



SURREY

Surrey County Council

Children's Improvement Plan 2015

Page 19



Contents

Foreword	3-5	Quality assurance	23	Part 3 Ensuring delivery	44
Improvement journey	6	Summary	23	Improvement Board	45
Structure of this document	7	Areas of focus	24	Monitoring progress	45
		Key actions	25	Monitoring schedule	46
Part 1 High level summary	8	Workforce	26	Progress reports	47
Snapshot of children and young people in Surrey	9	Summary	26	Example of improvement plan monthly report content	48-49
Snapshot of our investment in children and young people	10	Areas of focus	27	Demand and volumes	50
Working in partnership	11	Key actions	28-29	Key actions updates	50
Our approach	12	Children in need	30	Annex 1	51
Responding - what we have already done	13	Summary	30-31	Statement from the Statutory Responsibilities Network	52-54
Developing a stronger approach	14	Areas of focus	32		
Part 2 Summary project plans	15	Key actions	33	Annex 2	55
Leadership, management and governance	16	Child sexual exploitation	34	List of Ofsted recommendations	56-57
Summary	16	Summary	34	Annex 3	58
Areas of focus	17	Areas of focus	35	Glossary	59-60
Key actions	18-19	Key actions	36-37		
Culture and practice	20	Looked after children and care leavers	38		
Summary	20	Summary	38		
Areas of focus	21	Areas of focus	39		
Key actions	22	Key actions	40		
		Experience of children and young people	41		
		Summary	41		
		Areas of focus	42		
		Key actions	43		

Foreword

Children and young people will be happy, healthy, safe and confident in their future.

Page 21

This is our ambition for children and young people. We, the county council, work day in, day out with our partners across Surrey to achieve this.

Children and young people we provide care and support to have told us how they want us to work with them to achieve our ambitions:

- Ensure I have the right support in the right place but don't force it.
- Treat me how you want to be treated.
- Involve me in my plan.
- Help me do well, at school, with friends and with emotional support.
- Don't treat me differently.

We know that to make this a daily reality, and achieve our ambition for every child and young person in Surrey, we must make some significant changes to how we work and the services we provide.

An Ofsted inspection report, published in June 2015, gave an overall judgement for Children's Services of inadequate. This plan sets out the stages of improvement we will make to take us from where we are now to an embedded culture of practice where we, and all partner agencies, are consistently and confidently doing the right things for children and young people, in the right way.

We have acted immediately on priority areas highlighted by Ofsted to ensure children are safe. We have strengthened governance arrangements including the introduction of a member Improvement Board chaired by the deputy leader. An extra £2 million investment has been made to recruit more social workers. We have worked closely with our partners through the Surrey Safeguarding Children Board (SSCB), for example in our joint work with police and health colleagues to address child sexual exploitation.

We will continue to ensure children in Surrey are safe and healthy, now and in the future. We have boosted the experience and resource of the leadership team in Children's Services with support from across the council and have engaged the council's whole extended leadership team in this priority work.

In developing this plan we have sought to improve our understanding of why we failed to get things right for vulnerable children and young people. It is critical we learn from this and build on the things we do well to ensure they are applied to all aspects of our work. This learning process has enabled us to identify the sequence of actions we will take in Children's Services, across the whole organisation and Surrey to build a sustainable and effective service model for children and young people.

A strong one team approach is essential to achieving our ambition for children and young people and achieving the quality of improvement we need, at the pace we need. We will continue to build on the relationships with all our partners to deliver better services and engage effectively with children, young people and families to shape these services.

This collaboration extends beyond Surrey in wider strategic discussions with other councils, the Department for Education and Ofsted – all of which will help us to set direction, benchmark service quality and understand our progress. We have already had a number of productive discussions and workshops with colleagues from Ofsted and the Department for Education and we welcome the ongoing support and challenge they will bring.

We have committed and passionate staff who make a positive difference day in, day out to the lives of children and young people. They are pivotal to the culture and practice changes needed to make our three year improvement plan a success. Staff have told us what they need to do the best possible job for children, young people and families – clear expectations, supportive supervision, the right skills, knowledge and tools, and trusted relationships with each other and colleagues in partner agencies. Through this plan we commit to continuing to invest in our staff to create the conditions they need to thrive.

We will continue to discuss our challenges and plans openly and widely with children and young people, staff, partners and others so they can help us shape the work we need to do. As part of this we will run a programme to engage staff so they understand expectations and required improvements. We will raise awareness and understanding of actions and progress across the organisation with key partners. The Children's Services leadership team will have high visibility across the organisation and with partners.

This plan is focused on the next three years and reflects our current assessment of what we must do. However, we recognise that we need to continually improve, learn and deal with emerging challenges and to get things right for children and young people. In that spirit we will regularly revisit and check that we are having the impact we want and adjust our plans if needed.

We have now completed the first stage of our improvements by responding to issues that required immediate and urgent action. Over the next 12 months we will focus relentlessly on strengthening the way we work, so we have the right capabilities and capacity to deliver sustainable services in the context of rising demands and financial pressures. We will review our progress in the spring, seeking a wide range of views and feedback to help us refresh our improvement plan. Our focus will then shift to embedding and adapting this plan, ensuring all the changes we have put in place are making a real difference to the children and young people we are here to serve.



Linda Kemeny

Cabinet Member for Schools, Skills and Educational Achievement and member of the Improvement Board



Julie Fisher

Director of Children's Services and member of the Improvement Board

The Improvement Board is chaired by the deputy leader of the council and has members from the council's main political groups. It was established to act on behalf of the county council to oversee improvements to children's services.

Acknowledgments

Thank you to all those who helped to develop this plan - either by contributing to specific aspects or by shaping the whole plan. This includes the following groups: Care Council, Surrey Safeguarding Children Board, Corporate Parenting Board, Children, Schools and Families Directorate Senior Managers Forum, Children's Services Operational Management Group, colleagues from Ofsted and the Department for Education.



Peter Martin

Deputy Leader and Chairman of the Improvement Board



Hazel Watson

Group Leader Liberal Democrats and member of the Improvement Board



George Johnson

Group Leader United Kingdom Independence Party (UKIP) and member of the Improvement Board



Nick Harrison

Group Leader, Residents Association and Independents and member of the Improvement Board

Improvement journey

Oct 2014 Sept 2015 Oct 2016 Oct 2018

1. Responding

(Nine month action plan)

Completing immediate and urgent actions

- Improvement Board set up to oversee immediate and urgent actions from Ofsted multi-agency safeguarding inspection (Nov 2014).
- Assessment of underlying challenges and issues.
- New Director of Children’s Services appointed (June 2015).

Page 24.

2. Strengthening

(Improvement plan year one)

Designing, developing and deciding on a stronger strategic approach

- Improvement plan published and communicated widely (Sept 2015).
- Ensure improvements are working and children are safe.
- Manage risks as changes are made.
- Focused strategic oversight through Improvement Board monthly meetings and Ofsted and Department for Education support.
- Strengthen underlying capacity and capability.
- Introduce key components of a stronger strategic approach.
- Peer review of progress (May-June 2016).
- Refresh improvement plan based on learning and feedback and publish updated version (Sept 2016).
- Ofsted progress inspection (Sept-Oct 2016).

3. Embedding and adapting

(Improvement plan years two and three)

Delivering the stronger approach and adapting it based on learning

- Ensure improvements are working and children are safe.
- Manage risks as changes are made.
- Continue to strengthen underlying capacity and capability.
- Ongoing review to check the planned outcomes of the stronger approach are achieved.
- Begin transition of strategic oversight from Improvement Board to Surrey Safeguarding Children Board and ‘business as usual’ corporate governance arrangements.
- Full evaluation of progress (Summer 2017).
- Refresh improvement plan and governance arrangements based on evaluation of progress (Sept 2017).

Structure of this document

Part 1 of this document provides a high level summary description of contextual information, progress to date and the next stage of improvement work.

(p8-14)

Part 2 of this document goes into further detail and sets out summary project plans for the key areas of work.

(p15-43)

Part 3 of this document describes the arrangements that will be put in place for ensuring delivery of the plan.

(p44-50)

Annex 1 is a statement from members of the council's Statutory Responsibilities Network, which provides further background on corporate governance.

(p51-54)

Annex 2 is a list of all the recommendations from the Ofsted inspection.

(p55-57)

Annex 3 is a glossary of professional terms used in the plan.

(p58-60)

Part 1

High level summary

In this part you will find a high level summary description of contextual information, progress made to date and an overview of the next stage of improvement work.



Snapshot of children and young people in Surrey

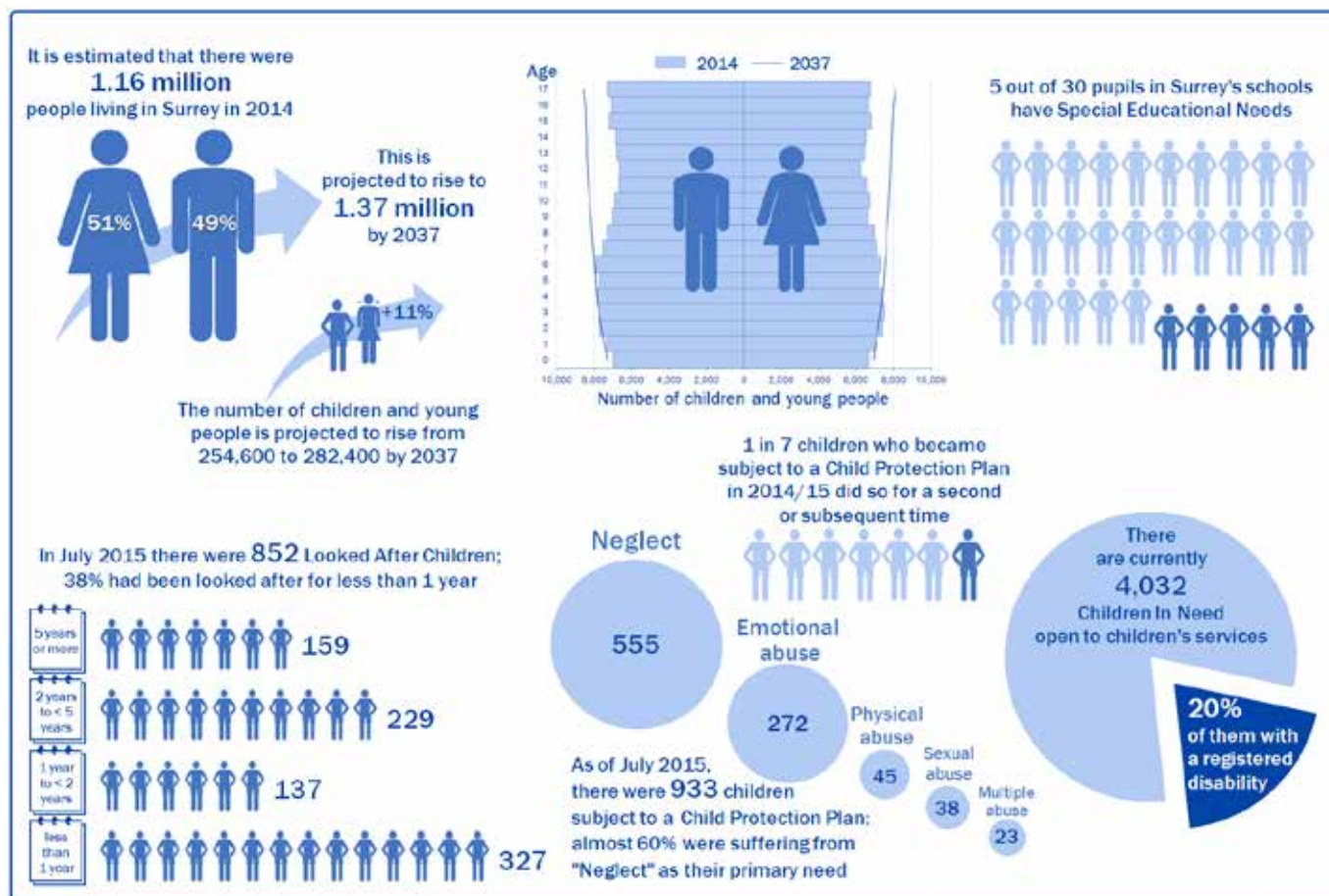
For most children and young people Surrey is a good place to grow up – the economy is doing well and many households benefit from higher than average socio-economic circumstances.

Most children and young people are safe, well educated, experience good health and have good leisure and employment opportunities.

