understand, and empathize with the impact of trauma on an individual and those around them. In addition we are looking to more widely roll out autism awareness training across the partnership.

We undertake a regular programme of casework audit to oversee of the quality of casework and recording. These are audits of EHCPs by a range of stakeholders, including schools, parents and carers. The most recent audits highlighted that we identify SEN well, with 71% of cases independently audited showing this area as good or outstanding. This process has identified the following areas for improvement:

### Timeliness and quality of EHCPs

Annual Reviews have not been processed as efficiently as required meaning we cannot fully assess impact on good outcomes

Health and Social Care elements of the Plans continue to require further improvement

A recent deep dive into children and young people Education Otherwise Than At School (EOTAS) highlighted the need for more consistent understanding of this type of education, and an EOTAS Action Plan to be pulled together

Where EHC planning is effective, intended outcomes and precise strategies are set out clearly. As this is an area that we wished to continue to prioritise a training and development programme is being rolled out to all departments that are linked to the EHCP process. This includes a basic awareness e-learning module that is mandatory for CFLL staff and also available to the wider workforce. We will be setting up a new working group to oversee the workforce development required for the wider workforce.

We will improve the alignment of the practice and information sharing between the Children's Single Point of Access (C-SPA) and Learners Single Point of Access (L-SPA) to ensure that children with additional needs and their families can access a wide range of help and support in a timely way. This will allow us to more clearly identify the socio economic and inequalities factors that may impact on the identification of additional needs in children. Both SPAs do currently meet daily with the CAMHS SPA to consider children and young people who are or may be approaching a crisis to suggest joined up and solutions focussed responses and actions.

We have made EYEs available to nearly all schools who can use it to get an overview of a child's needs to inform more holistic assessments and provision. We now wish to extend this availability of the system to our parents, carers, children and young people, and colleagues and partners in the ICB and in Health Provider trusts, such as Occupational Therapists, Physiotherapists and Community Paediatricians.

System practitioners are our experts; we will involve them in creating solutions that work for all.



# Measuring Success (1)

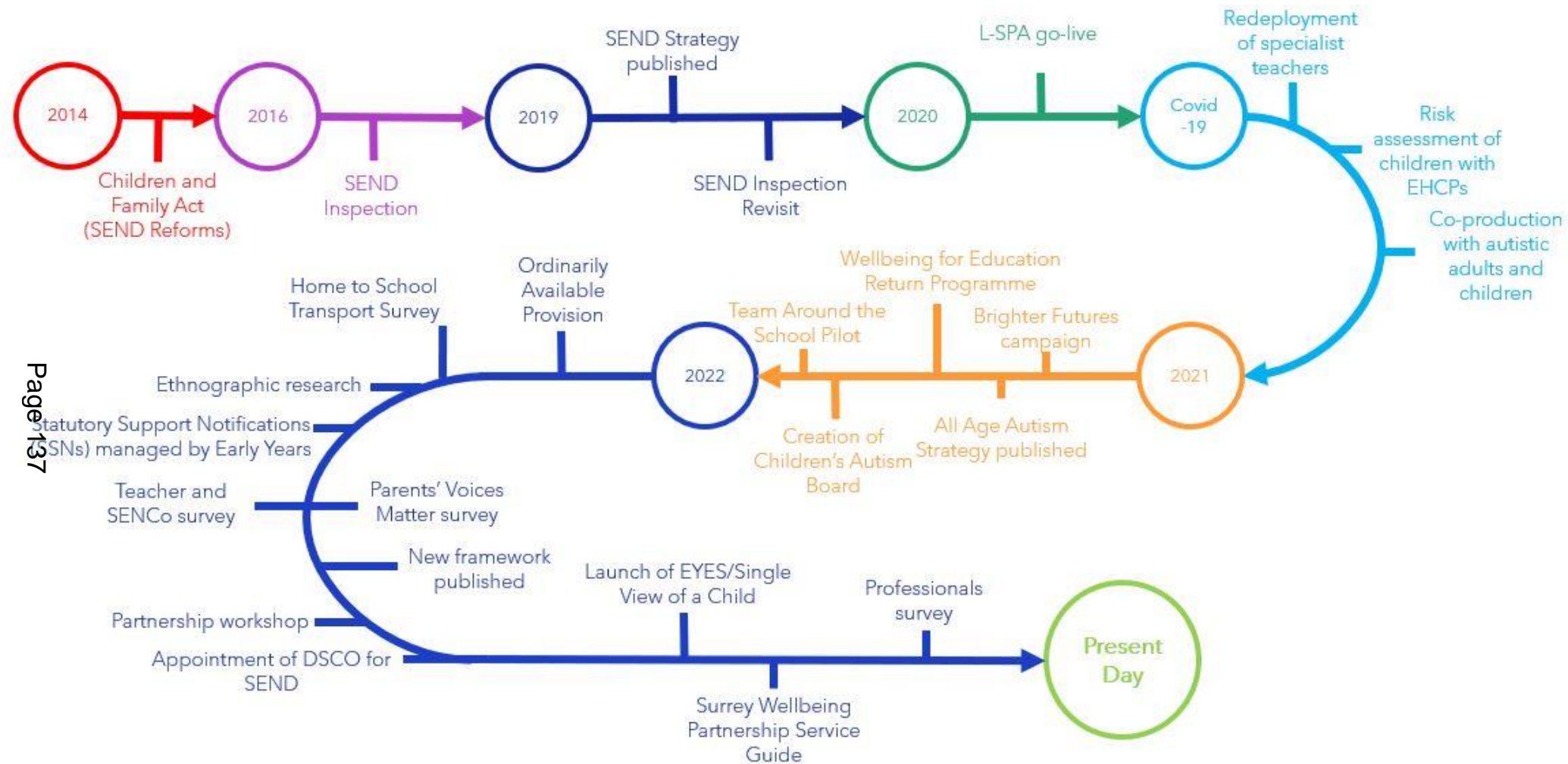
This Strategy draws together a number of focused strategies and plans into a central place. Each of the documents that sit beneath this strategy have a series of Key Performance Indicators to measure impact, and each agency in the Partnership has its own performance analysis to ensure it is on track to always improve. However this Strategy does need some overarching statements of quality to demonstrate what good looks like and how we will measure successful achievement of the aims of this document. Below are three quality statements for each of the 7 principles of this document. These should be read in conjunction with our Self-Evaluation Framework and the Inspection Criteria and KPIs also allocated to each of the 7 principles in that – included in [Appendix 4](#).

Our principles	Quality Indicator 1	Quality Indicator 2	Quality Indicator 3
Leadership, governance and accountability	A strong and trusting partnership which meets regularly and has senior representation from a broad range of partners, including Surrey Heartlands ICB, Frimley Health and Care ICB, SCC Joint Commissioning, Social Care & Education services, Schools and voluntary and community sectors.	Leadership is well informed of current and forecasted needs through a Joint Strategic Needs Analysis, outcomes and experiences, through data and surveys of children, young people and their families.	A comprehensive transformation programme is in place, which speaks to children's needs, identifies areas for change and allocates resources accordingly. This is governed by the Partnership.
Systems and practice	Regular audit and analysis of casework shows year on year improvements in the quality and timeliness of assessments and provision secured. Audits are triangulated with KPIs to provide strategic intelligence.	Families have trusting relationships with our practitioners – training is taken up in Restorative Practice practice across the Partnership, and the stability of practitioner-family relationship is good (i.e. not changing workers)	Lines of communication between practitioners is digital and effectively informs holistic assessments of families' needs. This is complimented by the EYES system, which is fully rolled out and made available across the Partnership, including to parents and children themselves.
Co-production	The Co-Production Charter is implemented and CYP & families are engaged in the overarching transformation programme – through ATLAS, and continuous feedback through surveys	CYP & families engaged in the individual support packages they receive – e.g. by the caseworker recording their views and developing strong relationships. Also through a strong advocacy service, such as Family Voice.	Views are impactful whereby a strong evidence based system is in place, such as the Action Card system – 'you said, we did'.

