



Surrey Social Care Services Board
30 October 2015

Children's Improvement Plan 2015 - update

Purpose of the report: Scrutiny of Services and Budgets

An update on the Children's Improvement Plan 2015 is presented following its publication in September 2015. This will enable the Board to review and understand the arrangements in place to scrutinise delivery of the Plan.

Introduction:

1. The Children's Improvement Plan 2015 (attached as Annex 1) sets out the Council's intended improvement journey over a three year period in order to ensure that ***children and young people will be happy, healthy, safe and confident in their future.*** The Plan has been developed in response to the Ofsted Inspection report, published in June 2015, which gave an overall judgement for Children's Services of "Inadequate".
2. The Plan builds on the improvement work already completed since October 2014 following the multi-agency pilot Inspection and the Local Authority's safeguarding inspection. This work was part of a nine month action plan which focussed on **responding** to the feedback and completing immediate and urgent actions.
3. The Improvement Plan 2015 sets out the key actions for September 2015-September 2016. These are presented across eight linked workstreams, all of which focus on **strengthening** the council's strategic approach. Progress will be reviewed in spring 2016 with further work over the following two years to **embed and adapt** the changes and improvements.

Progress update:

4. Key actions in the Plan have begun to be delivered through September and October 2015.

5. In recent weeks particular attention has been paid to deepening understanding of the underlying drivers of practice quality. This has been done through: conversations with staff; partnership discussions; engagement with young people; performance / management reviews; and the development of a continuous learning loop starting with a new programme monthly staff peer audits.
6. This feedback has emphasised the need for a strong focus on culture and practice. As consequence, work is underway to develop a strategic approach to practice across the Directorate, with training and engagement activities that support high quality practice and learning. This includes ensuring the right conditions for good practice, with ongoing work to address capacity issues and ensure the right leadership and management support.
7. To support delivery of the Plan expertise from across the council's extended leadership team has been provided to supplement the Children, Schools and Families Directorate and Service management teams. A 'shaping leaders' development programme has been initiated by the Deputy Chief Executive to boost leadership capacity and capability.
8. Important improvement work with partners has also been started. For example, work is underway through the Surrey Safeguarding Children Board (SSCB) to scope and develop the expansion of the existing Multi-Agency Safeguarding Hub (MASH), with a vision that it will deliver an integrated service and provide one 'front door' for both professionals and the public to report any child or adult safeguarding concerns.

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| Monitoring and scrutinising delivery: |
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9. Progress on delivering the Improvement Plan will be monitored in a number of ways, including through independent external review, multi-agency boards, internal programme and project management arrangements, feedback from service users, and scrutiny and oversight by county councillors.

Department for Education and Ofsted

10. As part of the improvement arrangements the Council is working with an advisor from the DfE, Rose Collinson. Rose is a member of the Improvement Board, and will continue to provide advice and guidance over the coming months. In addition, a programme of monthly case audits is in place with Ofsted which will help inform improvement actions. A fuller Ofsted progress inspection is scheduled for September/October 2016.

Improvement Board

11. The **Improvement Board** (chaired by the Deputy Leader), established immediately after the Ofsted inspection, will continue to shape and

oversee the improvement work. The Improvement Board membership was extended in September and now includes the chair of the Surrey Safeguarding Children's Board (SSCB) and key senior representatives from health, police and schools. The Improvement Board sits alongside other existing partnership governance arrangements (e.g. Surrey Safeguarding Children Board, Corporate Parenting Board, Health and Wellbeing Board, Surrey Children and Young People's Partnership).

Member scrutiny

12. It is important there are arrangements in place to support effective oversight and scrutiny by Members. To ensure all Members are sighted on the overall position a series of all Member Seminars have been scheduled through the year (26 October 2015, 1 February 2016, 12 September 2016) to provide overall position briefings on the plan and progress.
13. Currently the Surrey Social Care Services Board will be assessing progress on key aspects of the Plan through the following reports and mechanisms:
 - Annual report on Corporate Parenting Board (on forward plan for 25 January 2016)
 - Annual report on children's services complaints (on forward plan for 25 November 2015)
 - Bi-annual report on children's services quality assurance (on forward plan for 25 January 2016)
 - Annual report on Surrey Safeguarding Children Board (to be confirmed on forward plan)
 - The Board is establishing a Performance and Finance sub group which will assess performance and provide quarterly updates to the full Board
 - There is a mechanism for escalating internal audit reports with one or more high priority recommendations.
14. Also note that the Council Overview Board (COB) is establishing a Transformation Sub Group which will oversee the overall Children's Schools and Families change programme. This will ensure links across the four major programmes of work in the Directorate: Safeguarding (the Children's Improvement Plan), Early Help, Special Educational Needs and Disability, and Future Education and Skills. It will also help co-ordinate activity between Scrutiny Boards to avoid duplication.

Member development

15. One of the key actions is the Improvement Plan (p18, action 1.11) is to provide additional independent scrutiny training for Members on children's services.
16. The Lead Manager of Democratic Services has begun discussions with providers with a view to delivering this independent training from

December 2015. This will form the basis for an ongoing training and development programme which will be mandatory for those Members undertaking scrutiny of the relevant services. Democratic Services will develop a knowledge and understanding checklist for Members, in order to identify gaps and assist new Members upon induction to the relevant scrutiny board.

Conclusions:

17. The Children's Improvement Plan 2015 sets out key actions that will be completed by September 2016. Work is underway to deliver these. Arrangements have been put in place to ensure effective oversight and scrutiny of progress on the Plan.

Recommendations:

18. That the Board oversees and scrutinises deliver the Children's Improvement Plan through the arrangements set out in paragraph 13.

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Sources/background papers:

Children's Improvement Plan 2015 (attached as Annex 1)