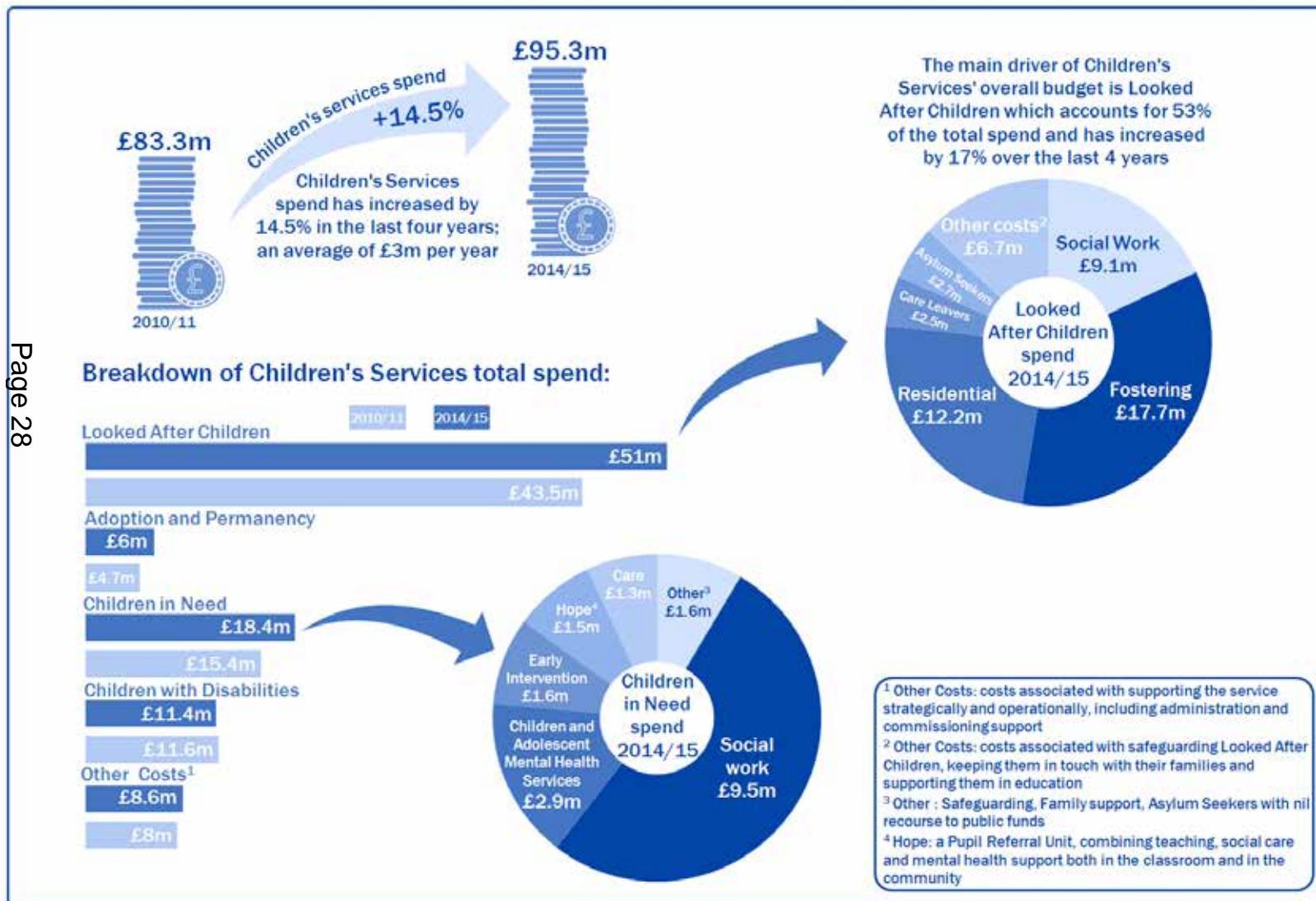
Deprivation exists in Surrey and there are groups of children and young people who experience poorer outcomes. Around 10% of children and young people live in poverty with pockets of poverty often close to the most affluent areas.

Surrey's population of children and young people is growing, with increasing demands being put on public services. For example, 16,000 additional school places will be required in Surrey by 2018.

Page 27



Snapshot of our investment in children and young people



Working in partnership

This improvement plan links to a number of other strategies and plans that are in place within the council and across wider Surrey partnerships. This improvement plan is focused specifically on changes and improvements to children's safeguarding for which Surrey County Council is responsible. These improvements will require effective whole system partnership working, but it is important to note that a complementary action plan is being developed in response to the June 2015 Ofsted inspection of the Surrey Safeguarding Children Board (SSCB), which will focus exclusively on joint partnership actions. The table on the right sets out the respective roles of some of the key boards and governance groups.

Board/group	Role	Strategies/plans
Improvement Board	To oversee the council's response to Ofsted's multi-agency inspection report of June 2015.	Council improvement plan
Health and Wellbeing Board (statutory)	To bring together partners across a number of organisations to jointly plan services across health and social care.	Joint health and wellbeing strategy
Surrey Safeguarding Children Board (statutory)	To coordinate safeguarding across different agencies and to promote the welfare of children in Surrey.	SSCB improvement plan and other topic related plans
Corporate Parenting Board (statutory)	To enable looked after children and young people to grow up having the same opportunities as their peers and to support children leaving care to live independent lives.	Corporate parenting strategy
Surrey Children and Young People's Partnership	To lead and coordinate partners working with all children, young people and families in Surrey. It is responsible for delivering the children's priority of the joint health and wellbeing strategy.	Children and young people's partnership plan
Children's Health and Wellbeing Group	To develop, advise on and support commissioning activity in regard to children, young people and their families.	Specific commissioning strategies
Youth Justice Board	To oversee the strategic development of youth justice services in Surrey, ensuring that arrangements for the delivery of these services are sufficiently robust and flexible to respond to local priorities and public service policy developments.	Youth Justice Strategic Plan 2015-2020

Our approach

Over recent months we have had conversations with colleagues across the council and partners about the values and principles that will underpin our further improvement work. There is a shared view that a strong set of values and principles are essential to guide both what we do and how we do it.

There are key themes emerging from our conversations that resonate with staff and partners - they are summarised on the right. They build on concepts and ideas already present in the council, professional practice, and partnership arenas. There will be further discussions about how we proactively use these to guide our work. We will continually test ourselves against these commitments and seek feedback on whether we are putting them into practice consistently and to good effect.

We will...

Ensure **the welfare of the child is paramount**

Focus relentlessly on **making a positive difference to the lives of children, young people and families**

Always apply the values of **listen, responsibility, trust and respect**

By...

Working as one team

Across the council with all members and staff.

With our partners – ensuring we build trust and confidence across all our partnerships.

With the children, young people and families we are here to support.

Learning effectively

Seeking and acting on the views of children, young people and families.

Building learning into how we do things (assess-plan-do-review).

Welcoming support and challenge from inside and outside the council.

Leading effective change

Understanding the changing needs of children and young people in Surrey and the context in which we are working.

Understanding how people experience change and the support that gives people the confidence to adjust and thrive.

Focusing on evidence and risks.

Responding – what we have already done

Over the last nine months we have focused on immediate and urgent actions required in response to the Ofsted inspection findings to ensure children are safe. This work was overseen by a member Improvement Board chaired by the deputy leader of the council. As part of this work there has been a significant focus on ensuring better partnership working. Some of the key actions we have already completed in partnership with other agencies are summarised on the right.

We know there is more work to do to consolidate and sustain improvements. Further work on each of the recommendations will be completed as we strengthen our approach over the next 12 months. Reports on progress on all the Ofsted recommendations have been – and will continue to be – reviewed by the Improvement Board.

Key actions already taken

- Stronger leadership and governance put in place including the establishment of an Improvement Board.
- Tracker developed and implemented to monitor cases stepped down from Children’s Services, children in need reviews, child in need plans and meetings.
- Monthly accountability meetings with the deputy director in place, monitoring performance, trends, practice, staffing and workload in the referral, assessment and intervention service (RAIS), child protection and looked after children teams – this is identifying challenges and ongoing improvement work.
- Investment in recruitment including:
 - Recruitment of experienced agency (locum) social workers to cover permanent vacant posts in the frontline social work teams.
 - Commissioned a national advertising campaign targeting experienced social workers and assistant team managers.
- Principal social worker arrangements updated to ensure the position's independent function and effectiveness.
- Improved partnership arrangements to identify, risk manage and respond to child sexual exploitation, including:
 - Creation of a single multi-agency list of children at risk of child sexual exploitation for the county.
 - Reconfiguration of the missing and exploited children’s conference (MAECC), including centralised administration.
 - Review of child sexual exploitation risk assessment tool and development of child sexual exploitation screening tool for referring agencies.
 - Commissioning of an independent return interview service for looked after children in foster care in Surrey.

Impact

Having reviewed progress the Improvement Board believes the actions taken have reduced risks to children. Stronger leadership, management and governance of practice and tracking of cases means risks to children are better understood and can be acted on appropriately. Investment in recruiting and retaining social workers means we are beginning to be better equipped to give children, young people and families the timely attention they need. There are now better conditions for the partnership working that is required to deal effectively with child sexual exploitation and other forms of harm and neglect. The work to date has had a positive impact, but there is much more to do on every front to achieve the consistent standard of practice we want for all children and young people.

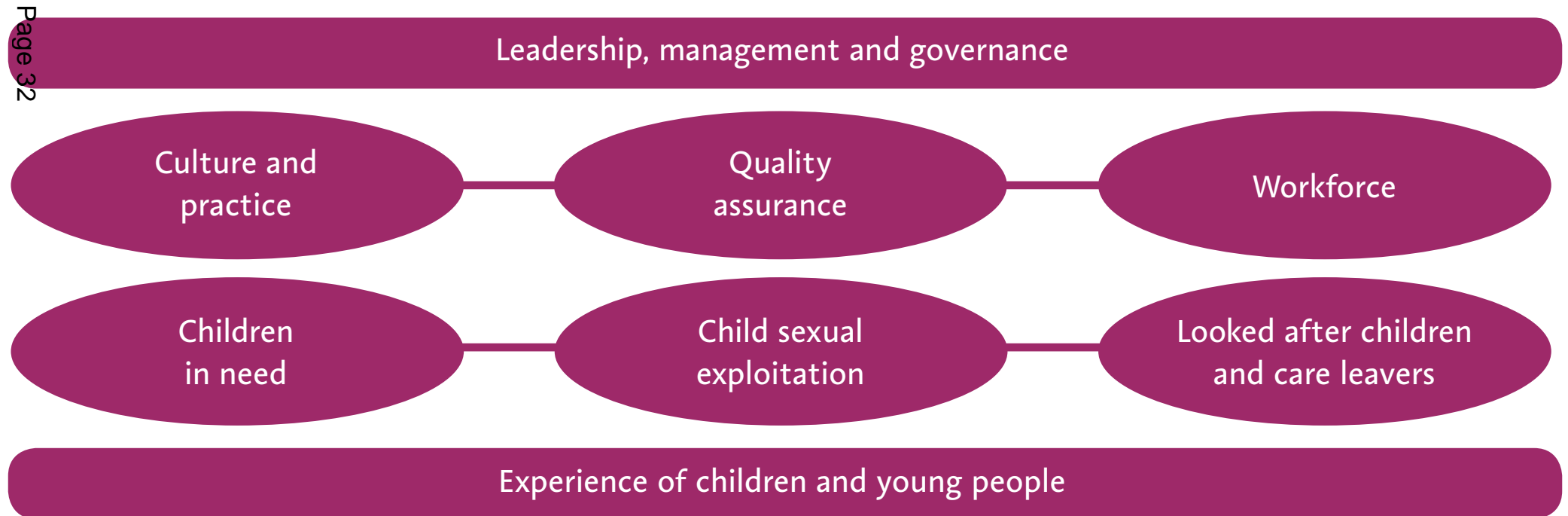
Developing a stronger approach

The diagram below summarises the eight key areas of work that we will focus on in order to strengthen our approach over the next 12 months. We will develop strong and effective leadership, management, governance and assurance, which will create the conditions for a culture and practice that makes a positive difference to children and young people's lives.

We are strengthening quality assurance arrangements to ensure we know what is and isn't working and can continually learn and improve what we do. And our workforce will have the right support, skills and tools to make a difference. By doing these things we will be able to get things right consistently for vulnerable children.

This will include children in need, those at risk of, or who have suffered from, child sexual exploitation and other types of harm or neglect and looked after children and care leavers. We will judge our efforts by whether it makes a positive difference to the experience of children and young people and helps them feel confident in their future.

Aim: Children and young people will be happy, healthy, safe and confident in their future



Part 2

Summary project plans

In this part you will find summary project plans for each of the eight key areas of work. For each one there is:

- A one page summary describing why we are focused on the issue, what we plan to achieve, how we will do it, and how we will know when the changes we've made are working.
- A diagram illustrating the main areas of focus for the topic.
- A table of the high level actions to be completed, with owners and timeframes (note that the timeframes use standard financial quarters, starting with Q3 2015/16 as it is September at the time of publication).