# Measuring Success (2)

Our principles	Quality Indicator 1	Quality Indicator 2	Quality Indicator 3
Early identification and support	The L-SPA and Early Help Hub reach increasing numbers of families and divert children and young people from needing more intensive support	A greater number of staff in schools are able to identify and assess neurodiverse children and young people earlier using a social diagnostic pathway, and offer support at an earlier stage within local communities.	More practitioners are brought together around school populations so early support is more accessible as well as being delivered in a holistic, joined up way, with different types of expertise used to inform assessments and interventions. This could be an extension of the 'Team Around the School' model if it is found to be successful after evaluation.
Page 136 Inclusion in education and community	An inclusion strategy is in place and is being monitored for impact. It sets out how schools, the LA and other settings and agencies will work together to include children with additional needs and disabilities.	The local offer and family information service is sufficient for many families to seek support within communities. Usage of these websites and contacts increases year on year, and feedback from families on content and outcomes is positive.	Funding for schools with pupils in SEN support is based on meeting pupils needs rather than notional number of hours
Preparing for adulthood	Young people and their parents feel informed about post 16yr options available to them locally and how these will support independent living skills and access to employment opportunities or education.	Partnerships are strengthened across local education providers, employers and vocational provision within county.	There is an increase in the number of young people with an EHCP accessing local employment, educational or vocational schemes.
Joint commissioning, sufficiency and evaluation	1600 additional special school places are created by 2024 and the additional needs and disabilities Sufficiency Plan is followed to create sufficiency across all provisions.	The Joint Commissioning Strategy is actioned with all 9 priority areas having a commissioning plan attached to them with smart goals included.	Our services are well evaluated, using hard, quantitative evidence, as well as softer data including children and young people's views.

# Appendix 1: SEF and Inclusion and Additional Needs Strategy Roadmap



# Appendix 2: Governance Structure

Leadership

Surrey Schools Forum

**SURREY ADDITIONAL NEEDS AND  
DISABILITIES PARTNERSHIP  
BOARD**

Children's and Families  
Strategic Board ICS

Additional Needs and Disabilities  
Transformation Board

Children's Leadership Team

881 981  
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5 Pillars of Partnership

## Co-Production

Partnership  
Engagement and Co-  
production Group

Third Sector 'SEND'  
Group

Family Voice

ATLAS

## Early Identification & Support

Better Start  
Transformation Board

Early Support and  
Managing Need  
Group

## Inclusion in Education & Community

Inclusion Steering  
Group

Children's Autism  
Partnership Board

Alternative Provision  
Steering Group

## Preparing for Adulthood

Preparation for  
Adulthood  
Programme Board

## Joint Commissioning, Sufficiency & Evaluation

'SEND' Sufficiency and  
Commissioning Group

'SEND' Capital  
Programme Board

Commissioning  
Collaborative

Systems &  
Practice

Early Years and Education  
Systems Development Board

Education, Health and Care  
Partnership Liaison Group

# Appendix 3: Additional Needs and Disabilities Transformation Programme Portfolio

## **Inclusion Programme**

Increasing the proportion of children able to thrive in a mainstream or specialist-maintained provision closer to home along with their peers and siblings.

## **Preparation for Adulthood Programme**

To develop shared pathways into adulthood across the local health and care system, supporting young people with complex physical health, mental health needs, additional needs and disabilities and/or autism to lead independent lives

## **Partnerships and Accountability Programme**

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.

## **Capital Programme:**

The 'SEND' and AP Capital Programme consists of 77 projects and delivering additional specialist places for children with additional needs and disabilities so that they can be rooted in their local communities.

## **Placement Values and Outcomes Programme:**

More of Surrey's children who are looked after and/or have additional needs and disabilities will live and be educated in the county. In parallel, we will take forward cultural, procedural and structural change that will consolidate the improvements we make for children and move us towards a more sustainable future.

# Appendix 4: Key Inspection Criteria & Performance Indicators

In addition to the Quality Statements in the ‘Measuring Success’ part of this Strategy, it is also important to cross-reference the key Inspection Criteria we’re measuring ourselves against, as well as some Key Performance Indicators which will demonstrate evidence for each principle. This cross-referencing was created through our Self-Evaluation process and is well known across our Partnership.

Thematic Area	Related inspection criteria	Key Performance Indicators
Leadership, governance and partnership accountability	Leadership and partnership accountability are threads throughout the framework	<ul style="list-style-type: none"> <li>Self-evaluation and strategy in place</li> <li>Effective governance via multi-agency board</li> <li>Agreed set of joint KPIs, RAG-rated and reported regularly to monitor progress</li> </ul>
Co-Production	<p>C&amp;YP with SEND are valued and included in their communities</p> <p>C&amp;YP &amp; their families participate in decision-making about their individual plans and support</p> <p>Leaders actively engage and work with children, young people and families</p>	<ul style="list-style-type: none"> <li>Tribunals</li> <li>Complaints</li> <li>Survey responses</li> </ul>
Early Identification, information, and support	<p>C&amp;YP people’s needs are identified accurately and assessed in a timely way</p> <p>C&amp;YP &amp; their families participate in decision-making about their individual plans and support</p> <p>Leaders are ambitious for children and young people with SEND</p>	<ul style="list-style-type: none"> <li>Numbers accessing local offer website and successfully finding required information</li> <li>SSN</li> <li>Identification of SEN (% of SEN Support and EHCPs)</li> </ul>
Inclusion in education and community	<p>C&amp;YP receive the right help and support at the right time</p> <p>Leaders evaluate services and make improvements</p> <p>Leaders create an environment for effective practice and multi-agency working to flourish</p> <p>C&amp;YP with SEND are valued and included in their communities</p>	<ul style="list-style-type: none"> <li>School attendance</li> <li>Exclusions</li> <li>Progress and outcomes for CYP on SEN Support</li> <li>School inspection outcomes</li> </ul>
Systems and practice	<p>C&amp;YP receive the right help and support at the right time</p> <p>Leaders evaluate services and make improvements</p> <p>Leaders create an environment for effective practice and multi-agency working to flourish</p>	<ul style="list-style-type: none"> <li>EHCP timeliness</li> <li>EHCP quality</li> <li>Progress and outcomes for CYP with EHCPs</li> </ul>
Preparing for Adulthood from the earliest years and achieving good outcomes	<p>C&amp;YP are well prepared for their next steps and achieve strong outcomes</p> <p>Leaders are ambitious for children and young people with SEND</p>	<ul style="list-style-type: none"> <li>NEETs</li> <li>Supported Internships</li> <li>Destinations</li> <li>Progress &amp; attainment</li> </ul>
Joint Commissioning, sufficiency, and evaluation	<p>Leaders have an accurate, shared understanding of the needs of C&amp;YP in their local area</p> <p>Leaders commission services and provision to meet the needs and aspirations of C&amp;YP (including Alternative Provision)</p> <p>Leaders evaluate services and make improvements</p>	<ul style="list-style-type: none"> <li>Waiting times for key education, health and care services (e.g. SLT, OT, Mindworks etc)</li> <li>CME &amp; Children awaiting a school place</li> </ul>

# Appendix 5: Glossary of terms

Placeholder slide: This will include an explanation of the social model of SEN





Thursday, 15 December 2022



## PERFORMANCE OVERVIEW

1. The Select Committee is asked to review the latest CFL performance information, comprising:
  - (a) Key indicators in children's social care measuring progress made in Ofsted recommendations following the January 2022 inspection of Surrey local authority children's services;
  - (b) Turnover of social workers and foster carers to measure progress in the Children's Recruitment, Retention and Culture Workforce Planning Strategy;
  - (c) External assessments of all areas within the Committee's remit.

### Recommendation:

- That the Committee reviews the performance information and asks questions as appropriate.

### Next Steps:

The Select Committee will scrutinise the performance overview at each of its meetings.

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**Report contact:** Julie Armstrong, Scrutiny Officer

**Contact details:** [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk)

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# Children's Social Care Key Indicators October 2022

