

Children, Families, Life Long Learning, Culture and Communities

SELF-EVALUATION

May 2019

Introduction

Children's services in Surrey were **re-inspected in March 2018** and overall were judged to be Inadequate.

Since then we have had two **monitoring visits** in **September 2018 (focussed on Child in Need and Child Protection)** and **January 2019 (focussed on Looked after Children)**. A third Monitoring Visit will take place in **June 2019 with a focus on the Children's Single Point of Access (C-SPA) and Early Help**.

Last year we acknowledged that the issues and problems were deep rooted, long standing and led to a position whereby children were not being adequately protected and kept safe. **Far reaching plans were formulated to redesign the services from top to bottom**. Alongside the redesign, we have completed a restructuring of the services and developed a **new model of working called Surrey Family Resilience**; it was clear that nothing short of a complete culture change would enable the services to meet the needs of Surrey's children and families.

Following the 2018 re-inspection, the **Department for Education (DfE) appointed a Non-Executive Children's Commissioner** to make a judgement about whether children's services should continue to be retained by Surrey County Council. The Commissioner's report, published in September 2018, concluded that Surrey has a credible plan in place and that "the Council now recognises and accepts the depth and complex nature of the issues it faces in children's social care".

The **Commissioner recently reviewed our progress** (in April 2019) and will be reporting back to the DfE this month with a further review in October 2019.

Joint Local Area SEND revisit: In March 2019, Ofsted and the Care Quality Commission carried out a joint review of Surrey's progress in addressing weaknesses that were highlighted in a previous inspection in 2016. The inspectors judged that the local area had made sufficient progress in four out of five areas of weakness, but that there was more to do. The partnership of county council, CCGs and schools/settings are working together with families to transform services for children needing support to help them reach their potential and lead more independent lives. Further work is now underway with families and partners to develop a jointly-owned Surrey-wide SEND strategy and long-term action plan.

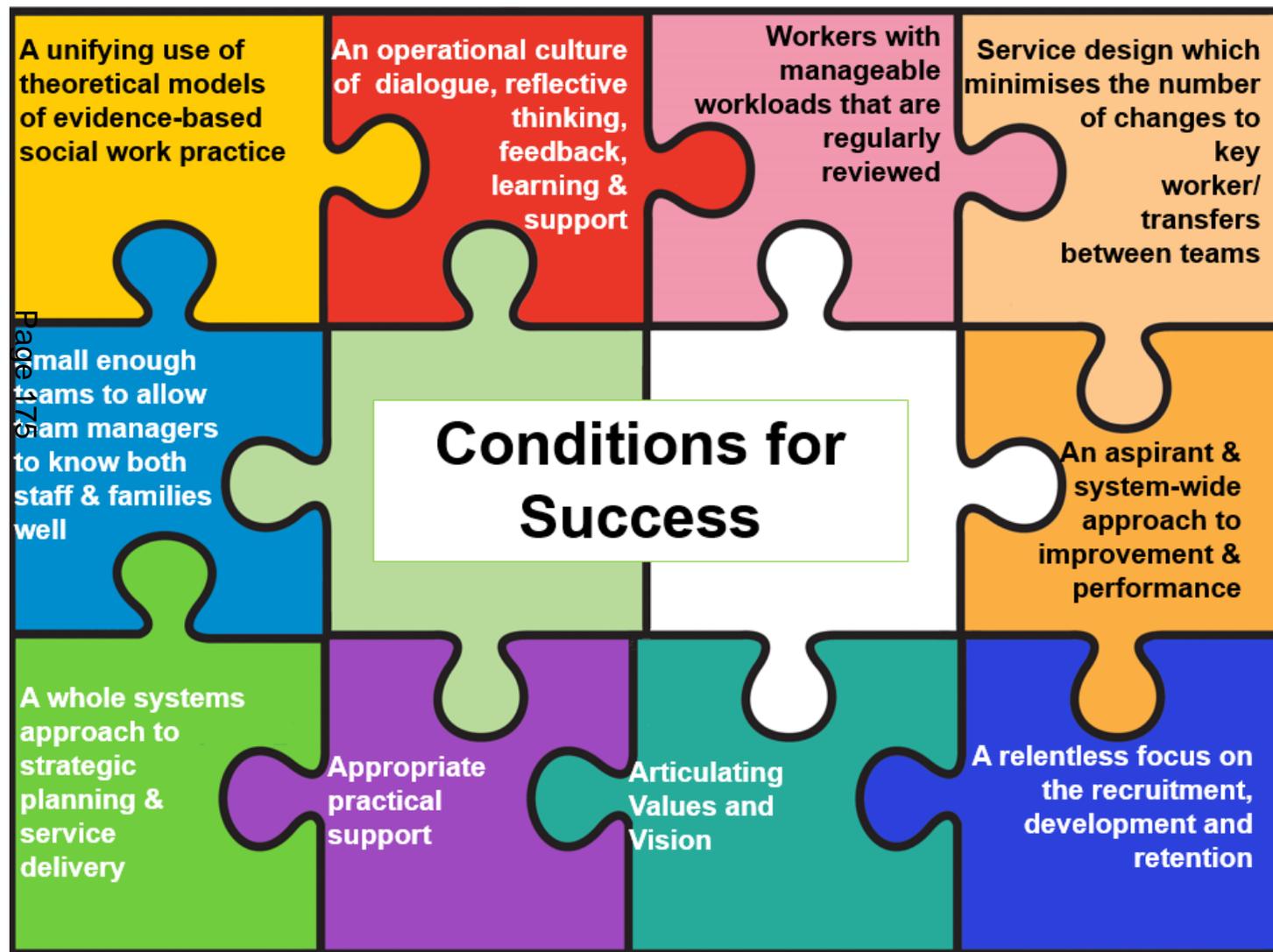
This self-evaluation summarises the quality and impact of practice across our early help, safeguarding and education responsibilities. Coupled with related plans, it serves as a key tool to inform service development across Surrey's children's services throughout 2019/20.