Note that for each of the eight areas there is more detail contained in supporting operational project plans.



Leadership, management and governance Summary



Why we are focused on this

In March 2014, we introduced a phased implementation programme to transform the delivery of services for children in need. The changes being made were significant and implementation risks had not been sufficiently recognised, planned for and mitigated. Strategic leadership and operational management of high risk vulnerable children in need including child sexual exploitation and missing children and young people was not sufficiently robust and consistent. Governance was not sufficiently challenging or effective.

Our further improvement work will address Ofsted recommendations: 1-11 that were detailed in its multi-agency inspection report of June 2015.

What we will achieve

- We will show we are meeting our statutory duties to children in need.
- We will have strong and robust individual organisation and partnership responses to all children in need including those at risk of child sexual exploitation and/or who go missing.
- All aspects of performance management will be effective, and underpinned by a strong quality assurance framework.
- Governance will be clearly understood by all, with clear accountabilities, roles and responsibilities which ensure effective challenge, scrutiny and feedback.

How we will do this

- Establish stronger strategic leadership within the council and across the whole partnership system that creates the conditions for excellent partnership working and practice.
- Review, consolidate and strengthen governance arrangements ensuring there is a culture of listening to views of children and providing constructive challenge.
- Support the ongoing development of all our leaders, including running a leadership development programme.
- Review and refresh existing quality assurance arrangements.
- Implement strengthened member development programme.

We will know it is working when

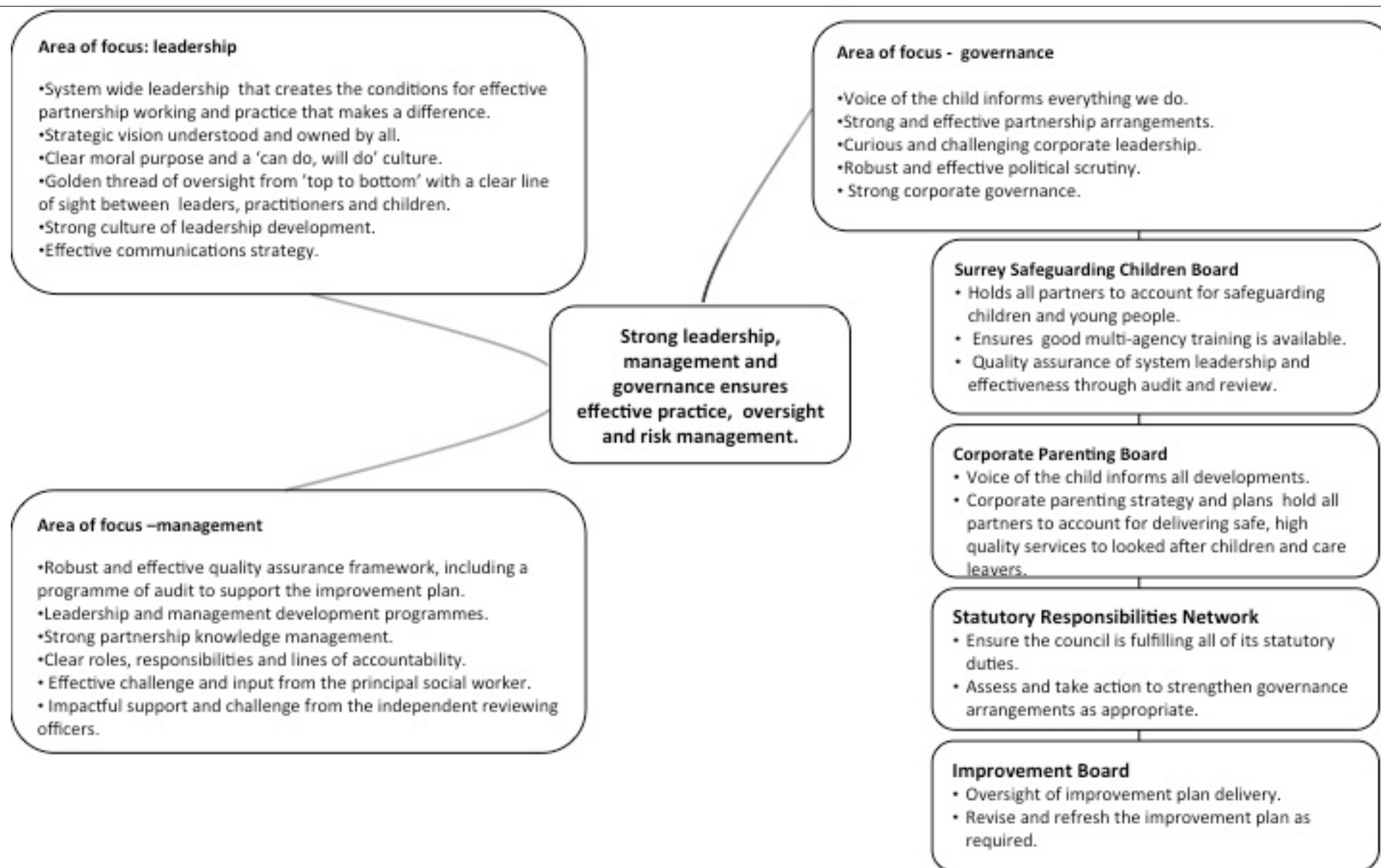
- Governance ensures challenge and effective use of information and data.
- Improved performance on key measures is sustained.
- Robust quality assurance arrangements to support a culture of continuous learning and improvement.
- Children and young people confirm we are having a positive impact.

Leadership, management and governance

Areas of focus



Page 35



Leadership, management and governance

Key actions



Ref	What	Lead	Timeframe			
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17
Leadership						
1.1	Complete a 'shaping leaders' exercise to support values-based leadership behaviours across the Children, Schools and Families Directorate.	Director of Children's Services	→			
1.2	Establish a community of practice with a cross section of staff to support the improvement journey – then make it part of ongoing business as usual.	Director of Children's Services	→	→		
1.3	Establish a coaching programme for the directorate leadership team (assistant directors).	Director of Children's Services	→	→	→	→
1.4	Establish a leadership development programme for the Children's Services management team.	Director of Children's Services	→	→	→	→
1.5	Managers from Children's Services to complete a series of visits to learn from other local authorities.	Director of Children's Services	→	→	→	→
1.6	Run a leadership programme for new Children's Services assistant team managers.	Director of Children's Services		→	→	→
Governance						
1.7	Statutory officers to review governance arrangements and strengthen as appropriate	Monitoring Officer	→			
1.8	Ensure effective working arrangements between the Improvement Board and the Surrey Safeguarding Children Board.	Director of Children's Services, Chair of Surrey Safeguarding Children Board	→	→		
1.9	Review and refresh existing partnership governance arrangements to streamline and enhance effectiveness.	Director of Children's Services, Chair of Surrey Safeguarding Children Board	→	→		
1.10	Develop a strategic communications strategy and plan.	Head of Communications	→			
1.11	Arrange additional independent training for members around scrutiny and Children's Services – then make this part of ongoing business as usual.	Head of Democratic Services	→			

Leadership, management and governance

Key actions



Ref	What	Lead	Timeframe						
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17			
Management									
1.12	Introduce a new monthly peer audit framework – then build into ongoing business as usual.	Quality Assurance Manager	→						
1.13	Review, refresh and implement a robust and effective quality assurance framework.	Head of Safeguarding, Head of Performance and Support	→						
1.14	Evaluate the impact of the refreshed quality assurance framework, make required adaptations and build into business usual.	Head of Safeguarding, Head of Performance and Support			→				
1.15	Ensure that supervision is regular, effective and reflective – ongoing as part of business as usual.	Deputy Director of Children, Schools and Families	→						
1.16	Implement effective management oversight of complex cases (e.g.) forums and panels, delegations and authorisation - ongoing as part of business as usual.	Deputy Director of Children, Schools and Families	→						
1.17	Continue to review and adapt to strengthen arrangements for child sexual exploitation and other types of harm and neglect - ongoing as part of business as usual.	Head of Safeguarding	→						

Culture and practice Summary



Why we are focused on this

Good practice comes from strong leadership which develops a confident workforce with a culture focused on the 'hearts and minds' of children, young people and families. This is supported by a quality assurance framework that is embraced and embedded at every level of the service. A key challenge is ensuring consistency of practice and management oversight across a large county. For example the consistent application of thresholds to ensure appropriate management of children in need. We recognise, in line with the Munro review, that high quality practice makes a direct difference to outcomes for children and young people.

Our further improvement work will address Ofsted recommendations: 2,3,5,6,7,8,9,10,11,14,15,16,18,19,20,21,22 that were detailed in its multi-agency inspection report of June 2015.

Page 38

What we will achieve

- Strategic leadership and management ensures consistent practice across the county.
- A shared understanding across the workforce of practice values and standards.
- Continual learning about good practice.
- A quality assurance framework that helps us meet the required standards.

How we will do this

- Co-design with children, young people and families and staff a set of consistent practice values and standards.
- Introduce an enhanced programme of practice workshops.
- Embed monthly peer audits as part of the revised quality assurance framework.

We will know it is working when

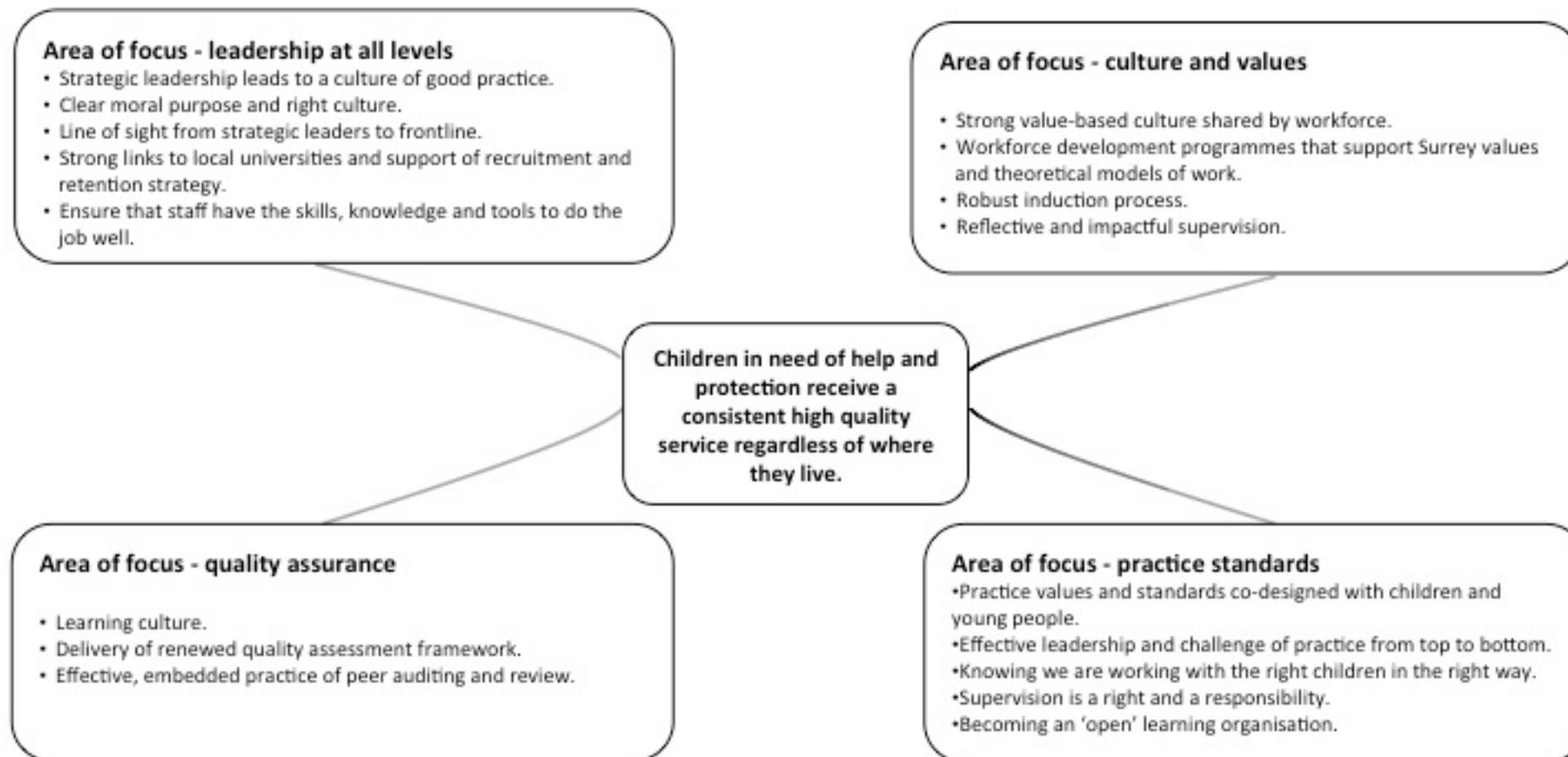
- There is evidence of consistently high standards of practice at all stages of processes.
- There is evidence of high quality case work.
- There is evidence of a strong learning culture.
- There is evidence of an outcome focused approach to practice.
- Feedback mechanisms, including quality assurance tell us that we are making a positive difference.