Metrics - KPI component	What is the KPI/Target where applicable	What is the statistical benchmark for National/Comparable LAs		Figure for: Aug	Aug RAG	Figure for: Sep	Sep RAG	Figure for: Oct	Oct RAG	Supplementary & RAG Narrative
Number of CSPA contacts received	N/A	N/A		3077		3479		3666		The volume of Contacts to C-SPA has varied marginally over 2021/22 with an average monthly volume of 3,400. Work is ongoing to explore digital solutions to the large volume of contacts which result in signposting or advice & guidance, alongside the transformation work within Early Help which is developing greater capacity at much earlier stages of children's journeys.
Number and percentage of contacts progressed to social care	N/A	N/A		396 13%		491 14%		699 19%		The number of contacts progressing to Social Care is consistently between 10% and 15% of the total. This reinforces the need to find better ways to manage the volume of general enquiries but also to understand the drivers for contacts so that better information and messaging can be provided.
4.2 Re-referrals to Children's Services	22%	20%	21%	18%	G	17%	G	18%	G	The Re-referral target is in line with benchmarking, There was a slight increase in re-referrals in October, but the number of re-referrals has dropped over the last year suggesting that work to sustain improvement at closure is having positive impact or families are accessing support at earlier stages within universal and Early Help in line with our renewed offers.
4.3 Proportion of Assessments completed within 45 working days <i>Ofsted recommendation 2 – the quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16and 17 year olds and privately fostered children</i>	90%	90%	84%	71%	R	59%	R	69%	R	There is an improved picture in October as targeted work shows results, but vacancy and sickness rates across Quadrants continue to impact. There were 1220 assessments in progress at October's end. 410 assessments were completed within 45 days, which can span two reporting months. On average 80% of referrals result in progression to an Assessment
5.2 Number of Children in Need <i>Ofsted recommendation 2 – the quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16and 17 year olds and privately fostered children</i>	N/A	N/A				1907		1874		
5.2 Child In Need Visits up to date	90%	N/A		75%	R	79%	R	79%	R	Although still in negative territory this indicator shows month-on-month improvement since July, as managers locally reinforce service expectations and Practice Challenge Meetings focus in on timeliness of activities as key performance capability.
6.2 Proportion of S47 Enquiries with an outcome of Initial Child Protection Conference	39%	34%	41%	33%	R	27%	R	31%	R	This indicator suggests that a Section 47 investigation response may be overused given the conversion rates to CP Conference. This area will be subject to an APS Thematic Audit in November/December as part of CFLLT Performance oversight to explore the drivers behind the data. What is encouraging is that those children who are presented to a CP Conference are the right ones, with the majority being supported under a CP Plan or robust child in need processes.
6.3 Child Protection volumes and rate per 10K <i>Ofsted recommendation 2 – the quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16and 17-year-olds and privately fostered children</i>	N/A	42.1	41.1	1041 39.8	N/A	980 37.0	N/A	964 36.4	N/A	
6.4 Initial Child Protection Conferences held within timescale	85%	79%	81%	70%	R	70%	R	78%	R	This indicator is directly impacted by staffing issues and the ability to allocate and carry out the necessary work to inform a CP Conference within the 15 day timeframe. With improved recruitment within the Assessment Teams this indicator should show improved performance imminently. Of the 85 Initial

										Conferences in October 66 were on time at 16 out of time which places us in line with National & Comparable averages.
6.5 Child Protection Plan repeat in 2 years <i>Ofsted recommendation 2 – the quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16and 17-year-olds and privately fostered children</i>	N/A	N/A		12%		14%		15%		
<b>Metrics - KPI component</b>	<b>What is the KPI/Target where applicable</b>	<b>What is the statistical benchmark for National/Comparable LAs</b>		<b>Figure for: Aug</b>	<b>Aug RAG</b>	<b>Figure for: Sep</b>	<b>Sep RAG</b>	<b>Figure for: Oct</b>	<b>Oct RAG</b>	<b>Supplementary &amp; RAG Narrative</b>
6.6 Review Child Protection Conferences held within timescale	100%	89%	90%	100%	G	95%	A	98%	A	As we have an expectation of 100% compliance with the target there is no slippage allowance. 5 families out of 195 had a late conference in October . Again, staffing generally and sickness within the IRS Service were the reasons for this. Due to the ability to have more control in this area, performance should be expected to return to target.
6.7 Proportion of children subject to a CP Plan for over 24 months <i>Ofsted recommendation 2 – the quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16and 17-year-olds and privately fostered children</i>	2%	2.5%	2.4%	4.3%	R	4.8%	R	4.6%	R	A number of children are on CP plans for 18+ months and there is a theme of ongoing Court Proceedings some with Orders, CLA status and dual plans remaining in place. The Service is looking at what assurance the multi-agency network requires to remove these children from Plans where there is continued oversight from the Courts. For other families there may be particular issues that mean a Threshold for continuation on a Plan is met but there is focus on using the PLO process to create change in these children’s circumstances. In October this indicator related to 44 children a decrease of 3 on September.
6.8 Children subject to a CP Plan seen in the last 10 working days	90%	N/A		80%	A	84%	A	85%	A	There is an incremental performance improvement month on month. Although all service areas have some overdue visits there are particular staffing pressures in two areas, which have contributed to the higher number. Of the 964 children on Plans, 152 were overdue in October, with most visits being overdue between 1-7 days. There are anomalies for some of those with significant delay related to a system issue which is being explored.

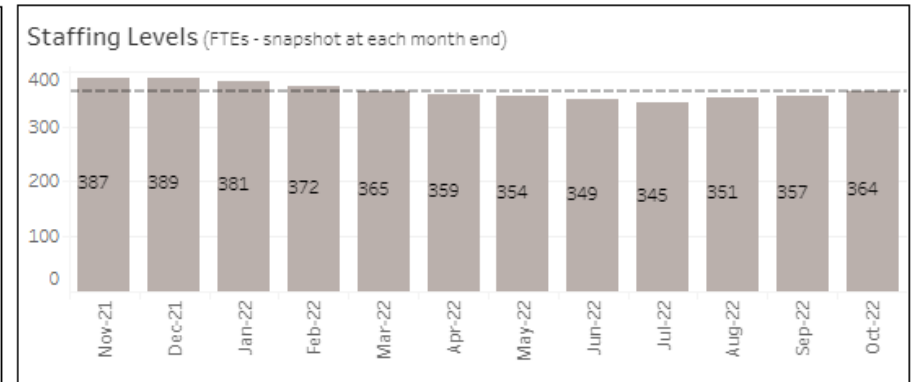
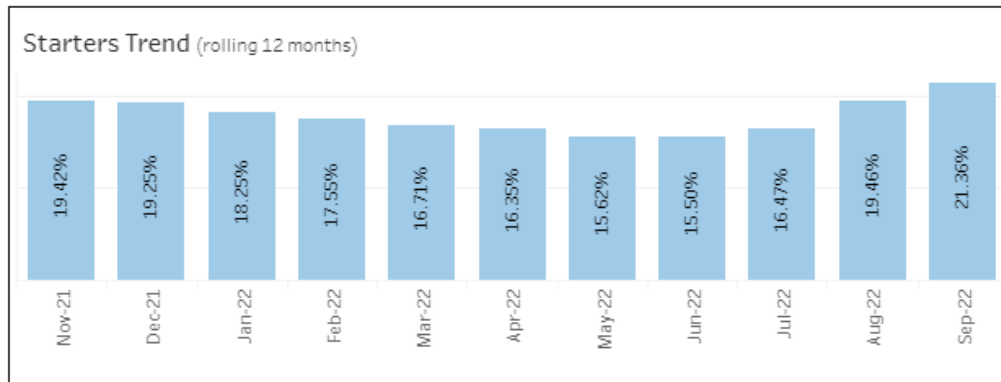
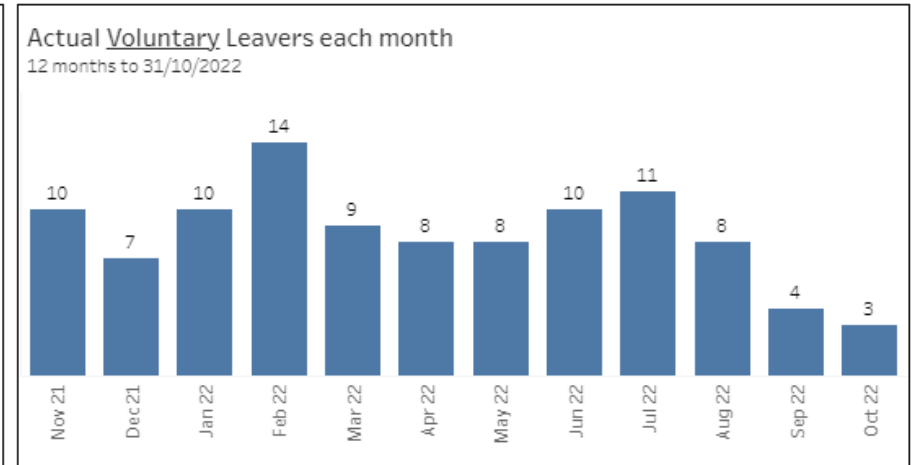
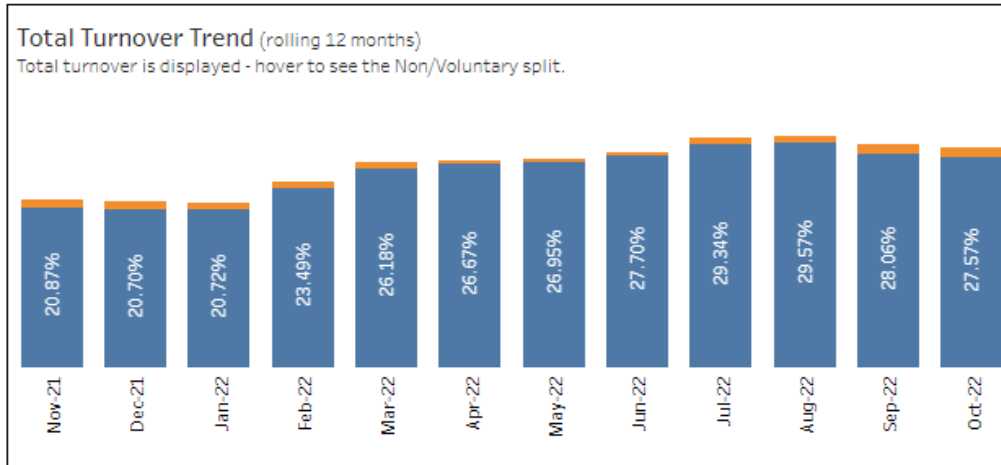
Metrics - KPI component	What is the KPI/Target where applicable	What is the statistical benchmark for National/Comparable LAs		Figure for: Aug		Aug RAG	Figure for: Sep		Sep RAG	Figure for: Oct		Oct RAG	Supplementary & Rag Narrative
7.1 Number of Looked After Children and rate per 10k <i>Ofsted recommendation 2 – the quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16 and 17 year olds and privately fostered children</i>	N/A	43.7	67	1043	39.4		1044	39.4		1039	39.2		Although there is no KPI attached we are maintaining a consistent rate of children in care per 10K and relatively close to the national average. Ongoing Edge of Care work with No Wrong Door and the impact of our pilot Reunification Support Service launched this month should enable this rate to be maintained and we hope will see reduction in coming months, particularly with adolescent care entry.
7.1 Number of Care Leavers <i>Ofsted recommendation 2 – the quality and effectiveness of assessments and plans for all children, including disabled children, homeless 16 and 17 year olds and privately fostered children</i>	N/A	N/A		847			843			840			
7.2 Looked After Children with up to date Reviews	90%	N/A		92%		G	85%		A	85%		A	The majority of children in care have timely Reviews but most delay is at the first Review which is held within 4 weeks of accommodation and relates to allocation capacity within the social work and IRS teams. Subsequent reviews show increased compliance. A small number of overdue Reviews relate to that cohort where placements have broken down in the same period.
7.3 Looked After Children statutory visits	90%	N/A		91%		G	90%		G	91%		G	The Looked After Children's Teams have not experienced the same level of staffing churn and this shows in the better performance against target. There is no significant divergence within any Quadrant/Service with performance generally aligning across County. We will continue to work to further improve this performance.
7.7 Looked After Children Initial Health Assessments completed	90%	N/A		84%		A	83%		A	84%		A	Performance within both Initial & Review Health Assessments is compromised by staffing issues within Community Paediatrics and ability to provide timely assessments. This is sometimes complicated by late notification of care entry by social work teams. Service Managers are monitoring performance and working in partnership with health colleagues to enable improvement in this area of performance. However, the positive aspect is that despite pressures children are still seen and the volume of adolescent refusal is very small.
7.8 Looked After Children Review Health Assessments completed	90%	92%	91%	86%		A	85%		A	87%		A	
7.9 Looked After Children Dental Checks completed - in care more than 1 year	90%	50%	40%	77%		R	77%		R	78%		R	Although not meeting target performance locally is significantly better than national/stat neighbour. Examination of data shows that most who have not had dental checks sit within the adolescent cohort. This is a featured area within LAC Reviews and IRO's will be asked to profile/promote dental health in forthcoming reviews and Service Managers will be working with their teams to ensure improved performance is achieved particularly with our adolescent young people.
7.13 Looked After Children Short Term Placement Stability <i>Ofsted recommendation 4 – the sufficiency of suitable accommodation for young people including care leavers</i>	9%	9.3%	9.0%	8.7%		G	8.4%		G	8.4%		G	Short term stability is positive and in line with external benchmarking. This indicator suggests that most children do not experience successive placements before settling into a longer-term home, suggesting that use of family care and better matching is showing positive results.
7.14 Looked After Children Long Term Placement Stability <i>Ofsted recommendation 4 – the sufficiency of suitable accommodation for young people including care leavers</i>	70%	65%	70%	72%		G	70%		G	70%		G	Long term stability appears more likely when young people are retained "in County" and this supports the new Reunification project which aims to bring children back to Surrey either through rehabilitation to family care or support to foster carers to enable step down from residential. Success in this work will show a divergence from this indicator as children's moves, although positive will register as a "placement move".