The self-evaluation addresses three key questions:

- What do we know about the quality and impact of practice?
- Why can we be confident about our progress?
- What are our plans for the next 12 months to maintain or improve practice?

Following the re-inspection last year we recognised that this was an improvement journey with **critical parts that need to fit together**. The **internal approach** that we take within Surrey children’s services and **how we work collaboratively with our key partners**; police, health, schools, adult services and others. This is just part of the picture though and we have put together a **Conditions for Success diagram** that shows the key principles that we need to put in place and embed into our practice in order to succeed.

The visual representation below indicates **how the right culture, practical arrangements and model** are being brought into place for Surrey’s children’s services to improve and to be maintained, nurtured and developed in the future.



Our improvement journey is underpinned by a number of **commitments**:

- Children and young people will be at the heart of all that we do
- Research & evaluation will drive self-knowledge and analysis, and inform new & innovative practice
- We will talk, discuss and reflect together on a regular basis, and be frank about our challenges and where we need to improve
- We will think systemically about our work and it will be underpinned by a clear model

Transforming Our Services 2018-2019

This time last year we committed to making a **fundamental shift to early support and prevention**, ensuring that we do statutory work well and put in place a model that makes sure children and families receive the right support, at the right time by the right service.

We have now completed a **top to bottom reorganisation of our structure** with the new model **for all services** in place from April 2019.

The implementation of **new front door arrangements** and our **Single Point of Access** means we can ensure the council has preventative and early help services in place to assist at the earliest possible moment in a child's life. Feedback from our partners has been positive and there has been significant improvement in performance data.

We have implemented **the Family Safeguarding Model** first pioneered in Hertfordshire. Family Safeguarding will improve the quality of work we do with families, and outcomes for children and parents. Key elements of the model include: specialist workers for domestic abuse, substance misuse and mental health expertise joining the teams; training in **Motivational Interviewing (for all services including education)** as a framework for practice for **all staff**; a move to group case discussions; and structured tools to support direct work.

The new **Quality Assurance division** has enabled us to **know ourselves** and **our practice** and support operational services and continuous improvement better than ever before.

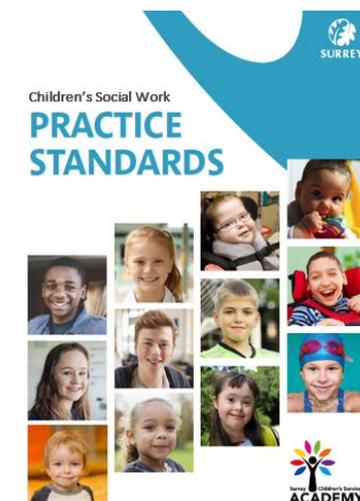
The **launch of Surrey Children's Services Academy (SCSA)** in January 2019 provides a **learning & development** offer for staff across the partnership - it is an offer that complements and enhances partnership working and means we can drive up and maintain professional standards, supporting colleagues at every level.

We made a commitment **to strengthen our relationship with foster carers, adopters and other carers**. Over the past year we have significantly increased our recruitment of foster carers and we are implementing the Mockingbird model to improve the stability of placements.

The **'Children's Social Work Practice Standards'** were updated and relaunched for practitioners in March 2019 (attached as Annex A). These are at the heart of our vision to deliver a good quality service which improves outcomes for children, young people and families in Surrey.

This year we are transitioning to the new **Safeguarding Partnership arrangements** in Surrey, with our intentions being published to the DfE in June 2019 and in place from September 2019. The new arrangements are designed to ensure strong and effective partnership working in child protection and safeguarding practice across the county and to promote the continuous improvement of these services.