Culture and practice

Areas of focus



Page 39



Culture and practice

Key actions



Ref	What	Lead	Timeframe			
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17
2.1	Develop key practice values and standards through co-design with children and young people, families and practitioners and embed them into ongoing business as usual.	Head of Countywide Services	→			
2.2	Develop a refreshed programme of practice development workshops (joining up with partner agencies where applicable) – then make this part of ongoing business as usual.	Principal Social Worker	→			
2.3	Refresh practice guidance to clearly detail expectations of practitioners and managers (including templates, tools and information documents).	Principal Social Worker		→		
2.4	Establish a community of practice with a cross section of staff to support the improvement journey – then make it part of ongoing business as usual (also 1.2).	Director of Children's Services	→			
2.5	Review, refresh and implement a robust and effective quality assurance framework (also 1.13).	Head of Safeguarding, Head of Performance and Support	→			
2.6	Evaluate the impact of the refreshed quality assurance framework, make required adaptations and build into business as usual (also 1.14).	Head of Safeguarding, Head of Performance and Support			→	

Quality assurance Summary



Why we are focused on this

We want good practice which ensures the welfare of the child is at the heart of all we do. Quality assurance must be an enabler that supports cultural change and drives a passionate ambition for high quality practice resulting in good outcomes for children and young people.

Our review and refresh will have this philosophy at its core. Our practice standards will be reviewed and simplified, but the change will be led by our workforce and the views of young people. We will build in key components to provide the necessary checks and balances and give assurance, but most of all we want to bring about improvement by gaining the ‘hearts and minds’ of our colleagues and partners. Instructing changes can only ever lead to short term temporary compliance. To achieve sustainable and deeper improvements, all those working with children, young people and families must hold strong shared beliefs, ambitions and commitment to high quality practice.

Our further improvement work will address Ofsted recommendations: 2,3,5,6,7,8,9,10,11,14,15,16,18,19,20,21,22 that were detailed in its Multi-agency inspection report of June 2015.

Page 41

What we will achieve

- A co-ordinated professional approach to QA.
- A revised QA strategy.
- Establish effective QA governance arrangements.
- A QA framework, which informs future strategic plans and service delivery.
- Delivery of revised practice standards.
- An approach to audit which demonstrates that change is embedded and is improving outcomes for children and young people and identifies priorities for further work.

How we will do this

- Learn from others.
- Apply models of best practice.
- Define robust review processes.
- Work with stakeholders, children and young people to develop standards.
- Deliver a challenge and review programme.
- Establish an integrated approach to managing performance, which includes both qualitative and quantitative measures.
- Governance arrangements which promote accountability, scrutiny and positive reinforcement of change.
- Delivery of a monthly peer audit.

We will know it is working when

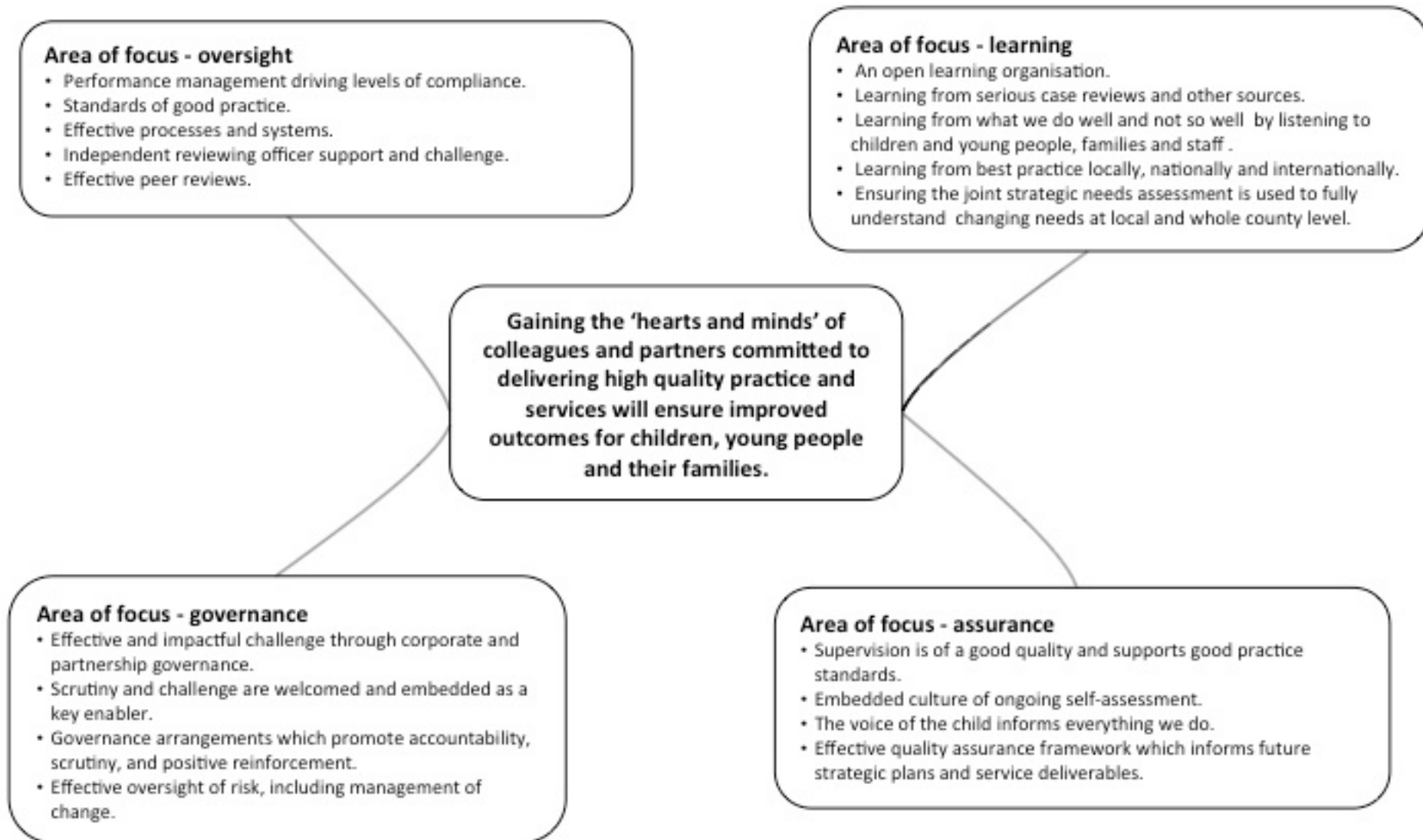
- We have embedded a new QA framework which embraces a child centred philosophy (eg social pedagogy and restorative approaches).
- We will have changed culture by winning hearts and minds.
- Good practice as the norm is everyone’s ambition and the child is at the heart of all we do.
- Our QA framework will provide practice led improvement and assurance of positive outcomes for children and young people.
- Scrutiny and challenge are welcomed and embedded as a key enabler in the journey to excellence.
- We will see sustained improvement of key performance indicators and feedback from children and young people and their families as well as stakeholders.
- We will be a confident learning organisation.

Quality assurance

Areas of focus



Page 42



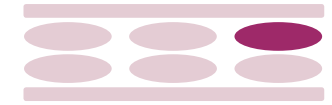
Quality assurance

Key actions



Ref	What	Lead	Timeframe						
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17			
Leadership									
3.1	Introduce a new monthly peer audit framework – then build into ongoing business as usual (also 1.12).	Quality Assurance Manager	→						
3.2	Review and update the quality assurance team audit programme to support the improvement plan work.	Head of Performance and Support	→						
3.3	Develop key practice values and standards through co-design with children and young people, families and practitioners and embed them into ongoing business as usual (also 2.1).	Head of Countywide Services	→						
3.4	Develop a refreshed programme of practice development workshops (joining up with partner agencies where applicable) – then make this part of ongoing business as usual (also 2.2).	Principal Social Worker	→						
3.5	Review, refresh and implement a robust and effective quality assurance framework (also 1.13).	Head of Safeguarding, Head of Performance and Support	→						
3.6	Evaluate the impact of the refreshed quality assurance framework, make required adaptations and build into business usual (also 1.14).	Head of Safeguarding, Head of Performance and Support				→			

Workforce Summary



Why we are focused on this

We need to recruit and retain a skilled workforce to deliver high quality services to children in order to keep them safe and to make a real difference to their lives. There is a national shortage of social workers and in Surrey the current vacancy rate is approximately 20% in essential children's social work teams. We need to ensure that the 'Surrey offer' remains competitive with other local authorities and accurately presents Surrey as a great place to live and work. We will do all that we can to ensure that social workers feel supported in Surrey so that they want to stay with us. We will do this by offering excellent training and supervision alongside manageable caseloads so that we provide the right environment and culture for them to develop their skills and experience.

What we will achieve

- We will increase the number of applicants for social work posts and reduce our vacancy rate.
- All our vacant posts will be covered by skilled locums who are equipped and supported to provide a good service to children.
- We will have accurate data about our vacancies and recruitment success.
- We will reduce the number of social workers who leave Surrey. When they do leave we will know why and we will learn from what they tell us.
- We will develop our own workforce by providing training opportunities for non-social work qualified staff.

How we will do this

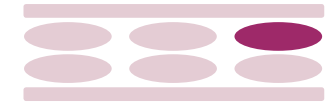
- Develop our salary offer so that we are able to attract the best applicants. We will ensure that we are competitive with other authorities with regard to a social worker salary and benefits package.
- Attract more applicants through better advertising, website improvements, and international recruitment.
- Enhance the 'applicant experience' through improved online application processes and applicant care.
- Promote career development prospects across all areas of Children's Services.
- Ensure that social workers' caseloads are safe so that they are able to deliver high quality services to children and make a difference to their lives.
- Ensure that Surrey is an attractive place to work and provides our workers with the right support in order to do their job.
- We will reduce our unplanned use of locums.

We will know it is working when

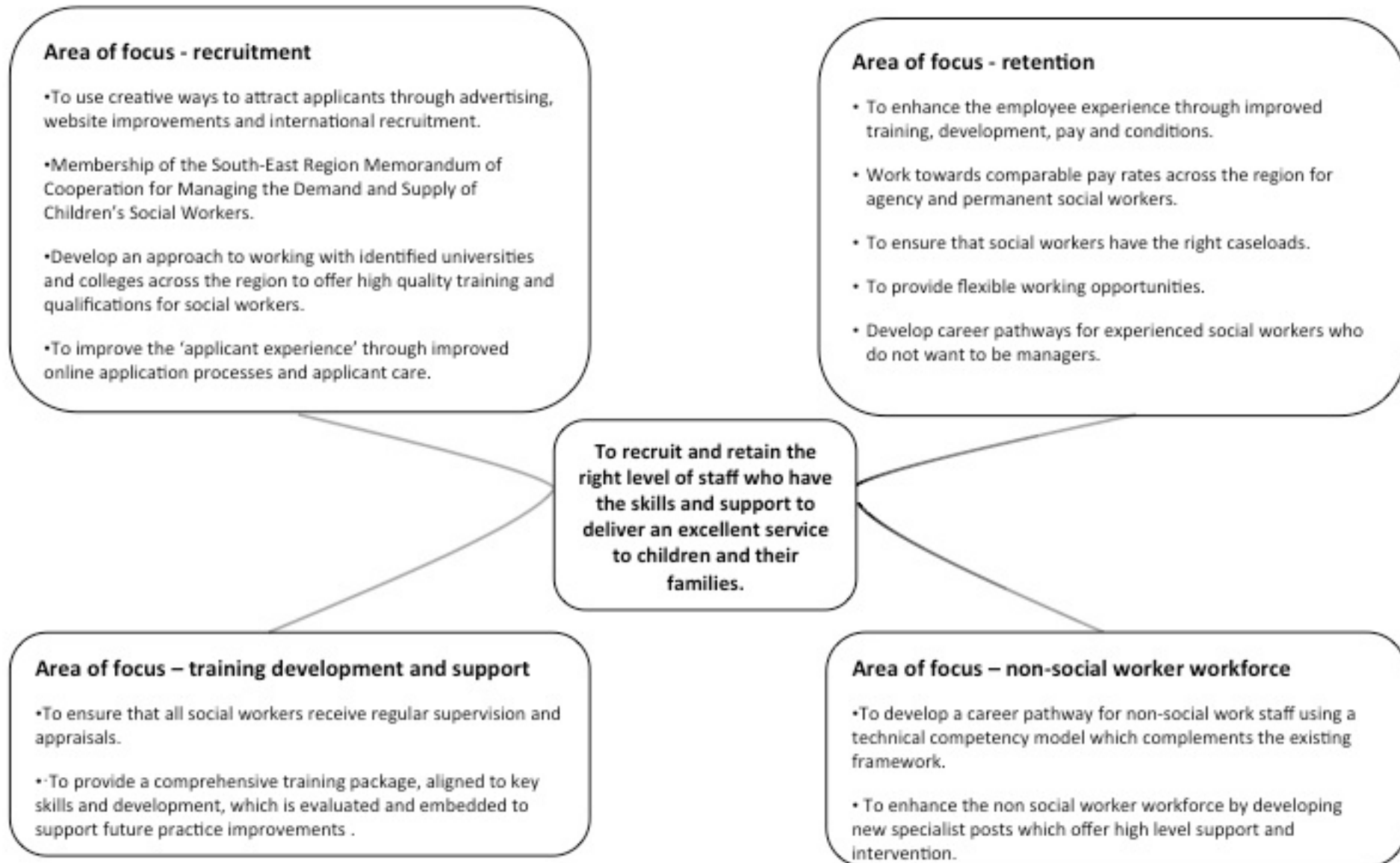
- We increase the number of social work new starters by 20%.
- Our social work retention rate has increased.
- We increase the number of applicants for social work posts by 25%.
- Performance data and audits confirm improvement in the timeliness and quality of the services that we offer to children and their families
- The number of social workers recruited to the Surrey Academy increases from 10 to 18.