7.15 Looked After Children placed over 20 miles from Surrey <i>Ofsted recommendation 4 – the sufficiency of suitable accommodation for young people including care leavers</i>	20%	27%	16%	30%	R	30%	R	31%	R	Sufficiency within County remains a factor within this indicator but the Sufficiency Plan is showing impact with the majority of children and young people cared for within Surrey or immediate neighbours. The Reunification Programme is also expected to positively impact on this indicator over coming months. There will always be a pressure related to specialist residential provision, particularly for children with disabilities & complex needs sited out of county.
8.2 Care Leavers in Contact with Surrey	95%	N/A		87%	A	85%	R	88%	A	
8.3 Proportion of Care Leavers aged 17-18 in suitable accommodation <i>Ofsted recommendation 4 – the sufficiency of suitable accommodation for young people including care leavers</i>	TBC	92%	91%	86%	A	84%	A	83%	A	
8.3 Proportion of Care Leavers aged 19-21 in suitable accommodation <i>Ofsted recommendation 4 – the sufficiency of suitable accommodation for young people including care leavers</i>	65%	87%	88%	94%	G	95%	G	95%	G	Care Leaver accommodation suitability is at very good levels and significantly above target, suggesting that a new target is needed. This indicator suggests that the majority of young people are in accommodation that is of a good standard and is meeting their needs. The bi-monthly Accommodation Panels looking at young people's needs is one strand of how quality is maintained. The 31 young people deemed to be in unsuitable accommodation can be those who are in custody or in other forms of accommodation that doesn't correspond to their care plan.
8.4 Proportion of Care Leavers aged 17-18 in education, employment and training (EET)	TBC	66%	65%	60%		60%		60%		This indicator suggests that a core group of young people are not accessing employment, education, or training opportunities. There is no significant difference between 16-18 & older young people in this group. NEET clinics operate in all quadrants with a focus on timely interventions to address NEET status, alongside support from the Post 16 education advisor from the virtual school about relevant opportunities. A targeted range of support is provided by community partners.
8.4 Proportion of Care Leavers aged 19-21 in education, employment and training (EET)	65%	54%	52%	66%	G	65%	G	64%	G	
9.2 LAC Missing Children Going Missing in the Month	N/A	85	10880	48		46		41		
10.1 Child Supervision recorded to timescale <i>Ofsted recommendation 5 – the quality and impact of supervision to ensure that decisions are timely and support the progression of the children's plan</i>	75%	N/A		66%	A	70%	A	77%	G	Supervision on children's case records is a focused area for improvement with a stated expectation of 90% supervision being recorded in time by December 2022. Audit activity consistently reports that practitioners have regular supervision and that this is of good quality. There are variations from area to area, but no area is significantly better or worse.