Surrey's new education partnership - the Schools Alliance for Excellence (SAfE) - will include the Surrey Schools Teaching Network, the Guildford Diocese, headteachers and early years providers. The partnership will enable the use of STSN's strong system leaders to support, challenge and intervene in schools of concern.



New Structure and Way of Working

The complete reorganisation of our teams was completed in April 2019; the attached document (see Annex B) describes how our approach is changing across children's services and a brief description of the reorganised services is included here:

Children's Single Point of Access (C-SPA)

This is the umbrella term for the front door to support, information and advice for residents, families and those who work with children. The SPA is the conduit for access to services at levels 2, 3 and 4 of Effective Family Resilience. It also provides direct information, advice and guidance to residents and people who work with children in Surrey about where and how to find the appropriate support for families. We are committed to children and their families receiving the right help at the right time and our SPA will better enable us to fulfil this commitment.

The Early Help Hub is the main conduit for support for families at levels 2 and 3 of Effective Family Resilience. Surrey County Council commissions targeted support for children up to the age of 11 through Family Centres.

The Family Support Programme (FSP) will also support families with children aged 5 – 18 and is delivered by 6 teams covering the 11 Districts and Boroughs. FSP staff are trained in evidence based interventions and will undertake early help assessment and planning. **CAMHS and SEND will be co-located in the Early Help Hub.** Both services will have their front door triage co-located with partners in the Hub from September 2019, including the SEND information, advice and advocacy Service (SSIAS).

The **Assessment Service operates at level 4 of Effective Family Resilience** and responds to the needs of children pre-birth to 18. There are small assessment teams in each quadrant, made up of statutory social workers, a family support worker and a youth support practitioner. Our practice across the whole service is based upon consent, strong relationships with families and with partners.

Children in Need: Each quadrant has **Family Safeguarding Teams, Safeguarding Adolescent Teams (SAT)** and **Children with Disabilities (CWD)**. SAT teams focus on young people aged 12 plus where contextual factors rather than familial factors are the main focus of concern while

Family Safeguarding Teams focus on children up to the age of 12 and all young people where the primary concern is familial behaviours. **SAT, supported by a CAMHS** social worker and a police officer, provide a single response for those who are CIN, at risk of coming into care, at risk of exploitation and those in need of youth offending support. This ensures we focus on their offending and safeguarding needs through a single lens and a single plan.

CWD works with families providing CIN, CP and court services alongside a specialist team that works with and reviews children who have care packages and require review.

Family Safeguarding & Child Protection: Family Safeguarding, CWD and SAT operate at level 4 of Effective Family Resilience. Family Safeguarding is an evidence based model of practice and is a way of keeping families together, where safe to do so. Achieved through a more collaborative way of working with embedded adult specialists and motivating parents to identify the changes needed within their own families. We have 22 Family Safeguarding teams.

Our core offer for Looked After Children was agreed by the Corporate Parenting Board in December 2018; key to this is consistency for all children with everyone receiving the same minimum offer. A revised strategy for looked after children and care leavers is now in development and will be in place by September.

The new structure for Leaving Care teams supports closer working with Looked After Children teams and we have focussed on earlier allocation of Personal Advisors. The Local Offer for care leavers, developed with the Rights & Participation Team, young people from the Care Council and care-experienced apprentices was launched in January 2018 and further enhanced through 2019.

The Vulnerable Learners Team draw together frontline practitioners who are responsible for ensuring children can go to school locally, stay in school and succeed by accessing the right support, at the right time. Through blended professional teams, graduated pathways and a multi-agency/team around the child approach the team works to ensure all children can achieve their potential. Each area is led by an **Education and Inclusion Service Manager** and their teams include: speech and language therapy; Access to Education; specialist teaching; educational psychology; Race, Equality and Minority Achievement; 0-25 SEND caseworkers and Inclusion.

SEND Services are accountable for the overarching strategy in relation to the sustainability of the **high needs block**, this is integral to delivering an early identification and support approach and ensuring it is delivered in a manner which will improve outcomes sustainably and within available resources.

The Graduated Pathway service is being developed within the **Family Resilience model** and being embedded with all schools and settings including health & care partners. It also includes the Early Years SEN Advisors.

Education teams deliver many of the statutory functions of the local authority including those in relation to provision of sufficient **good quality places, school effectiveness, admissions and transport**. In terms of **Place Planning**, we are developing a long term programme delivering sufficiency of school and FE places (mainstream, alternative provision and SEN) and maintaining a robust school organisation plan, working with all providers in its development and forecasts.

Admissions and Transport discharge statutory responsibilities for mainstream and SEN pupils in relation to transport arrangements and maintain the SEN and Mainstream transport policies.