Workforce

Areas of focus



Page 45



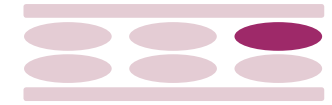
Workforce Key actions



Ref	What	Lead	Timeframe						
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17			
Recruitment									
4.1	Launch a new recruitment campaign targeting experienced social workers and assistant team managers - then review impact and decide how to develop further as part of business as usual in 2016/17.	Head of Human Resources and Organisational Development	→						
4.2	Work with partners (through the South-East Region Memorandum of Cooperation for Managing the Demand and Supply of Children's Social Workers) to develop joint approaches with universities and colleges to offer high quality training and qualifications for social workers.	Area Head of Children's Services (South West)	→						
4.3	Work with partners (through the South-East Region Memorandum of Cooperation for Managing the Demand and Supply of Children's Social Workers) to help forecast and plan for future demand.	Area Head of Children's Services (South West)	→						
Retention									
4.4	Develop and then apply an enhanced Surrey offer for social work staff including changes to start up payments, enhanced relocation and retention payments.	Head of Human Resources and Organisational Development, Deputy Director of Children, Schools and Families	→						
4.5	Complete a review of current case loads in order to ensure that we have the right level of staff in all the teams – then build into ongoing business as usual.	Deputy Director of Children, Schools and Families	→						
4.6	Develop a career path for experienced senior social workers who do not want to be managers.	Principal Social Worker, Head of Safeguarding		→					
4.7	Develop a career path for non-qualified social work staff using a technical competency model which complements the existing framework.	Head of Countywide Services, Strategic Human Resources Lead	→						

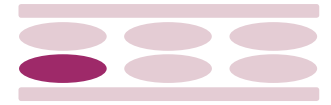
Workforce

Key actions



Ref	What	Lead	Timeframe						
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17			
Development of staff									
4.8	Expand the Surrey Academy to 20 places a year across two sites	Principal Social Worker	→	→					
4.9	Establish a leadership programme for new Children's Services assistant team managers (also 1.6).	Director of Children's Services		→	→	→			
Supervision and support									
4.10	Pilot new leadership and management training for new managers to ensure supportive and effective leadership underpins all areas of social work practice – evaluate and refine before then extending to all service frontline managers.	Head of Human Resources and Organisational Development, Deputy Director of Children, Schools and Families	→						
4.11	Develop a strategic communications strategy and plan. Ensure stronger two way communication with social work teams – make it part of ongoing business as usual (also 1.10).	Head of Communications	→						

Children in need Summary



Why we are focused on this

Supporting children in need is one of our biggest challenges. The council recognises its statutory responsibilities, but fully meeting this challenge requires effective joint work with our partner agencies on the whole system of support across the county. A strong and effective shared response requires clarity on the thresholds for different types of support, and a responsive system of early help and preventative work across all agencies. In recent months we have focused on improving the way we do things including getting assessments done in a more timely way and aiming to ensure we have clear plans, developed with families and partners to make a difference. We have made some progress by being clear about our pathways and processes as well as putting in place monitoring systems to track who provides ongoing support to families when there is no longer a need for social care support (step-down arrangements).

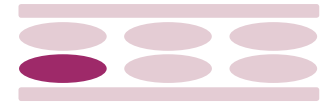
Our next focus is to further clarify and improve our organisational and partnership approach to the assessment of need and risk, and how we support children and young people who are in need and their families. Our thresholds for involvement are not clearly understood. We need to ensure that support put in place is appropriate to the correctly identified level of need and risk and is kept under review

Partners have told us that our Surrey early help approach is welcomed by all, but pathways and processes are complicated and confusing. We respond quickly and appropriately to immediate and significant risk of harm but need to improve our support and oversight of children in need where there may be concern in relation to wider vulnerability and possible risk of harm. There needs to be a more consistent partnership 'front door' which leads to the appropriate pathways of support based on need. With partners we need to ensure that support for children, young people and their families is managed through plans that are outcome focused and regularly reviewed.

Our further improvement work will address Ofsted recommendations: 1,2,4,7,8,9,10,11 that were detailed in its multi-agency inspection report of June 2015.

Children in need

Summary continued



What we will achieve

- Children and young people in need of support and protection receive the right help and support at the right time.
- Partner agencies work together effectively to maximise provision of timely help to children, young people and families.
- We will have an effective multi-agency safeguarding hub (MASH) operating to ensure timely consistent pathways for children appropriate to need.
- Outcome focused good practice based on a shared understanding of practice principles.

How we will do this

- Levels of need and thresholds for involvement are clear, consistently applied and understood by all.
- Referral and intervention pathways are simple, clear and seamless.
- Ensure we have a stable and skilled children's system workforce sufficient to support demand.
- Ensure we have skilled systems leaders who are committed to positive outcomes and robust management oversight.
- Good quality referrals ensure timely appropriate pathways so that young people receive the right support.

We will know it is working when

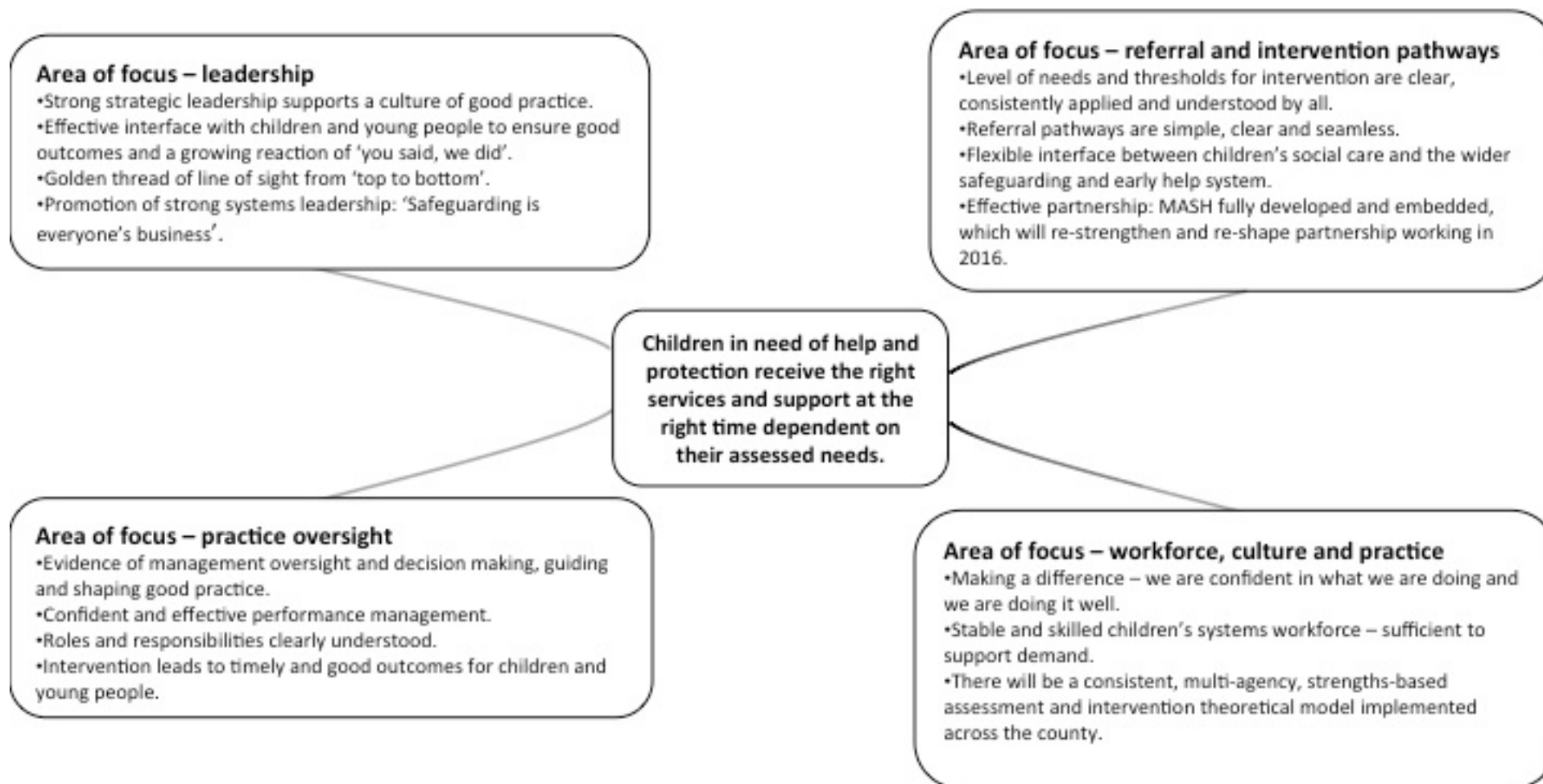
- There is evidence of effective and consistent application of thresholds.
- There is evidence of the right help support at the right time.
- Fewer families are requiring support services for second and subsequent times.
- Fewer children and young people require higher levels of statutory intervention.

Children in need

Areas of focus



Page 50



Children in need

Key actions



Ref	What	Lead	Timeframe						
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17			
Leadership									
5.1	Review and revise level of needs document (consistent and understood application of thresholds) – then embed into business as usual.	Surrey Safeguarding Children Board	→	→					
5.2	Review our processes and pathways for children in need – then embed into business as usual.	Area Head of Children’s Services (South East)	→	→					
5.3	Test and start to implement new operating model for children in need.	Area Head of Children’s Services (South East)		→	→				
5.4	Simplify and clarify our partnership early help approach, working with the Surrey Safeguarding Children Board - then embed this.	Director of Children’s Services	→	→					
5.5	Further develop and implement a stronger partnership multi-agency safeguarding hub (MASH).	Deputy Director of Children, Schools and Families	→	→	→	→			
5.6	Implement strengthening families model to underpin identification and assessment of risk and need.	Surrey Safeguarding Children Board	→	→	→	→			

Child sexual exploitation Summary



Why we are focused on this

In November 2014, Ofsted found that not all children at risk of child sexual exploitation in Surrey were identified and those identified did not benefit from a co-ordinated response, with risk factors not fully identified or responded to effectively. In addition, the services to children who go missing from home and care were not sufficiently developed. In November Ofsted published a thematic report into child sexual exploitation across the country which highlighted deficiencies within local authorities in their tackling of child sexual exploitation. As a consequence we carried out a self assessment against these recommendations which noted significant weaknesses that need to be addressed by both us and partners. These findings across both reports sit in a wider context of a series of reports into child sexual exploitation cases; including the Casey report into abuse in Rotherham published in February 2015.

Our further improvement work will address Ofsted recommendations: 3, 5, 6, 12, 23 that were detailed in its multi-agency inspection report of June 2015.

Page 52

What we will achieve

- We will have an appropriately skilled workforce, able to demonstrate that it can identify, assess and intervene effectively with children at risk of child sexual exploitation.
- With partners we will have strong arrangements for the monitoring and quality assurance of plans for children at risk of child sexual exploitation.
- Compliance with the statutory guidance on children who go missing.