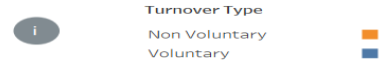
## Social Worker Turnover



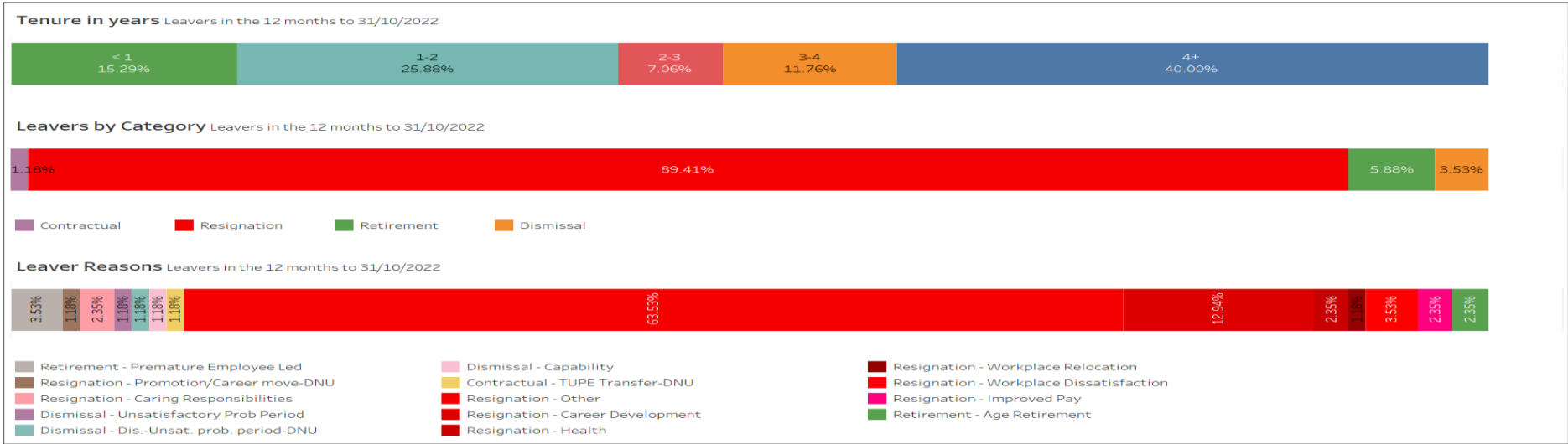
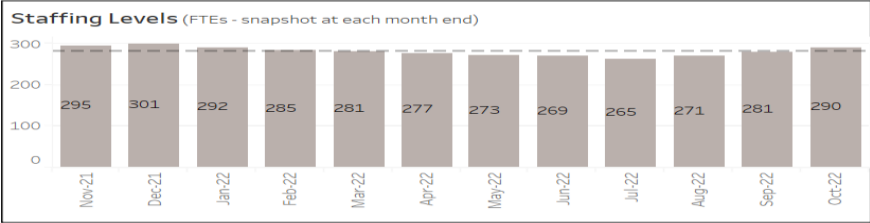
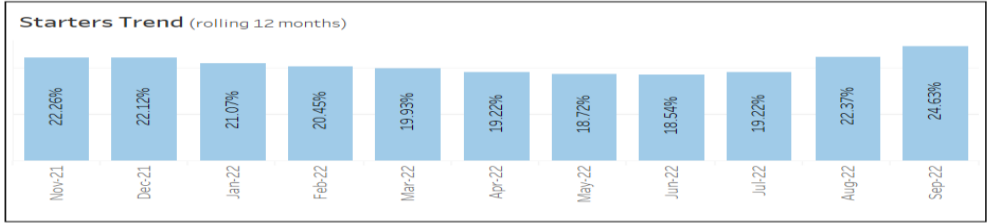
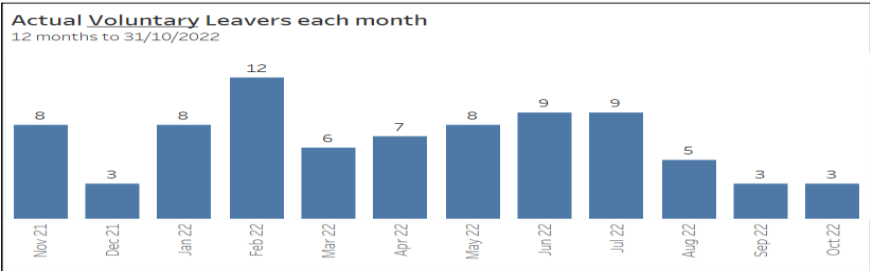
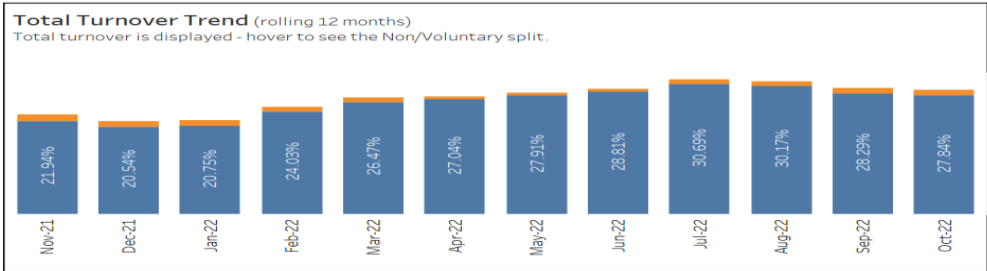
Above figures include social workers, team managers and service managers.

Turnover type: Voluntary ■ Non-voluntary ■

### CFL Qualified Social Workers Workforce Information to 31/10/2022 (Excludes Bank Staff)



- Social worker roles**
- Advanced Social Worker
  - Senior Social Worker
  - Social Worker
  - Team Manager
  - Service Manager
- Quadrant**  
All
- Teams**  
All



## Foster Carer Turnover

	Jan 2022 – Oct 2022	Jan 2021 – Oct 2021
Approvals (General)	19	28
Approvals (F&F)	29	39
<b>TOTAL</b>	<b>48</b>	<b>67</b>
Resignations – (General)	28	36
Resignations – (F&F)	9	29
<b>TOTAL</b>	<b>37</b>	<b>65</b>

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## External Assessments

Area	Assessor	Situation in 2021	Situation in 2022
Children's services	Ofsted	Inadequate ( <a href="#">May 2018</a> )	Requires improvement ( <a href="#">Mar</a> )
Youth offending team	HM Inspectorate of Probation	Inadequate ( <a href="#">Aug 2019</a> )	Good ( <a href="#">Mar</a> )
In-house children's homes (Table 1)	Ofsted	70% Good or Outstanding	<b>67% Good or Outstanding</b>
Schools and AP (Tables 2 & 3)	Ofsted	Maintained: 96.1% Good or Outstanding Academies: 90.1% Good or Outstanding	Maintained: <b>94.8% Good or Outstanding</b> Academies: <b>88.7% Good or Outstanding</b>
SEND (local area inspection)	Ofsted & CQC	<b>Progress in 4 of 5 areas of weakness</b> identified in <a href="#">2016 (May 2019)</a>	Not yet reinspected
Adult learning	Ofsted	Good ( <a href="#">Jun 2016</a> )	Good ( <a href="#">Jun</a> )

Table 1: **SCC children's homes** as of November 2022

SCC children's home	Previous inspection	2022 inspection
SC405933	Outstanding ( <a href="#">Jul 2021</a> )	Good ( <a href="#">Apr</a> )
1230411	Good ( <a href="#">Jul 2021</a> )	Not yet reinspected
SC370703	Requires improvement to be good ( <a href="#">Apr 2021</a> )	Improved effectiveness ( <a href="#">Interim Mar</a> )
SC040633	Outstanding ( <a href="#">May 2021</a> )	Not yet reinspected
SC040638	Good ( <a href="#">Full Mar 2022</a> )	Inadequate ( <a href="#">Full Sept</a> )
SC040631	Good ( <a href="#">May 2021</a> )	Not yet reinspected
SC040642	Outstanding ( <a href="#">Apr 2021</a> )	Not yet reinspected
SC068827	Good ( <a href="#">Aug 2021</a> )	Not yet reinspected
SC045408	Requires improvement ( <a href="#">Oct 2021</a> )	Sustained effectiveness ( <a href="#">Interim Mar</a> )
SC040628 (has closed)	Good ( <a href="#">May 2021</a> )	Declining effectiveness ( <a href="#">Feb</a> ) – now closed

### Non-SCC children's homes housing Surrey children as of November 2022

Ofsted grade	Percentage of homes in England	Number of Surrey children affected
Outstanding or Good	86.2%	81
Requires improvement to be good	4.6%	3
Inadequate	1.5%	1
Not yet inspected	7.7%	6

NB In addition two homes in Wales are used, inspected by Care Inspectorate Wales. Neither had areas of significant or immediate risk non-compliance at last inspection.

## Schools and Alternative Provision

Who runs what in the sector as of November 2022:

	Primary	Secondary	Special	PRU
Maintained	163 (55%)	11 (19%)	12 (48%)	5 (63%)
Academies	136	47	13	3
Total	299	58	25	8

Table 2: Ratings for maintained schools


 **Ofsted Monthly Management Information: Data Tables**  
 1 = Outstanding | 2 = Good | 3 = Requires Improvement | 4 = Inadequate.

Table Name: 31 Oct 2022 | Data taken at end of October 2022

Show Data As:  No. of Schools  No. of Students | School type at time: (All) | Current School Type: (Multiple values)

Surrey										
	Overall effectiveness					Total	Inspected	Good or Outstanding	As a Percentage (G or O   R or I)	
	1	2	3	4	Not been inspected					
Null										
Nursery	1	3				4	4	4	100.0%	
Primary	33	120	8	1	1	163	162	153	94.4%	5.6%
PRU	2	3				5	5	5	100.0%	
Secondary	4	6	1			11	11	10	90.9%	9.1%
Special	6	6				12	12	12	100.0%	
<b>Grand Total</b>	<b>46</b>	<b>138</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>195</b>	<b>194</b>	<b>184</b>	<b>94.8%</b>	<b>5.2%</b>

Table 3: Ratings for academies including free schools


 **Ofsted Monthly Management Information: Data Tables**  
 1 = Outstanding | 2 = Good | 3 = Requires Improvement | 4 = Inadequate.