Our **Schools Relationships** team maintain a link with the Quality Division in respect of Education Safeguarding, supporting the delivery of a robust education safeguarding system, development of policies, new training opportunities and support to the **Designated Safeguarding Leads**.

Educational Effectiveness deliver our school effectiveness statutory functions, developing dynamic data and information for school performance, risks and issues.

Establishing a Quality and Performance Division was one of the key elements in the re-organisation of the Department. It provides a strengthened and more integrated set of strategic services which **support and inform operational services** in the department, better engage with our partners and service users and which contribute significantly to our **continuous improvement** ambitions. Our aims are to improve strategic and operational planning, develop stronger partnerships and increase capacity for operational services. The Division includes the **'Policy Planning and Partnerships Service'** (inc Safeguarding Partnership), **'Customer Engagement Service'** (complaints; information governance, participation and user voice), **'Performance Information and Intelligence Service'** (PI and analysis, data accuracy and integrity), **'Quality Assurance Service'** (practice audit – inc education safeguarding, IRO, LADO), and **'Children's Workforce Academy'** (learning & development).

The **'Quality Assurance Framework'** was launched in April 2019 (attached as Annex C) and aims to improve outcomes by monitoring the quality of practice and service provision and a five step process to achieve practice assurance: Evidence, Analysis, Action, Learning and Impact. **Evidence:** There is a wealth of evidence captured through direct work with children, service audits, deep dives and peer reviews which we will use to understand what is working well, what we need to improve, and what activity is needed to drive improvement. **Analysis:** Practitioners, managers, heads of service and leadership will all use the evidence available to them, to analyse, challenge and improve quality and performance. **Action:** We must have the systems in place to respond to the intelligence we get. Day to day quality and performance activity is also embedded within all of our teams. **Learning:** Organisation and whole systems learning is vital to the creation of a culture of improvement. **Impact:** Evidencing the impact of our learning will be central to ensuring our activity makes a difference for children and families. We will invest in these approaches, set conditions and routines to check we have made a difference. Through being curious about the impact of our activity, we will be constantly aware there is more to learn.

Effective Family Resilience in Surrey

In Surrey, **our approach is changing**. We will work in true **partnership with families** and provide children with the help and support they need so that they can remain living safely within their families. We will do this by ensuring:

- Everyone knows how to access help for children and their families, with families' consent;
- Children with additional and complex needs are identified early, they and their families are offered help at the earliest opportunity;
- The majority of children's needs will be met without statutory intervention;
- Children and their families are subjects of statutory assessment and support only when it is evident children are at risk of significant impairment to their health or development or significant harm as a result of care given/not given to them by their families;
- Adults are provided help to meet their own needs which will enable them to have a better focus on parenting;
- Children and their families move on from statutory services as soon as circumstances have improved and when they are no longer at risk of significant harm. Those children who are unable to remain with their birth families move on to live with substitute families wherever possible;
- Children and their families are helped to become resilient so that they can manage future life challenges independently;
- Children and their families' needs are met by confident practitioners trained in Motivational Interviewing using evidence based interventions;
- The children's workforce is aligned to meet demand across the levels of need.

We have developed a model of practice called '**Effective Family Resilience**' - the document which sets this out is attached as Annex D and this model applies to all children and education services.

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The Surrey Effective Support Windscreen

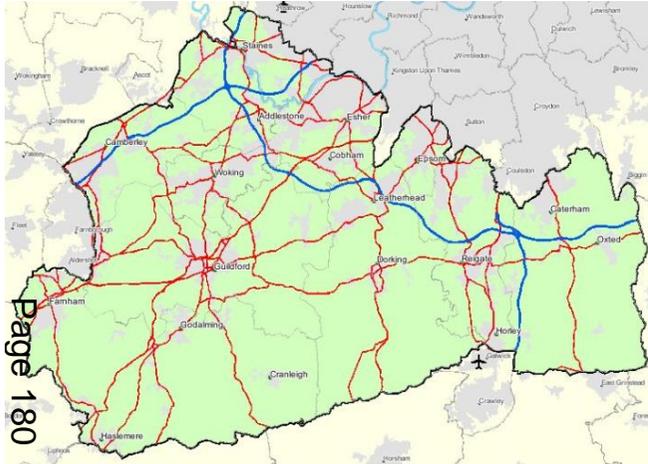
The model and windscreen is a simple way of developing a shared understanding and explaining the Surrey approach across all our services and partnerships, ensuring a consistent approach is applied by all. The model illustrates how we will respond to the requirements of children and families across four levels of need (Universal, Early Help, Targeted Help and Specialist).

The windscreen is a visual tool to help us share a common language to describe risk and needs

Families' positions on the windscreen will change as their circumstances change and therefore will not be a fixed position. All practitioners consider the needs that take priority when identifying the appropriate level.