How we will do this

- Review existing procedures and assessment tools.
- Develop a local authority training programme for all staff on child sexual exploitation.
- Review existing multi-agency monitoring arrangements.
- Establish an independent return interview service for children who go missing.

We will know it is working when

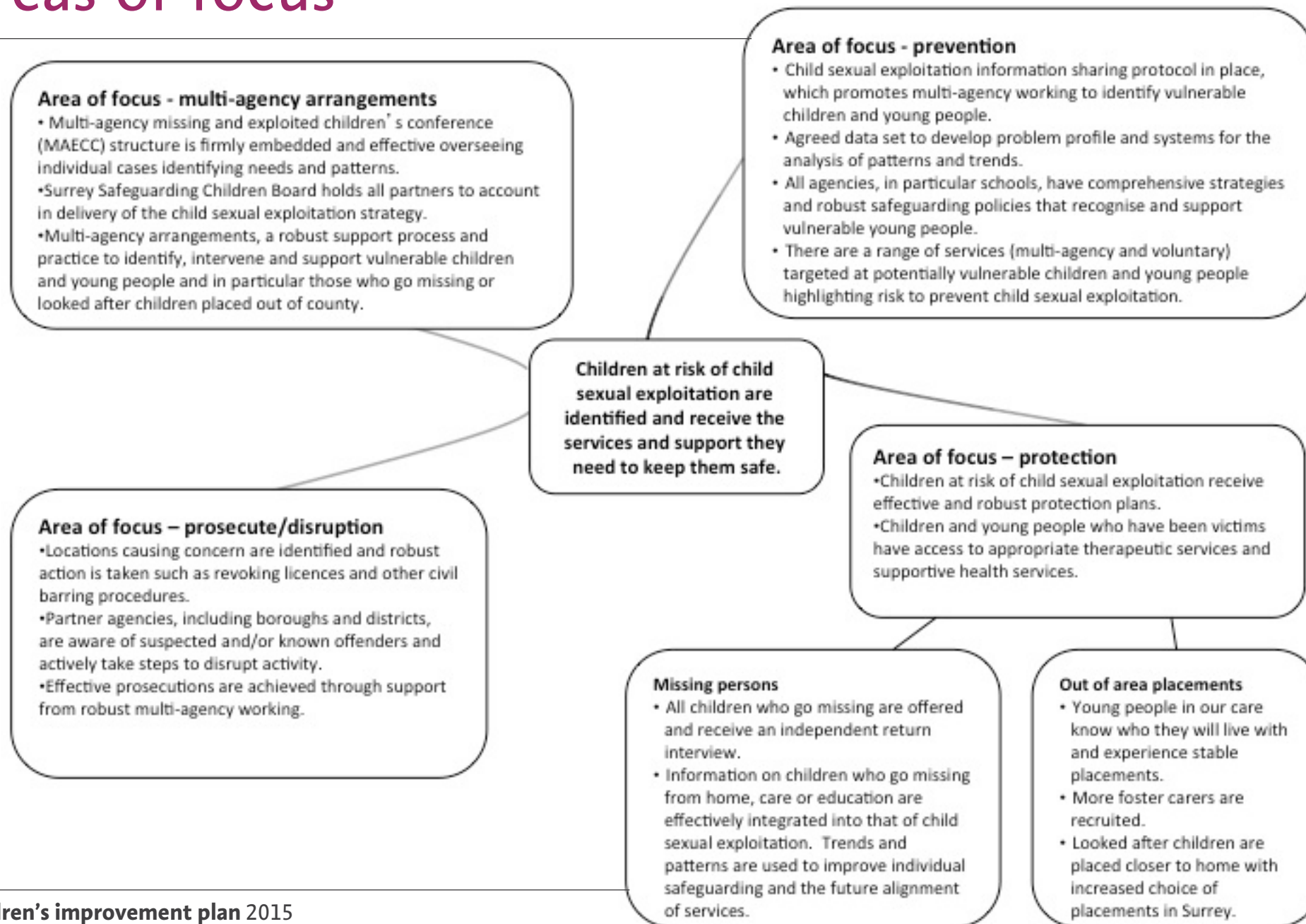
- Children at risk of child sexual exploitation are identified quickly and receive a prompt and appropriate service that protects them.
- Children who go missing from home or care have the opportunity to have an independent return interview in a timely fashion.
- There is a clear data set shared by all partners providing a robust child sexual exploitation profile.
- Children are being removed from child sexual exploitation situations.
- Disruption activity has a clear impact on perpetrators.

Child sexual exploitation

Areas of focus



Page 53



Child sexual exploitation

Key actions



Ref	What	Lead	Timeframe						
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17			
Multi-agency arrangements									
6.1	Further develop the missing and exploited children's conference (MAECC) through commissioning a peer review of the new model.	Head of Safeguarding		→					
6.2	Establish a set of protocols and lines of communication between MAECC and other key multi-agency groups, including the Borough Community Impact Action Groups and Joint Action Groups in order to identify 'hot spots' and potential offenders.	Head of Safeguarding	→						
6.3	Establish clear reporting arrangements on child sexual exploitation from frontline to chief officers.	Head of Safeguarding	→						
6.4	Develop a multi-agency training offer to the children's workforce.	Head of Safeguarding	→						
Prevention									
6.5	Agree with partners a Tier 2 information sharing protocol in respect of child sexual exploitation.	Head of Safeguarding / Child Sexual Exploitation Strategy Group (multi-agency)	→						
6.6	Develop an agreed data set across all partners that will enable the local authority and police to form a problem profile.	Head of Safeguarding	→						
6.7	Put in place systems for regular cross-referencing of data held by partners.	Head of Safeguarding	→						
6.8	Review the e-safety strategy and training offer to partners and implement.	Head of Safeguarding / SSCB E-Safety Sub Group	→						
6.9	Roll out the refreshed safeguarding guidance to schools.	Area Education Officer	→						

Child sexual exploitation

Key actions



Ref	What	Lead	Timeframe						
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17			
Protection									
6.10	Put in place regular monitoring procedures of all children identified as at risk of child sexual exploitation.	Head of Safeguarding	→	→					
6.11	Agree with partners a framework for commissioning therapeutic services.	Head of Safeguarding	→	→					
6.12	Agree regular delivery of awareness raising campaigns on child sexual exploitation as part of the county's communications strategy.	Head of Safeguarding	→	→					
Protection - missing children									
6.13	Ensure that data on children who go missing is integrated with children missing from education and at risk of child sexual exploitation.	Head of Countywide Services	→	→					
6.14	Provide regular reports to the Surrey Safeguarding Children Board on children who go missing from home and from care.	Head of Countywide Services	→						
6.15	Develop a service for children who go missing from home to receive a return interview – then build this into business as usual.	Head of Countywide Services	→	→					
Protection - out of area placements									
6.16	Strengthen placement choice through the recruitment of more foster carers.	Care Services Manager	→						
6.17	Build on existing regional frameworks for commissioning fostering and residential placements to ensure effectiveness and value for money.	Care Services Manager	→						
6.18	Implement the extended HOPE service for young people (social innovation programme) to provide an integrated out of hours mental health and residential service – then build into business as usual.	Policy and Development Manager, CAHMS	→						
Prosecute/disruption									
6.19	Agree consistent procedures with district and borough councils for vetting and licensing of premises and taxis and agree standards for revoking licenses – then build this into business as usual.	Head of Safeguarding	→	→					

Looked after children and care leavers

Summary



Why we are focused on this

Strategic leaders, elected members and partner agencies are strongly committed to being corporate parents and inspectors saw demonstrable improvement in some services to looked after children and young people. Good progress has been made in recent months on placement stability, overseen effectively by the Corporate Parenting Board. These improvements must be sustained and additional work must now be progressed to ensure that looked after children have timely health assessments and are supported through their personal education plans to make good educational progress. More needs to be done to support children who go missing from care, including ensuring they have return interviews and that plans are in place to keep them safe. Care leavers need to be supported as they move to independence to ensure that more of them are participating in education, employment and training and that they have access to their health histories as they grow into adulthood.

Our further improvement work will address Ofsted recommendations: 6, 14, 15, 16, 19, 20, 21 and 22 that were detailed in its multi-agency inspection report of June 2015.

What we will achieve

- We will have an effective system in place to ensure that children who go missing from care receive an independent return interview.
- Looked after children and care leavers will be fully supported to achieve to the best of their abilities.
- Plans for care and permanency will be robust and timely.

How we will do this

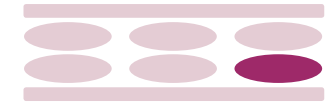
- Collate information from return interview service to impact on numbers and reasons for children who go missing from care.
- Robust health assessment service that covers both timely assessments and health histories for care leavers.
- We will have a strong pathway for permanency that tracks the timescales from decision to become looked after to planning for permanency.

We will know it is working when

- Children who go missing from care have the opportunity to have an independent return interview in a timely fashion.
- Children's health outcomes are improving across a range of measures, including both physical and emotional health and wellbeing.
- Timescales for care proceedings and adoption/special guardianship orders are in line with expectations and guidance.

Looked after children and care leavers

Areas of focus



Area of focus - placement planning

- The choice between special guardianship orders and adoption as permanency plans is monitored and reviewed.
- The adoption recruitment strategy provides sufficient prospective adopters.
- There are sufficient places close to home and/or in the county for looked after children.

Area of focus - health assessments and health histories

- Timely and comprehensive health assessments in place.
- Effective service that includes health promotion and emotional wellbeing.
- Care leavers receive a copy of their health histories on leaving care.

Looked after children and care leavers feel safe and confident about their future.

Area of focus - care leavers

- Care leavers are supported to be ready for work and the number who are not in education, employment or training (NEET) is reduced.
- Young people's experiences when moving into independent living are improved through good quality pathway plans that include practical support and skills, as well as plans for accommodation and employment.

Area of focus - children who go missing

- Return interviews are held for all children who go missing.
- Regular overview reports highlight themes to address.
- There is a reduction in the number of children who go missing.

Looked after children and care leavers

Key actions



Ref	What	Lead	Timeframe			
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17
Placement planning						
7.1	Complete key actions to strengthen placement planning including: improved tracking of permanency options; oversight of complex cases; implementing a family assessment service; and developing a joint bid for a regional adoption approach – then build these into business as usual.	Head of Countywide Services				
Health assessments						
7.2	Complete key actions to improve health assessments including: implement the new consent procedure; update and confirm new service specification for health assessments; and procure an out-of-county service – then build these into business as usual.	Head of Countywide Services, Designated Doctor or Nurse				
Care leavers health histories						
7.3	Complete key actions to improve care leavers' health assessments including: research and map national processes for health histories; consult with Surrey's care leavers to identify preferences; and develop new process with an implementation plan for providing health histories – then build these into business as usual.	Head of Countywide Services, Designated Doctor or Nurse				
Children who go missing						
7.4	Ensure that return interviews are completed in line with commissioned service and service expectation, meeting statutory guidance and provide quarterly reports for return interviews including numbers of children who go missing, themes and learning.	Head of Countywide Services				
Care leavers' participation						
7.5	Complete key actions to improve participation (linked to the council's overall participation strategy): ensure clear pathways in place to support young people according to their education and employment choices; and recruit a specialist education/employment worker in the Care Leavers' Service – then build these into business as usual.	Head of Countywide Services, Area Heads of Children's Services				

Experience of children and young people Summary



Why we are focused on this

There are pockets of excellent engagement work across the directorate, for example with looked after children and care leavers, and we have seen how this has improved our understanding of what our children and young people want and need. Our current approach to engaging with our service users is fragmented. We need to improve co-ordination across services and partners to hear and understand current experience. Feedback from children, young people and their families and carers must be routinely sought and used to improve services.

Page 59

What we will achieve

- Services will be child-focused.
- Children and young people's voices and experiences will be at the heart of how we plan and improve our services.
- Services will be delivered flexibly to meet individuals' and families' needs.

How we will do this

- Develop a framework and approach for consultation and participation which builds on our current examples of good practice.
- Strengthen staff skills and knowledge in supporting consultation through the development of a consistent approach and toolkit.
- Develop a resource directory to be accessible for staff and partners.

We will know it is working when

- Children and young people, including those who are more vulnerable or disadvantaged, are more involved in decision-making as individuals and as part of their communities.
- We gain a deeper understanding of children and young people's wishes and needs to inform our services.

Experience of children and young people

Areas of focus



Area of focus - introduce a new directorate wide experience strategy

- Reduce fragmentation and improve consistency across the directorate allowing us to 'bank' and use user experience data across services.
- Provide a framework for regular high level consultation with young people, staff and parent/carers (eg the Big Survey model – a satisfaction survey for looked after children and care leavers) to inform future priorities.
- Improve our interface (and reputation) with children, young people and families by developing consistent and branded engagement methods which clearly link to outputs – 'you said, we did'.
- Develop a communications strategy, providing the right information in the right format for different groups/individuals.