Table Name: 31 Oct 2022 | Data taken at end of October 2022

Show Data As:  No. of Schools  No. of Students | School type at time: (All) | Current School Type: (Multiple values)

Surrey										
	Overall effectiveness					Total	Inspected	Good or Outstanding	As a Percentage (G or O   R or I)	
	1	2	3	4	Not been inspected					
Null										
Nursery										
Primary	29	93	7	5	2	136	134	122	91.0%	9.0%
PRU	3					3	3	3	100.0%	
Secondary	12	29	3	1	2	47	45	41	91.1%	8.9%
Special	4	2	3	3	1	13	12	6	50.0%	50.0%
<b>Grand Total</b>	<b>48</b>	<b>124</b>	<b>13</b>	<b>9</b>	<b>5</b>	<b>199</b>	<b>194</b>	<b>172</b>	<b>88.7%</b>	<b>11.3%</b>

NB Academies may not have been inspected since converting.



# Children, Families, Lifelong Learning & Culture Select Committee

*15 December 2022*

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

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

### Recommendation:

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

### Next Steps:

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

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**Report contact:** Julie Armstrong, Scrutiny Officer

**Contact details:** 07816 091463, [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk)



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# SC040638

Registered provider: Surrey County Council

Full inspection

Inspected under the social care common inspection framework

## Information about this children's home

The home is registered to provide care for up to six children with social, emotional and behavioural needs.

The manager has been registered with Ofsted since April 2019.

Since the last inspection, one child has remained living at the home. Another three children were admitted to the home and have moved on.

### Inspection dates: 13 and 14 September 2022

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

How well children and young people are helped and protected      inadequate

The effectiveness of leaders and managers      inadequate

There are serious and widespread failures that mean children are not protected or their welfare is not promoted or safeguarded, and the care and experiences of children are poor.

**Date of last inspection:** 16 March 2022

**Overall judgement at last inspection:** good

**Enforcement action since last inspection:** none

## Recent inspection history

<b>Inspection date</b>	<b>Inspection type</b>	<b>Inspection judgement</b>
16/03/2022	Full	Good
11/12/2019	Interim	Improved effectiveness
21/05/2019	Full	Requires improvement to be good
02/10/2018	Interim	Declined in effectiveness

## Inspection judgements

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

This service is judged inadequate due to the serious and widespread shortfalls in safeguarding practice and poor management oversight of the quality of care provided. These shortfalls place children at risk of harm. As a result of this inspection, the provider has been issued with six compliance notices. A restriction notice has been issued which prevents the provider from admitting any more children to the home.

Children have been admitted to the home in an emergency with insufficient risk strategies in place to keep all children safe. This has led to incidents between children, and staff being unable to keep children safe. Furthermore, there is insufficient planning when children move on from the home.

Children receive inconsistent care from staff. In one example, a child's plans clearly detail how to keep the child safe from risks of fire and from smoking in their bedroom. However, staff do not follow this plan, placing this child and adults in the home at risk. This shortfall has not been identified by the managers. This demonstrates a lack of management understanding of their roles and responsibilities with regards to keeping children safe.

There are significant shortfalls in the care planning for children. One child, who has now moved on from the home, had no care plans in place while living at the home to guide staff on how to support him. Furthermore, staff demonstrated an inconsistent understanding to another child's plans for spending time in the community.

Children known to use drugs and alcohol are not provided with effective support to explore these risks and to look at ways to reduce their use. This is a missed opportunity to educate children about the dangers of such substances and support them to maintain a healthy lifestyle.

There are gaps and omissions in one child's administration records for regular medication. Furthermore, some staff have not received appropriate training to administer medication. This means that children's health needs are not consistently met.

The child currently living at the home has not attended an educational provision for an extended period. However, following targeted work with staff, this child is now completing a phased return to education and is beginning to make progress.

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

There are serious shortfalls in the management and reporting of allegations against staff. In one case, a child informed a member of staff that he had been assaulted by an adult working in the home. This was not reported to the local authority designated officer. No action was taken by staff or managers and the safeguarding policy was not followed. This failure to act on children's concerns places children at risk of harm and demonstrates poor safeguarding practice.

The inspector identified significant shortfalls in the response and care provided to a child who sustained injuries. A child with bruising disclosed to staff that they had been injured during an assault in the community. Staff failed to ensure that this child received medical attention, or to report the assault to the police. The senior management team failed to identify these shortfalls, demonstrating further weaknesses in management oversight of safeguarding practice and a lack of appropriate care for children.

Leaders and managers have failed to taken action when serious incidents occur. In one example, a child disclosed to a member of staff that they had engaged in a sexual relationship with another resident of the home on several occasions while staff were sleeping. The managers failed to deem this a serious incident. This was not reported to the necessary professionals or to Ofsted. This demonstrates weaknesses in the safeguarding practice of management and the actions of the registered provider to keep children safe and to ensure that serious incidents are notified to the relevant professionals.

The inspector identified significant fire-safety risks. One child with known risks regarding fire-setting is known to smoke in her bedroom. Insufficient action has been taken to reduce this risk.

There are shortfalls in the recruitment of staff. For example, a member of staff who is commissioned to work in the home had not been vetted to the same standard as internal staff. The registered provider took action during the inspection to ensure this did not leave children exposed to staff who have not been suitably vetted.

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

The responses of leaders and managers to serious incidents are ineffective. The registered manager's monitoring and oversight failed to identify and address shortfalls in safeguarding practice. As demonstrated above, there are significant concerns regarding the registered manager's safeguarding practice.

Additionally, the registered manager has not submitted notifications to the regulator in a timely manner. Ofsted was notified of another allegation made by a child; however, this was following the independent visitor instructing the provider to undertake this notification. This demonstrates a lack of understanding by the management team regarding the threshold for notification to the regulator.

There are shortfalls in practice and inconsistencies in records of physical intervention. In one record, a child was restrained without the threshold having been

met. In another instance, there is no record of a physical intervention that is referred to in another document.

Staff do not receive regular supervision. In one example, there are no records of one staff member having had any supervision for 12 months. Some staff have yet to complete all mandatory training, including safeguarding training. Consequently, there are missed opportunities in staff members' development and formal support and staff are not in receipt of the necessary training required to ensure that they have the knowledge and skills to keep children safe.

The registered manager has not updated the statement of purpose to reflect the services operating from the children's home. This means that the regulator has not had an accurate overview of the registered manager's role.

The registered manager has failed to submit reports required under regulations regarding a review of the care provided. This inhibits the regulator's oversight of the provider.

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

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

Requirement	Due date
<p><b>*Compliance notice served to registered provider</b></p> <p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that staff—</p> <p>assess whether each child is at risk of harm, taking into account information in the child's relevant plans, and, if necessary, make arrangements to reduce the risk of any harm to the child;</p> <p>help each child to understand how to keep safe;</p> <p>manage relationships between children to prevent them from harming each other;</p> <p>understand the roles and responsibilities in relation to protecting children that are assigned to them by the registered person;</p> <p>take effective action whenever there is a serious concern about a child's welfare; and</p> <p>are familiar with, and act in accordance with, the home's child protection policies. (Regulation 12 (1) (2)(a)(i)(ii)(iv)(v)(vi)(vii))</p>	<p>16 October 2022</p>
<p><b>*Compliance notice served to registered manager</b></p> <p>The protection of children standard is that children are protected from harm and enabled to keep themselves safe.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p>	<p>16 October 2022</p>



<p>that the home's day-to-day care is arranged and delivered so as to keep each child safe and to protect each child effectively from harm. (Regulation 12 (1) (2)(b))</p>	
<p>*The leadership and management standard is that the registered person enables, inspires and leads a culture in relation to the children's home that—</p> <p>helps children aspire to fulfil their potential; and</p> <p>promotes their welfare.</p> <p>In particular, the standard in paragraph (1) requires the registered person to—</p> <p>ensure that staff work as a team where appropriate;</p> <p>understand the impact that the quality of care provided in the home is having on the progress and experiences of each child and use this understanding to inform the development of the quality of care provided in the home;</p> <p>use monitoring and review systems to make continuous improvements in the quality of care provided in the home. (Regulation 13 (1)(a)(b) (2)(b)(f)(h))</p>	<p>16 October 2022</p>
<p>The care planning standard is that children—</p> <p>receive effectively planned care in or through the children's home; and</p> <p>have a positive experience of arriving at or moving on from the home.</p> <p>In particular, the standard in paragraph (1) requires the registered person to ensure—</p> <p>that children are admitted to the home only if their needs are within the range of needs of children for whom it is intended that the home is to provide care and accommodation, as set out in the home's statement of purpose. (Regulation 14 (1)(a)(b) (2)(a))</p>	<p>18 December 2022</p>
<p>The registered person must compile in relation to the children's home a statement ("the statement of purpose") which covers the matters listed in Schedule 1.</p> <p>The registered person must—</p>	<p>16 October 2022</p>