Local Context

Surrey is a **large county** in the South East of England. Landlocked, the county borders Greater London to the Northeast (Croydon, Kingston, Sutton, Barnes and Richmond), Berkshire to the Northwest, East and West Sussex to the South, Kent to the East and Hampshire to the West. The county is **made up of 11 boroughs and districts** and all parliamentary seats are held by Conservative MPs. Following local elections in 2017, Conservative members hold a significant majority at the county council (61 seats), followed by Liberal Democrats (9), Resident Associations (9), Labour (1) and Green (1).



Surrey has a **population estimated at 1.2 million people** and is the third most populated county of the nine in the region. There are approximately **270,000 children and young people** living in the county (22.5%). This is broken down into 72,400 children aged under 5 (26.8% of the children and young people population), 172,100 children aged 5-16 (63.7%), 25,500 people aged 17- 18 years. (9.4%). The population is projected to **increase by 19% over the next 25 years**.

The majority of the population, (83.5%) reported their **ethnic group** as “White British” in the 2011 Census. A further 6.9% belonged to other white ethnic groups; “Irish”, “Gypsy or Irish Traveller” and “Other White”. The next largest ethnic group was “Indian” with 20,200 people (1.8% of the population) followed by Pakistani (1.0%).

Nearly 65,000 Surrey residents speak a **language** other than English as their main language. The most common other languages spoken in Surrey are Polish (6,634 speakers) and Chinese

languages (4,426 speakers). Most of them consider that they can speak English “well” or “very well”, but nearly 6,500 people cannot speak English well and a further 1,000 cannot speak English at all.

In the **2011 Census**, 62.8% of Surrey’s population, said that their **religion** was Christian. 24.8% said they had no religion. The greatest number of people belonging to another religion in Surrey were Muslim, who made up 2.2% of the population (24,400 people).

Surrey makes up **15% of the economy in the South East** with higher than average gross disposable income per person in England, second only to inner West London. In 2018, the median weekly wage paid to employees in Surrey was 9% greater than England. The majority of people are in full time work or self-employed with **low unemployment rates (3%)** and increasing numbers of economically active residents. More people in Surrey own their own home than the England average and monthly rents are higher for properties with the same number of bedrooms than those across the country.



Despite this wealth, there are pockets of income deprivation affecting children specifically in Guilford (Westborough and Stoke), Elmbridge ((Walton North and Ambleside), Mole Valley (Holmwoods) and Waverley (Farnham Upper Hale). It is estimated that **one in ten children in Surrey live in poverty.**

Most families in Surrey have one or two children (85%) who are likely to live with a married couple (70%), 12% are cohabiting couples and 18% a lone parent (1 in 9 lone parents are male).

There are **195,000 students attending 505 schools** in Surrey. There 395 maintained schools, of which 145 are Academies (97 primary, 40 secondary and 8 special schools), and 110 are independent schools (inc non-maintained special schools). A third of schools are faith schools (25% Church of England, 9% Roman Catholic, 1% other faiths). 48% of pupils attend a state funded primary school, 31% a state funded secondary school and 20% an independent school (twice as many as the England average). The proportion of students from ethnic groups other than White British in Surrey's state funded schools has more than doubled since 2004, leading to 1 in 8 having a first language other than English.



94.3% of primary and secondary schools have an Ofsted rating of good or outstanding. Surrey is ranked 13th nationally for this measure and first amongst the large authorities.

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What we know about the quality and impact of early help, social work and education practice in Surrey

Why we can be confident about our progress

Our plans for the next 12 months to maintain or improve practice

Early Years

- We maintain a high proportion of Early Years settings achieving Good or Outstanding with 93% compared to the National figures of 85%.
- The Early Help Hub includes a team of Early Help Advisors to support settings with children aged 0 – 11 years with emergent need.
- The Early Years Educational Effectiveness Teams continue to offer targeted support to providers which are judged to Require Improvement or as Inadequate, support development of the new provision and focus on identified areas of deprivation.
- The Early Years and Early Help –Commissioning Team broker places for the most disadvantaged and hard to reach families to support maximum take-up of places and early identification and intervention.
- The Early Years SEND Team delivers support to settings and awards financial support via the Inclusion Fund enabling children to access their Funded Entitlement and the earliest possible intervention. The team has been key in development of the graduated response model.
- Surrey have introduced a new Inclusion Fund for 2 year olds which will enable settings to apply for financial support for the most disadvantaged 2 year olds which will support early intervention and emergent need

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93% of Surrey Early Years provision is rated as Good or Outstanding by Ofsted as of March 2018

Early Years Foundation Stage data shows 78.4% of Surrey children achieved a Good Level of Development in 2018

Strengths

- High proportion of Good and Outstanding provision
- Improving outcomes now ranked as 4th nationally for Good Levels of Development at Early Years Foundation Stage
- Surrey children with SEND make better progress and significantly more achieved a Good Level of Development
- Excellent sector engagement and consultation with very active Early Years Phase Council
- Strong and growing mixed market of Early Years provision with particular development within maintained sector.