Area of focus - establish a practitioner network

- Develop staff skills and knowledge in consultation and participation through training, resources and activity.
- Enable sharing of practice and outcomes across the directorate, council and partners.
- Maximise opportunities to pool resources and improve activity, efficiency and effectiveness.
- Reduce duplication and repeated activities by ensuring that all outputs are referenced in one place.
- Evidence impact of customers' views.

Develop improved mechanisms to understand the experiences of children and young people and act on them.

Area of focus – forums and methods for engagement

- Establish a Surrey Youth Cabinet, building from established groups.
- Enhance existing annual Big Survey for looked after children and care leavers.
- Positive participation opportunities for young people to influence at a high level.
- Ensure all young people have opportunities and support to participate, including engagements of harder to reach groups.
- Children and young people have a good understanding of their entitlements, opportunities and rights according to the United Nations Convention on the Rights of the Children (UNCRC).

Experience of children and young people

Key actions



Ref	What	Lead	Timeframe						
			Q3 15/16	Q4 15/16	Q1 16/17	Q2 16/17			
Leadership									
8.1	Co-design a new 'experience strategy' including communication channels (will include how children and young people and their families are included in audit activities) – then build this into business as usual.	Head of Rights and Participation	→						
8.2	Establish a refreshed practitioner network on consultation and engagement.	Head of Rights and Participation	→						
8.3	Build upon existing participation forums to establish more effective engagement with children, young people and their families.	Head of Rights and Participation	→						

Part 3

Ensuring delivery

In this part you will find a description of the arrangements that are in place for ensuring delivery of this plan.

Page 62



Improvement Board

The Improvement Board will continue to oversee the delivery of the improvement plan. Recognising the move from an initial stage of 'responding' to Ofsted's recommendations into a 12 month stage of 'strengthening' our strategic capabilities and capacity, the membership and terms of reference of the Improvement Board have been refreshed.

Membership has been widened to include the chair of the Surrey Safeguarding Children Board (SSCB), key senior representatives from health, police and schools, and an advisor from the Department for Education (DfE). These colleagues will **bring important external challenge and support to the council**. They will also help us ensure we continue to **strengthen our joint working with all partner agencies across the county** so we can meet our shared responsibilities for safeguarding.

Monitoring progress

In addition to the Improvement Board there are arrangements in place - both within the council and across our partnerships - that will ensure **robust oversight and scrutiny of progress**. These include independent external review (from Ofsted, DfE, and peer councils), multi-agency boards, internal programme and project management arrangements, and wider oversight and scrutiny by county councillors. The monitoring schedule overleaf gives an indicative overview of these arrangements over the next 12 months. Importantly, there will also be more regular and consistent mechanisms in place to gather feedback and views from children, young people and families (as per the actions for the 'experience of children and young people' in this plan).

Monitoring schedule

Improvement plan monitoring schedule Sept 2015-Sept 2016

	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept
External													
Ofsted monthly check-ins													
Ofsted quarterly reports													
Ofsted 12 month progress inspection													
External peer review of progress													
Multi-agency													
Surrey Safeguarding Children Board meetings					Dates for 2016 to be confirmed								
Health and Wellbeing Board meetings					Dates for 2016 to be confirmed								
Surrey Children and Young People's Partnership Board meetings					Dates for 2016 to be confirmed								
Board meetings													
Improvement Board													
Children, Schools and Families Programme Board													
Safeguarding Programme Board													
Staff Community of Practice													
Council oversight													
All Cabinet briefing													
Member seminars									Report to council				
Statutory Responsibilities Network													
Cabinet members briefing													
Scrutiny chairs briefing													
Children, Schools and Families Programme Scrutiny Task Group	To be finalised with the task group once set up												

Progress reports

To enable effective oversight, scrutiny and understanding of progress a set of key monthly reports will be collated and shared with the Improvement Board and other audiences. These specific improvement plan progress reports will supplement the wider performance outcomes monitoring and quality assurance activity that takes place across Children's Services, the Children, Schools and Families Directorate, the Surrey Children and Young People's Partnership and the council.

Page 55
There are three key components to the monthly review cycle. These will help provide us with an understanding of how well the actions we are taking deliver improvements to practice and make a difference to children, young people and families.

1) Monthly improvement plan report card

It will incorporate:

- a one-page scorecard on key improvement measures
- a one page summary of trends in volumes of cases and demand
- updates on all the key actions in the improvement plan.

There is an example of the content which will be reported on the next page. Please note this will be developed further with the Improvement Board and will evolve over time to ensure it is an effective working tool for oversight and scrutiny.

2) Thematic audit programme

Each month the Improvement Board will receive an update on the latest round of thematic audits. The planned schedule for these deep dive audits will ensure there is a strong focus on the four critical areas of practice improvement and will be agreed with Ofsted.

3) Risk analysis

The Improvement Board will receive an update on risks that could adversely impact the delivery of the improvement plan at their monthly meeting.

The following are key risks that would reduce the capability and capacity to deliver the improvement work set out in this plan:

- A part of the county's safeguarding system does not operate as it should, which puts pressure on the improvement work required.
- Demographic and demand pressures further accelerate and reduce capacity to deliver the council's improvement work.
- There is a loss of one, or some, of the key people and expertise required to lead the improvement work (key person risks).

These risks are specific to the successful delivery of this plan. They, and the actions to mitigate them, have been added to the full set of operational service risks managed through the Children's Services risk register.

Example of improvement plan monthly report content

This is an example of the content which will be reported. Please note this will be developed further with the Improvement Board and will evolve over time to ensure it is an effective working tool for oversight and scrutiny.

Scorecard

A one page scorecard will bring together key measures on the work we do to support children in need, children at risk of child sexual exploitation and looked after children and care leavers. These are a specific sub-set of the full range of measures that are tracked through our wider performance outcomes monitoring and quality assurance activity. They have been chosen **as they relate directly to the most critical areas we are addressing through this improvement plan.**

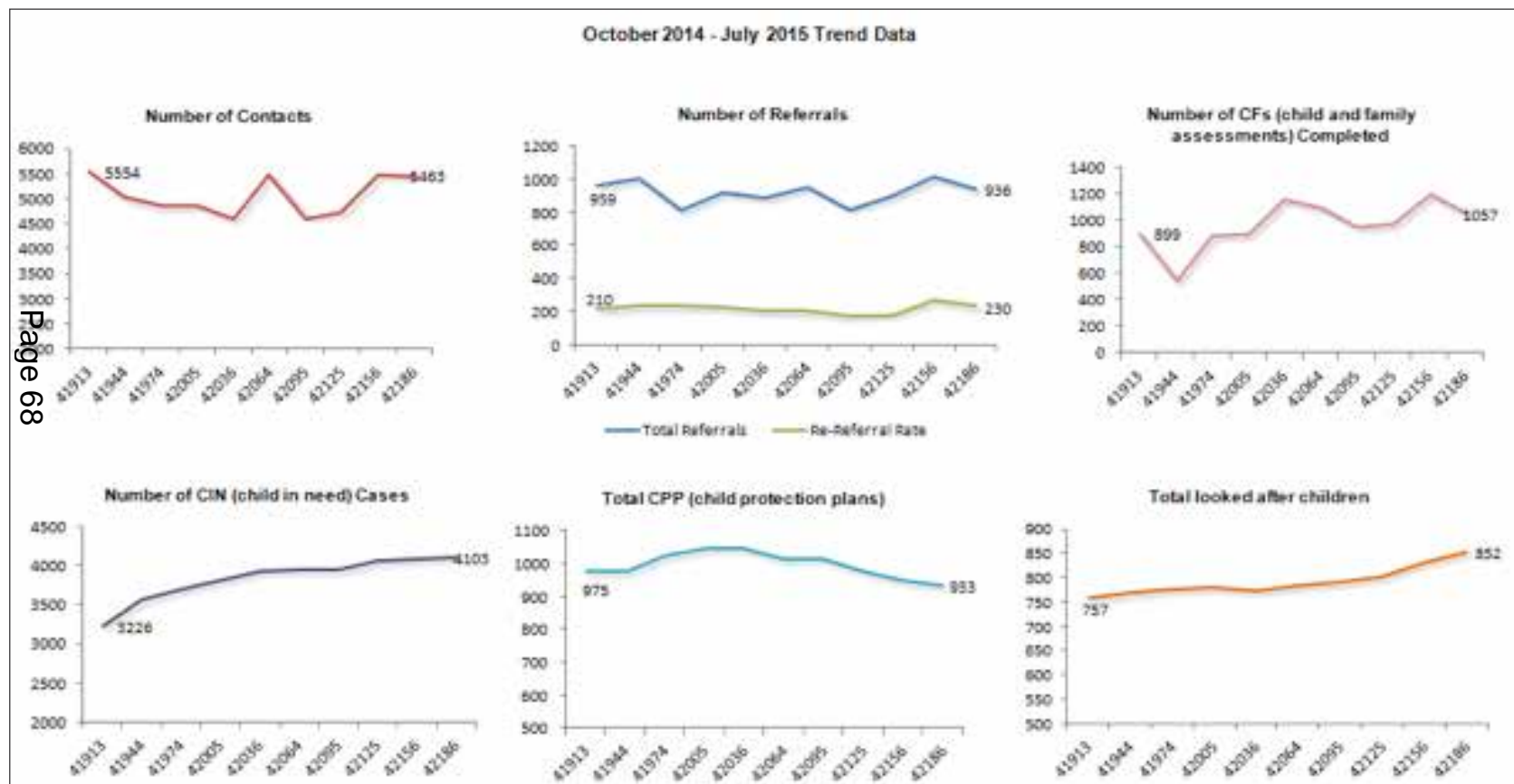
Page 66

Children and young people headline outcome	Measure	Oct 2014	July 2015	National benchmark (if applicable)	
Children in need Children in need of help and protection receive the right services and support at the right time dependent on their assessed needs. These measures have been selected because they will tell us: the flow and volume of work being referred to Children's Services, those cases where the outcome may not have been sustainable and the situation has been referred back to the service, whether our assessment processes are timely and after assessment how many children and young people are being supported as children in need.	1	Number of open cases in referral, assessment and intervention service (RAIS).	1,700	2,444	-
	2	% of re-referrals.	22%	25%	23%
	3	% of child and family assessments completed within 45 days.	74%	71%	82%
	4	% of RAIS child in need cases with an active child in need plan.	-	81%	-
	5	% of child in need cases audited of good quality.	-	-	-
	6	% of total case load unallocated for more than two days.	1.1%	0.9%	-

Children and young people Headline outcome	Measure		Oct 2014	July 2015	National benchmark (latest data if applicable)
<p>Children at risk of child sexual exploitation Children at risk of child sexual exploitation are identified and receive the services and support they need to keep them safe</p> <p>When children and young people are missing from home we know that they are more vulnerable, including to child sexual exploitation. It is important to try and engage with children and young people to understand what is going on in their lives. These measures tell us: how many children and young people are offered the opportunity for a return interview and how many take this up (initially focused on looked after children, to then be extended to all children). The child sexual exploitation risk assessment and monitoring of multi-agency meetings helps to identify children at risk, put plans in place to reduce risks and ensure that wherever possible 'disruption' activity is targeted to deter offenders.</p>	7	% of looked after children missing children offered interview on return.	52% (Feb 15)	86% (June 15)	-
	8	% of interviews taken up by looked after children on return from being missing.	30% (Feb 15)	76% (June 15)	-
	9	% of child sexual exploitation cases with risk assessment tool.	-	-	-
	10	Number of disruptions across the county.	-	-	-
	11	% of cases with measurable reduced risk.	-	-	-
	12	% of cases of children at risk of child sexual exploitation audited that are judged to be good quality.	-	-	-
<p>Looked after children and care leavers Looked after children and care leavers feel safe and confident about their future</p> <p>We know the most important factors that help children and young people to have good outcomes are good relationships in a stable and safe place to live. These measures tell us: how quickly we take cases through the court process to make decisions about where children and young people are going to live permanently, how settled children and young people are in the place they live and that those young adults moving on from care have effective plans to help guide their path to independence.</p>	13	% of looked after children under 16 looked after for more than two and a half years and in the same placement for the last two years or placed for adoption.	64% (13/14)	67% (14/15)	67%
	14	% of looked after children with three or more placements in the year.	9.3% (13/14)	8.1% (14/15)	-
	15	% of court proceedings completed within 26 weeks (PLO).	-	-	-
	16	% of care leavers with completed pathway plans.	89%	87%	-
	17	% of care plans audited that are judged to be good quality.	-	-	-

Demand and volumes

The monthly report will also include a snapshot of the latest demand and volume figures. An example is presented here:



Key actions updates

The monthly report will also include **updates on the key actions and milestones** in the improvement plan.