<p>keep the statement of purpose under review and, where appropriate, revise it; and</p> <p>notify HMCI of any revisions and send HMCI a copy of the revised statement within 28 days of the revision.</p> <p>Subject to paragraph (6), the registered person must ensure that the home is at all times conducted in a manner which is consistent with its statement of purpose. (Regulation 16 (1) (3)(a)(b) (5))</p>	
<p>The registered person must make arrangements for the handling, recording, safekeeping, safe administration and disposal of medicines received into the children’s home. (Regulation 23 (1))</p>	16 October 2022
<p>After consultation with the fire and rescue authority, the registered person must—</p> <p>take adequate precautions against the risk of fire, including the provision of suitable fire equipment in the children’s home. (Regulation 25 (1)(a))</p>	16 October 2022
<p>The registered person must recruit staff using recruitment procedures that are designed to ensure children’s safety.</p> <p>The registered person may only—</p> <p>employ an individual to work at the children’s home; or</p> <p>if an individual is employed by a person other than the registered person to work at the home in a position in which the individual may have regular contact with children, allow that individual to work at the home,</p> <p>if the individual satisfies the requirements in paragraph (3).</p> <p>The requirements are that—</p> <p>full and satisfactory information is available in relation to the individual in respect of each of the matters in Schedule 2. (Regulation 32 (1) (2)(a)(b) (3)(d))</p>	16 October 2022
<p>The registered person must ensure that all employees—</p> <p>receive practice-related supervision by a person with appropriate experience.</p>	18 December 2022

(Regulation 33 (4)(b)(c))	
<p>*The registered person must notify HMCI and each other relevant person without delay if—</p> <p>an incident requiring police involvement occurs in relation to a child which the registered person considers to be serious;</p> <p>there is an allegation of abuse against the home or a person working there;</p> <p>a child protection enquiry involving a child—</p> <p>is instigated; or</p> <p>concludes (in which case, the notification must include the outcome of the child protection enquiry); or</p> <p>there is any other incident relating to a child which the registered person considers to be serious. (Regulation 40 (4)(b)(c)(d)(i)(ii)(e))</p>	16 October 2022
<p>The registered person must complete a review of the quality of care provided for children (“a quality of care review”) at least once every 6 months.</p> <p>After completing a quality of care review, the registered person must produce a written report about the quality of care review and the actions which the registered person intends to take as a result of the quality of care review (“the quality of care review report”).</p> <p>The registered person must—</p> <p>supply to HMCI a copy of the quality of care review report within 28 days of the date on which the quality of care review is completed. (Regulation 45 (1) (3) (4)(a))</p>	16 October 2022

\* These requirements are subject to a compliance notice.

## Information about this inspection

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

Regulations 2015 and the 'Guide to the Children's Homes Regulations, including the quality standards'.

## Children's home details

**Unique reference number:** SC040638

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

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

**Responsible individual:** Debbie Searle

**Registered manager:** Colin Christensen

## Inspector

Sara Stoker, Social Care Inspector

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Thursday, 15 December 2022

## **National Review: Safeguarding children with disabilities and complex health needs placed in residential settings**

Purpose of report: For Executive Director to take questions relevant to Surrey on the Doncaster Council investigation.

### **Introduction:**

1. In March 2021, Ofsted published a report following an assurance visit to Fullerton and Wilsic House in Doncaster. Both were registered children's homes with a registered residential school attached and owned by the Hesley Group. The residential provision offered residential care and education to disabled children and young adults with complex needs.
2. In May 2021, Surrey was informed by Doncaster Children's Services that an independent team would be undertaking a complex abuse investigation to the homes identified above. This was latterly extended to another residential home on the same site.
3. This investigation identified a range of concerning themes including neglect in the care, physical, emotional, psychological, potential sexual and financial, neglect and cruelty of children and young people. The matter was referred to the Children's National Safeguarding Panel.
4. In August 2022 the DfE / Children National Safeguarding Panel wrote to all Local Authorities in England requesting that an assurance activity be undertaken of all children placed in provision that was both registered as a Children's Home and school.

### **Next steps:**

5. Implement all recommendations from the findings of work undertaken by Surrey, Doncaster Abuse Investigation and DfE / Children's National Safeguarding Panel.
  6. Implement recommendations for improved practice with this vulnerable group of children / young adults.
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**Report contact**

Patricia Denney – Director of Children’s Quality Assurance & Performance

**Contact details**

patricia.denney@surreycc.gov.uk

**Sources/background papers**

[Safeguarding children with disabilities and complex health needs in residential settings – Phase 1 Report](#)



15 DECEMBER 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**

07816 091463 / [julie.armstrong@surreycc.gov.uk](mailto:julie.armstrong@surreycc.gov.uk)

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**CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE  
ACTIONS AND RECOMMENDATIONS TRACKER  
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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	N/A	N/A	We do not commission any outreach services which are specific to a single condition or need such as Downs Syndrome. Our priority in Surrey is to ensure that all children have the opportunity to access their local mainstream provision, within their local community. This might be with a package of support to meet their needs and could be with or without an Education, Health and Care Plan (EHCP). Young People with Downs Syndrome may have a broad range of need (which are not exclusive to their specific condition) and for this reason we would offer support the school to support the child through various

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						services for schools according to what each individual child might need. There might be some hesitation at commissioning an outreach service which effectively excludes all children with additional needs who do not have Downs Syndrome.
18 October 2021	SEND Transformation Update [Item 5]	<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	N/A	N/A	The new Inclusion and Additional Needs Strategy is due to come to the Committee in December 2022.

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4 October 2022	Children's Social Care Workforce Strategy [Item 7]	<b>CFLLC 27/22:</b> That the Service offers its support in arranging for CFLLC Select Committee Members to have informal meetings with social care staff, so that a) the Committee has a better understanding of their roles and b) social care staff have an opportunity to talk frankly about their work and what they require from their managers in order to ease the pressures in the roles they carry out.	Children, Families and Lifelong Learning Services and Democratic Services	21 November 2022	November 2022	The Committee had an informal meeting with social care staff on 24 November 2022.
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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	N/A	N/A	On 4 November the Placement Value and Outcomes Transformation Board considered and agreed a proposal for a care leaver sufficiency target of 60% by 31 March 2025. This has been arrived at by projecting forward the current growth trend through to this date, whilst the care leaver population is forecast to continue to grow by 24%, from 787 in October 2022 through to 972 to March 2025. To deliver our proposed 60% ambition by March 2025 would mean enabling more than 140 additional care leavers to be living in Surrey by this point in time, so this is an ambitious level of improvement for care leavers.

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4 October 2022	SEND Strategy [Item 5]	<b>CFLLC 18/22:</b> The Director of Education and Lifelong Learning to share a breakdown of the results of the last academic year of tribunal cases, including ways they were resolved prior to a tribunal and the distinction between partial and non-agreement.	Liz Mills, Director – Education and Lifelong Learning	N/A	N/A	A response has been circulated to the Members.
		<b>CFLLC 19/22:</b> The Director of Education and Lifelong Learning to share a table showing the phases of the programme of additional places with start and end points.	Liz Mills, Director – Education and Lifelong Learning	N/A	N/A	A response has been circulated to the Members.
		<b>CFLLC 20/22:</b> The Director of Education and Lifelong Learning to provide data on what proportion of SEND children are educated locally (within 10 miles from home).	Liz Mills, Director – Education and Lifelong Learning	N/A	N/A	A response has been circulated to the Members.



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		<b>CFLLC 21/22:</b> The Committee asks to receive the final draft Inclusion and Additional Needs Strategy, and the Additional Needs and Disabilities Partnership Board's comments on this, in time for the Committee's December meeting ahead of the strategy going to Cabinet.	Liz Mills, Director – Education and Lifelong Learning	December 2022	November 2022	The draft Strategy is on the agenda at the December meeting.
	Family Centres [Item 6]	<b>CFLLC 22/22:</b> The Director for Commissioning to provide data and explain how the Council keeps track of families in need and their geographical distribution in relation to family centres and early help provision.	Hayley Connor, Director – Commissioning (CFLL)	N/A	N/A	A response has been circulated to the Members.

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		<b>CFLLC 23/22:</b> The Cabinet Member for Children and Families to provide further information regarding the work on the ground of the family support programmes in the next report on Family Centres in March 2023.	Sinead Mooney, Cabinet Member for Children and Families	N/A	N/A	There is a deep dive through Transformation Board in December and the detail will be provided in the report in March 2023.
		<b>CFLLC 24/22:</b> The Cabinet Member for Children and Families to provide a written answer to whether Sure Start closures played a part in the rising demand for EHCPs, with reference to the Bercow Report.	Sinead Mooney, Cabinet Member for Children and Families	N/A	N/A	A response has been circulated to the Members.