Challenges & Areas for Development

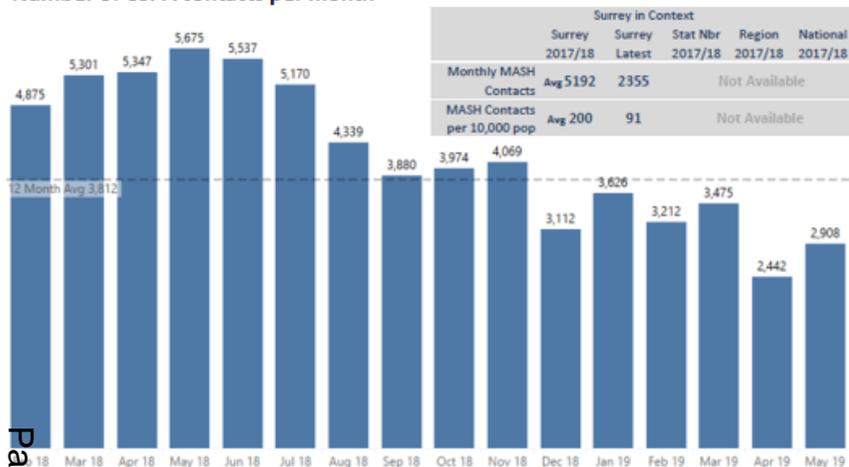
- Ensuring continued sufficiency of free places for Funded Entitlement for 2, 3 and 4 year olds.
- Disadvantaged children are not making enough progress at Early Years Foundation Stage with Surrey figures lower than previous year and lower than National figures
- Focus to increase take-up of Early Years Pupil Premium, deprivation and Disability Access Fund

Plans to maintain / improve practice (over the next 12 months)

- Focus on individual commissioning of 2 year old entitlement to increase take-up
- Targeted Early Intervention Programmes in areas of disadvantage to improve outcomes including : closing the word gap, emotional resilience and supported transition into schools
- Communication Plan to promote Funded 2 year old provision, EYPP and DAF

Children's SPA (Single Point of Access)

Number of CSPA contacts per month



The data shows us

- Significant reduction in the number of contacts to the front door and subsequently fewer referrals and assessments.
- Partners (particularly Police) significant reduction in submitting level 1 contacts
- Improvement in timeliness for those young people and families requiring level 2 / 3 services. On average we are now progressing these in 3.6 days (compared to 4.6 days in April 2018). 63% of level 2/3 are progressed within the 3 day timescale (compared to 35% in April 2018)
- Level 4 contacts are being progressed within 1.1 days on average – far quicker than the 1.9 days a year ago. 77% of level 4 contacts are now being progressed to social care within 1 working day compared to 53% in April 2018.

Strengths

- A new **culture** of 'being helpful' and close partnership working in the SPA.
- **Pace** across the day-to-day work with contacts progressed in a timely way.
- Social Workers **based in the police station** moderating police 'SCARFs' – leading to a further reduction in inappropriate contacts.
- Monthly partnership **Quality Assurance meetings** now in place
- Daily meetings with partners in the SPA to map the **priorities for the day**

Challenges or Areas for Improvement

- **Recruitment** remains the major challenge for the SPA. A permanent-staff recruitment drive is underway to reduce our reliance on locums
- **Cross-partnership QA** and auditing activity is currently limited

Plans to maintain / improve practice (over the next 12 months)

- **CAMHS and SEND teams integrated** into the SPA by October 2019
- Police staff joining the Early Help Hub later this year
- Customer Satisfaction Survey launched May 2019 following SPA
- **Live performance** information on-screen at the SPA
- Introduce **induction 'open days'** for in-house staff and for partners

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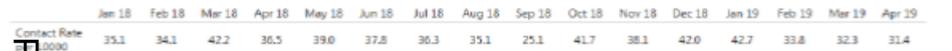
Contacts Timeliness