Annex 1

In this annex you will find a statement on the council's corporate governance from members of the council's statutory responsibilities network.



Statement on behalf of Surrey County Council Statutory Responsibilities Network on corporate governance

By: **Sheila Little**,
Section 151 Officer
Ann Charlton,
Monitoring Officer
and **Sue Lewry-Jones**,
Chief Internal Auditor

Date: 26 Aug 2015

Page 70

Why we are focusing on this

The Ofsted report raised a number of concerns about the effectiveness of the leadership of Children's Services, as well as beyond; concerns about the level of monitoring by senior managers of policies and performance information; and the effectiveness of member scrutiny of those policies.

In addition to action taken to improve arrangements within Children's Services specifically (covered elsewhere in this improvement plan), this has led the council to take action to improve broader arrangements for governance and scrutiny as set out below.

Things we have already done

Improved governance arrangements:

- Ofsted updates have been a regular agenda item on the council's Statutory Responsibilities Network (SRN) – effective since the inspection commenced in November 2014 (details in minutes and actions).
- An additional SRN meeting has been held to welcome critical friend challenge during the development of the improvement plan – 13 Aug 2015 (details in minutes and actions).
- The statutory annual governance statement was amended following publication of the Ofsted report to draw attention to the findings and the establishment of the Improvement Board to provide oversight of the improvement programme. This annual governance statement was formally approved by the Audit and Governance Committee on 29 July 2015 and has subsequently been included in the council's published statement of accounts and annual report.

- A deputy chief executive position was created in June 2015 with the statutory director of Children's Services (DCS) responsibilities – the People Performance and Development Committee will review these arrangements in November 2015 (details in papers and minutes of People, Performance and Development Committee 26 June 2015).
- Following publication of the Ofsted report the council's external auditor (Grant Thornton) carried out specific investigations and interviews with key leaders (chief executive, director of Children's Services, section 151 officer) before including reference to the Ofsted inspection in their annual audit of the council's accounts for 2014/15 in July 2015. Whilst this audit conclusion was a 'modified value for money opinion', it also concluded that it was satisfied that the areas of leadership concern were not symptomatic of more wide-spread failings across the council (details in papers and minutes of Audit and Governance Committee 29 July 2015).

The council's Strategic Risk Forum (chaired by the director of finance) provides the strategic leadership and challenge to ensure that all services identify their key risks. The forum

meets regularly (approximately every two months) and has noted an improvement in the focus on the directorate risk register within the Childrens, Schools and Families Directorate since the Ofsted inspection. Whilst helpful, further ongoing focused attention is required (details in minutes of Strategic Risk Forum).

- The Surrey Social Care Services Board (SSCSB) receives a range of reports to help it seek assurance that the council is fulfilling its role as lead safeguarding authority including:
 - o Surrey Safeguarding Children Board (SSCB) annual report.
 - o Corporate Parenting Board annual report.
 - o Children's Services complaints annual report.

In addition it has a mechanism for escalating internal audit reports with one or more high priority recommendations.

- A wider distributive leadership approach has been growing in the council over the last 18 months, evidenced by:
 - o the recent focused attention of the role of the extended leadership team (ELT) in providing strategic direction to the council - current and ongoing.
 - o the introduction of leadership networks: specifically the Continual Improvement

Network (CIPN) and the New Models of Delivery Network (NMOD) have increased the level of challenge to existing ways of operating.

- o The expansion of the Higher Performance Development Programme (HPDP) since September 2013 specifically aimed at equipping senior officers to have 'difficult' conversations and challenge poor behaviours.

Improved scrutiny arrangements:

- There are changed roles and responsibilities within the council's cabinet in relation to Children's Services (and others). These changes have been effective from 19 May 2015 (details in county council papers and minutes 19 May 2015). In particular there is a new statutory lead member for Children's Services (Councillor Linda Kemeny) and a new lead member for Children, Families and Wellbeing – both roles have updated role profiles.
- The member scrutiny arrangements for all council services have been refreshed since the full county council meeting on 19 May 2015, to enhance the status and quality of the scrutiny function across the council. In particular there is a new Surrey Social Care

Services Board (SSCSB), with a new chair – independent of Children’s Services. This board has met twice and has discussed member training needs and received a briefing shortly after the publication of the Ofsted report. (Agendas, minute available for meeting 25 June 2015).

- These scrutiny boards are supplemented by performance and finance sub-groups that meet in private – enabling more thorough challenge – and will provide quarterly updates to the formal public board.

Page 72

The Cabinet has agreed to set its draft budget for the council for 2016/17 earlier than usual i.e. the end of November 2015 rather than early February 2016, specifically to enable more rigorous and public scrutiny of the budget proposals ahead of the final budget setting in February 2016 and to enable officers to more effectively plan implementation of required actions. (Owner: director of finance, 24 November 2015).

What we will do next

- An additional meeting of the council’s Governance Panel (chaired by the monitoring officer) is planned for September/October that will focus on reviewing the improvement plan and identifying whether further actions are appropriate.
- The Scrutiny Board will be receiving a bi-annual report from the Children’s Services’ quality assurance team about work undertaken, key findings and how they’ve been used to drive improvements in the quality of social care practice.
- The council has an accredited member development programme in place (Charter Plus). Corporate parenting training will be a mandatory requirement for members of the Social Care Services Board. We will be offering further induction for Social Care Services Board members who have not had much prior experience of Children’s Services (Responsible officer: head of democratic services. Dates: Oct-Dec 2015). There will be additional independent training for members around scrutiny and Children’s Services.
- The Scrutiny Board will place greater emphasis on independent reporting lines, with a meeting between the principal social worker and chairman and vice-chairman happening on a bi-annual basis.
- Officers propose to guide members of the Social Care Services Board on enhanced key performance indicators that are specifically designed to highlight early sight of any adverse variations in the delivery of Children’s Services (Responsible officer: deputy director of Children, Schools and Families Directorate. Date: Oct-Dec 2015).
- The Strategic Risk Forum will continue to monitor the review of all service and directorate risk registers and report monthly to the SRN on timeliness of these reviews (Responsible owner: director of finance, monthly to Statutory Responsibilities Network).

Annex 2

Recommendations from Ofsted.

Page 73



Recommendations from the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers

Priority and immediate action

Leadership, management and governance

1. Undertake an immediate review of unallocated cases held by assistant team managers and ensure that these children receive appropriate services.

2. Review all cases stepped down to team around the family service and targeted services since the reconfiguration in March 2014 and take necessary action to ensure that these children are safe and receiving appropriate services.

3. Review all cases where children have been identified as at risk of child sexual exploitation and ensure services are in place to minimise risk and provide effective support.

4. Review the early help, multi-agency levels of need to ensure that children receive the required level of support and protection based on need and risk.

5. Review the management, effectiveness and accountability arrangements of the missing and exploited children's conference (MAECC) to support a coordinated response across the partnership.

6. Ensure that when children return after going missing from care they are offered a visit by an independent person to explore the reason they went missing, and that suitable plans are put in place to help keep them safe.

Management oversight of quality of practice

7. Ensure that children assessed as in need can access an appropriate range of support services, including, support and intervention by qualified and experienced social workers. Ensure that all children in need have plans and that the quality of plans supports purposeful intervention.

8. Ensure the effectiveness of management oversight within the referral, assessment and intervention service (RAIS) so that poor practice is consistently identified and challenged.

9. Ensure that core groups effectively develop and monitor the delivery of child protection plans in meeting children's needs and in reducing risk.

10. Improve the timeliness and quality of assessments to inform analysis, planning and intervention.

11. Ensure that chronologies are fit for purpose and are updated to reflect the history of individual cases to inform assessment, including risk assessment, and planning for children and young people.

Areas for improvement

Training

12. Ensure that professionals, including partners, who work with children who may be at risk of child sexual exploitation have the necessary skills to recognise risk factors and to act effectively on alerts to risk.

Assessment and care planning for looked after children

13. Review the level of risk to children who have been on child protection plans for more than 18 months to establish the impact of current intervention, including the effective management of risk.

14. Improve the consistency of planning for children where the decision is for them to become looked after, so that delay is avoided.

15. Improve service planning through the clear analysis of trends in adoption and special guardianship orders.

16. Implement the draft recruitment strategy for adoption, to strengthen further the current provision of adoption placements to meet local need.

17. Increase the timely use of family group conferences in planning for permanence, so that all suitable family and friends are considered earlier in the assessment process.

18. Improve the quality of assessments and plans, including pathway plans, so that they consistently identify need and clearly specify actions and timescales.

19. Improve the timeliness and quality of health assessments for looked after children.

20. Ensure that all looked after children have good quality personal education reflect children's views and academic goals for the future.

Care leavers

21. Increase the number of care leavers over the age of 19 who participate in education, employment or training.

22. Ensure that all care leavers have access to their health history so that they are able to manage their own health in the future.

Performance information

23. Improve the arrangements for joint working in the identification, collation and analysis of performance information relating to children missing from care and home and at risk of child sexual exploitation, so that the local authority can effectively use information across the partnership to drive improvement.

24. Improve understanding of the profile of children who are home educated, including those with a history of social care involvement.

Review of Principal Social Worker Role

25. Review the arrangements for the Principal Social Worker position to ensure its independent function and effectiveness.

Annex 3

Glossary of professional terms.

Page 76



Glossary

Below is a list which provides short explanations of all the acronyms and professional terms in this plan.

Term	Short description
Child and Adolescent Mental Health Services (CAMHS)	Surrey CAMHS is a partnership between Surrey County Council (SCC), Surrey Clinical Commissioning Group (CCG) Collaborative, Surrey and Borders Partnership (SABP) NHS Foundation Trust, and voluntary organisations. The service promotes emotional well-being and delivers preventative services and treatment to children and young people with mental health problems.
Child Protection Plan (CPP)	A Child Protection Plan will be drawn up for a child following an Initial Child Protection Conference attended by all professionals involved with the child. The Plan will outline risks, tasks, actions and outcomes needed to safeguard the child.
Child sexual exploitation (CSE)	Is a type of sexual abuse in which children are sexually exploited for money, power or status. Some may be trafficked into or within the UK. They may also be groomed online.
Children in need (CIN)	S17 Children Act 1989- a child who is unlikely to achieve, maintain or have the opportunity to maintain a reasonable standard of health or development without the provision of services.
Corporate Parenting Board	The Surrey Corporate Parenting Board co-ordinates and oversees the work undertaken with looked after children in Surrey to make sure that they are in appropriate placements and receive the same opportunities as their peers. The Corporate Parenting Strategy explains how this is done.
Looked after children (LAC)	A child who is subject to a Care Order made by the Family Courts or where the Local Authority is looking after a child with the agreement of or in the absence of their parents.
Missing & Exploited Children's Conference (MAECC)	The Area multi-agency MAECC meetings are held monthly and discuss individual children/young people who are regularly going missing and/or are at risk of child sexual exploitation (CSE).
Multi Agency Safeguarding Hub (MASH)	The MASH is a team of Children's Services social workers and Police staff who responds to initial enquiries regarding children and young people as a result of Police involvement with the child or their family.
NEET	Young people who are not in Education, Employment or Training.
Open cases	Cases which have been opened to Surrey Children's Service and have an allocated social worker.

Principal Social Worker	The role of Principal Social Worker is to be directly involved in frontline services and to create a clear line of communication between frontline staff and senior management, championing best practice and encouraging a “reflective approach” to social work. The Principal Social Worker will also offer support and assurance to the Director of Children’s Services.
Restorative justice	Restorative justice enables victims to meet or communicate with their offender to explain the real impact of the crime. Restorative justice can be used anywhere to prevent conflict, build relationships and repair harm by enabling people to communicate effectively and positively.
SEND	SEND (Special Educational Needs & Disabilities) service ensures sufficient good quality education and training provision for young people aged 16-25 with Special Educational Needs.
Social pedagogy	Social pedagogy is an approach to caring for children which combines education and care, emphasising that bringing up children is the shared responsibility of parents and society. A key principle is that the child is in charge of his or her own life, and the social pedagogue works alongside them rather than dictating to them.
Supervision	Supervision is a process whereby a manager meets regularly with a staff member to monitor their casework and review their workload, discuss personal development and training, ensure reflective discussion of cases with particular difficulties and to provide support and guidance.

Feedback

If you have any thoughts or views on this plan or how well we are progressing please do contact us. You can email **Julie Fisher**, Director of Children's Services at **julie.fisher@surreycc.gov.uk**

This page is intentionally left blank