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Children's Social Care Workforce Strategy [Item 7]	<b>CFLLC 25/22:</b> The Cabinet Member for Children and Families to provide a written response regarding the support provided to female social workers specifically.	Sinead Mooney, Cabinet Member for Children and Families	N/A	N/A	A response has been circulated to the Members.
	<b>CFLLC 26/22:</b> The Director for Safeguarding and Family Resilience to provide the current average number of caseloads per social worker.	Matt Ansell, Director – Safeguarding and Family	N/A	N/A	A response has been circulated to the Members.
Surrey Homes for Surrey Children [Item 8]	<b>CFLLC 28/22:</b> The Head of Commissioning (Corporate Parenting) to confirm the target number of children's beds and explain how this figure was arrived at with regard to current shortages.	Chris Tisdall, Head of Commissioning - Corporate Parenting	N/A	N/A	In terms of the target number of beds, please could we refer Select Committee Members to paragraphs 10-13 of the Surrey homes for Surrey children report (item 11) that has been published ahead of going to Cabinet on Tuesday 29 November. In response to feedback from the Select Committee we have provided further clarity and explanation of the numbers

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						of children’s homes beds we are seeking to create in the Cabinet paper, which I hope address the questions raised by Members.
		<p><b>CFLLC 29/22:</b> The Head of Commissioning (Corporate Parenting) to confirm a date by which the intention is for 80% of Surrey’s looked after children to be living in Surrey.</p>	<p>Chris Tisdall, Head of Commissioning - Corporate Parenting</p>	<p>2023</p>	<p>2023</p>	<p><b>Response:</b></p> <p>In terms of confirming a target date for the overall 80% sufficiency ambition for children in Surrey, we are not yet in a position to provide this. We are planning on addressing this as part of the upcoming refresh of our overall Looked After Children and Care Leaver Sufficiency Annual Plan 2022-23. The Commissioning Team has started working on this in November and will be aiming to issue an updated version of this by the end of January 2023. In terms of managing the Select Committee’s expectations, we would ask them to note that, as discussed in the Select Committee and latest</p>

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						<p>Cabinet Report, this will be a long-term journey that requires sustained commitment. Achieving the level of change we feel is right for Surrey's children means addressing multiple complex and interrelated problems, with factors outside of our direct control also affecting the timescales for delivery. As such, the target set will look several years into the future. So that Members are enabled to scrutinise this and provide appropriate support and challenge, we will also set out the planning assumptions that mean we think this is the right timescale to work towards.</p>
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# Children, Families, Lifelong Learning and Culture Select Committee

## Forward Work Programme 2023

**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
<b>16 February 2023 (AHSC)</b>	Overview, policy development and review	<b>Mindworks Surrey</b> <b>(joint with, and led by, Adults and Health Select Committee)</b>	Committees review implementation and impact of new CYP EWMH service and make recommendations as appropriate.	Committees to review work and future plans of Mindworks to improve the mental health and emotional wellbeing of Surrey children, in a context where mental health has been declining.	Tackling health inequality, empowering communities	Mark Nuti, Cabinet Member for Adults and Health  Sinead Mooney, Cabinet Member for Children and Families  Hayley Connor, Director – CFL Commissioning  Professor Helen Rostill – Deputy Director, Surrey and Borders Partnership
<b>3 March 2023</b>	Overview, policy development and review	<b>Family centres</b>	Committee to review the Early Help Continuous Improvement programme and receive detail on what is being delivered, to whom, by whom and why; to receive Ideas Alliance’s research findings on early help.	Committee understands if new provision is meeting demand and delivering positive outcomes.	Tackling health inequality	Sinead Mooney, Cabinet Member for Children and Families  Matt Ansell, Director – Family Resilience and Safeguarding

3 March 2023	Overview, policy development and review	<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 / 25 May 2023	Overview, policy development and review	<b>Children's Social Care Workforce Strategy</b>	Committee to receive update on the implementation of the approved strategy and the Recruitment, Retention and Culture programme; to receive feedback on Members' informal meetings with social care staff.	Committee monitors progress under new strategy and makes recommendations based on learnings from informal meetings with social care staff.	Tackling health inequality, Empowering Communities, Growing a sustainable economy so everyone can benefit.	Clare Curran, Cabinet Member for Children and Families  Rachael Wardell, Executive Director for Children, Families, Lifelong Learning  Matt Ansell, Director for Family Resilience and Safeguarding
3 March 2023 / 25 May 2023	Overview, policy development and review	<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, Empowering communities	Sinead Mooney, Cabinet Member for Children and Families  Tina Benjamin, Director for Corporate Parenting

<b>25 May 2023</b>	Overview, policy development and review	<b>Home to School Transport</b>	Report on the new round of Home to School Travel Assistance applications	Committee monitors progress following learning review, assesses implementation of recommendations.	Tackling health inequality, Growing a sustainable economy so everyone can benefit, Enabling a greener future, Empowering communities	Rachael Wardell, Executive Director – Children, Families, Lifelong Learning  Rebecca Threlfall, Chief of Staff – CFL  Clare Curran, Cabinet Member for Education and Learning
<b>18 July 2023</b>	Performance overview	<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
<b>2 October 2023</b>	Overview, policy development and review	<b>Educational attainment and post-16 destinations</b>	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.	Cabinet Member and senior officers held to account for learners' 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



**Items to be scheduled**

<i>(Date)</i>	<i>(Type)</i>	<i>(Issue)</i>	<i>(Purpose)</i>	<i>(Outcome)</i>	<i>(Cabinet Member/Lead Officer)</i>	
<b>tbc</b>	Overview, policy development and review	<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>tbc</b>	Overview, policy development and review	<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
<b>tbc</b>	Overview, policy development and review	<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	Cabinet Member and senior officers held to account on providing an inclusive education system which enables disadvantaged children and young	Tackling health inequality, Growing a sustainable economy so everyone can benefit,	Clare Curran, Cabinet Member for Education and Learning  Liz Mills, Director for Education and Lifelong Learning

			exclusions data and practice.	people to achieve positive outcomes.	Empowering communities	
<b>tbc</b>	Overview, policy development and review	<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; compare and contrast data from new provision with that of previous provision.	Committee assured of adequacy and impact of provision.	Tackling health inequality, 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
<b>tbc</b>	Overview, policy development and review	<b>Active children and young people</b>	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.	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.	Tackling health inequality, Enabling a greener future	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><b>tbc</b></p>	<p>Overview, policy development and review</p>	<p><b>School standards, improvement and policy</b></p>	<p>Committee to review annual change in Ofsted gradings of, and inspection-finding trends re, Surrey schools, the work and impact of the Schools Alliance for Excellence and the strategic direction for maintained schools, including relevant national policy developments.</p>	<p>Cabinet Member and senior officers held to account for school standards and improvement; and Committee updated on strategic direction for maintained schools.</p>	<p>Tackling health inequality, Growing a sustainable economy so everyone can benefit, Empowering communities</p>	<p>Clare Curran, Cabinet Member for Education and Learning</p> <p>Liz Mills, Director for Education and Lifelong Learning</p> <p>Maria Dawes, CEO – Schools Alliance for Excellence</p>
<p><b>tbc</b></p>	<p>Overview, policy development and review</p>	<p><b>Support for resettled children and families</b></p>	<p>Committee to review the needs of resettled children and families and the support provided to them to settle into schools and communities.</p>	<p>Cabinet Members and senior officers held to account</p>	<p>Tackling health inequality, Growing a sustainable economy so everyone can benefit</p>	<p>Sinead Mooney, Cabinet Member for Children and Families</p> <p>Clare Curran, Cabinet Member for Education and Learning</p> <p>Rachael Wardell, Executive Director for Children, Families and Lifelong Learning</p> <p>Marie Snelling, Executive Director for Customer and Communities</p>
<p><b>tbc</b></p>	<p>Overview, policy development and review</p>	<p><b>Adolescent suicide (joint with, and led by, Adults and Health SC)</b></p>	<p>Committees to review the issue of adolescent suicide and the proposed strategic approach.</p>	<p>Committees understand issues and evaluate proposed approach.</p>	<p>Tackling health inequality</p>	<p>Mark Nuti, Cabinet Member for Adults and Health</p> <p>Sinead Mooney, Cabinet Member for Children and Families</p> <p>Hayley Connor, Director – CFL Commissioning</p> <p>Matt Ansell, Director – Family Resilience and Safeguarding</p>

Task and Finish Groups		
Topic	<u>Relevant organisational priorities</u>	<u>Membership</u>
Adult Learning and Skills	<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>
To be established: Neglect		

### Standing Items

- **Recommendations Tracker and Forward Work Programme:** Monitor Select Committee recommendations and requests and forward work programme.
- **Performance Overview:** 4-page dashboard of key indicators in Children's Services, showing level of progress made against ILACS recommendations; social worker and foster carer turnover data; 2-page overview comparing current external assessors' grades with previous year, in all areas of CFLLC remit.

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