Source Type	Actual Outcome					Grand Total
	Social Care	Continue EH	Progress to EH	MAP Enquiry	Information	
Health Services	1.0 70 contacts	0.0 1 contacts	3.3 37 contacts	2.0 4 contacts	4.1 233 contacts	3.4 345 contacts
Housing	0.3 11 contacts		5.0 2 contacts	0.0 6 contacts	3.0 5 contacts	1.2 24 contacts
Individual	0.8 27 contacts	3.8 4 contacts	1.9 16 contacts	1.3 6 contacts	2.9 109 contacts	2.4 162 contacts
LA Services	1.3 45 contacts		1.7 3 contacts	2.0 1 contacts	3.8 84 contacts	2.9 133 contacts
Not Recorded	1.2 104 contacts		2.2 36 contacts	1.2 26 contacts	2.7 326 contacts	2.2 492 contacts
Other Legal Agency	1.8 32 contacts		4.1 12 contacts	2.4 5 contacts	3.4 234 contacts	3.2 283 contacts
Police	1.0 141 contacts	8.5 2 contacts	4.4 29 contacts	2.8 21 contacts	3.5 485 contacts	3.0 679 contacts
Schools	1.0 111 contacts		4.5 64 contacts	1.5 21 contacts	3.7 190 contacts	2.9 386 contacts
Grand Total	1.1 541 contacts	4.6 7 contacts	3.6 199 contacts	1.7 90 contacts	3.4 1666 contacts	2.8 2503 contacts

Early Help and the Early Help Hub

EH Contacts in to Early Help Services

Number of EH contacts where the outcome decision was "Progress to EH", "Step Down" from Social Care intervention or a direct EH contact has been made to Early Help Services



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Early Help Assessments completed



The data shows us

- Proportion of EH contacts leading to an assessment is the lowest it has been in the reporting period (16%) and the number of children with a subsequent contact in the last 12 months was the highest in the same period (40%).
- Management Oversight (MO) just below the 75% target
- Number of completed assessments has reduced from 241 in April 2018, to 163 in April 2019 (32% fewer).

Strengths

- Re-commissioning of our **Family Centres** and the offer for children aged 0-11
- Re-commissioning our **Early Help provision** with an outcomes-focus
- Underwriting the **Family Support Programme** – adding 12 more social worker posts, an outcomes framework and an enhanced offer for 5-18.
- **Targeted Youth Support** (our in-house offer)
- Co-production of the Youth Offer, audit of our buildings/assets with a greater focus on shared-use for young people
- Referrals are sent from the Early Help Hub straight to the service

Challenges or Areas for Improvement

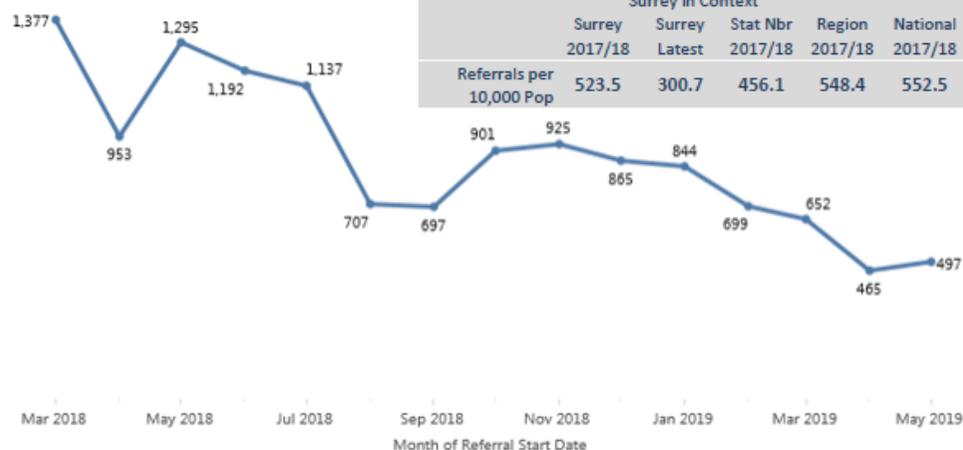
- Major shift in **culture** for our partners
- Need to 'de-toxify' the '**Lead Practitioner**' role
- Addressing the expectation of some partners that there is an 'early help service' that does all early help – shifting the mind-set to recognise this is the work our partners are already delivering.

Plans to maintain / improve practice (over the next 12 months)

- Develop our case management system so that EH activity can be recorded on our system by partners/providers
- '**Community Connectors**' in the Early Help Hub working with Parenting Coordinators and Youth Offer Leads.
- Developing our '**virtual offer**' – Improved website and the ability to 'self-assess' online and our Comms & Engagement strategy with partners

Referral and Assessment

Total number of Referrals

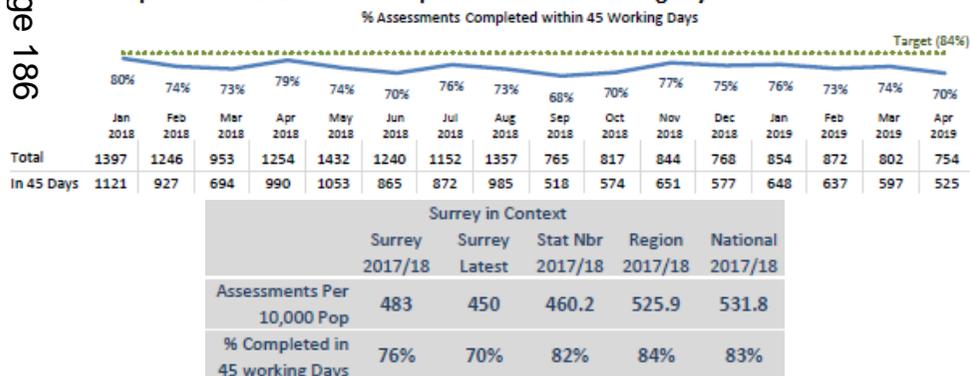


- Assessment timeliness has remained relatively stable in 2019 however we have seen this drop to 70% in April. The average length of time to complete an assessment is below the 45 working day target at 37 days.
- The number of open assessments at the end of March 2019 (1283) was almost half the number open at the same time last year (2411). This has led to average caseloads reducing to a more manageable 16-18 children in the assessment teams

Strengths

- Regular **Assessment Manager meetings** across all quadrants – better sharing of concerns, best-practice & 'what's working well'.
- Assessment Team Managers working at the SPA on rotation – to improve relationships between teams and across the partnership and to improve the **application of thresholds**.

Proportion of Assessments completed within 45 working days



Challenges or Areas for Improvement

- **Permanent** staff across Assessment Teams (in all quadrants)
- Improving the equity of response across the county and the consistent application of thresholds
- Improving the use of **chronologies** and **family history** to inform decision making

Plans to maintain / improve practice (over the next 12 months)

- Recruiting a QA team manager (initially for 12-month period) in each Assessment quadrant with a focus on timely response to partners and families, engaging the family and professional networks early on.
- Develop more **analytical assessments** focused on improving Family and network resilience.
- Training for Family Support Workers and Youth Services workers in Family Network meetings

The data shows us

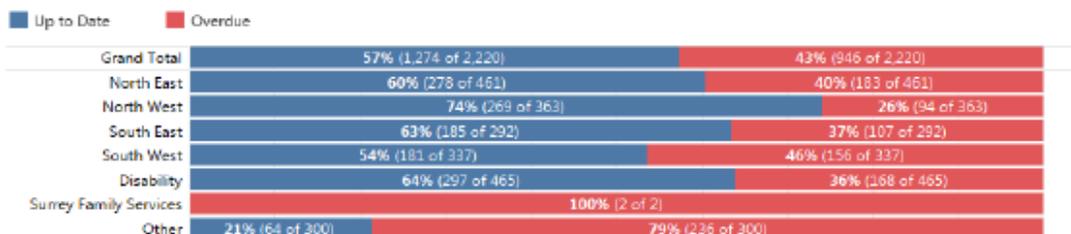
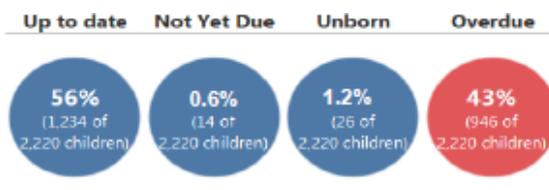
- Referrals to children's services continue to reduce with 652 received in March 2019 and 459 in April 2019, compared to 953 in April 2018. The proportion of re-referrals remains above the 22% target (at 27% in April 2019), however, the number of children in this cohort has reduced with the referral rate

Children in Need

Up to date Child in Need visits

Numerator: All children in the denominator who have been seen in the last: 4 weeks for non-disability CiN, 12 weeks for disability team cases

Denominator: All Children in Need who do not have an open assessment and are not currently CP or LAC as at 13/05/2019



CiN without a Plan



Strengths

- All children with disabilities have been reviewed (and re-allocated where necessary) to ensure they are allocated to the appropriate team

Challenges or Areas for Improvement

- Too many children without a completed Child in Need plan following assessment.
- Timeliness of visits to Children in Need continues to be below the target of 90% seen every 4 weeks (for those without CWD).

Plans to maintain / improve practice (over the next 12 months)

- Ensure **Child in Need visits** and recording is consistent across all teams and improve the timeliness of visits.
- Continue the focus each month on those children without a **CiN plan** in place (or with draft plan). Weekly tracking now in place.
- Development of **Contextual Safeguarding** and **No Wrong Door** approaches
- Earlier recognition of concerns which could escalate and more timely intervention where appropriate to avoid drift
- Increased use of **Family Group Conferences** at the earliest opportunity along with better use of **Family Network** meetings

The data shows us

- There are 2220 Children In Need who are not subject to a CP plan or Looked After. There continues to be an increase in visits to these children (57% on time), though this remains below the 90% target. There are 419 children who are not recorded as being seen for eight weeks or more with a further 94 children with a disability not being seen for 18 weeks or more.

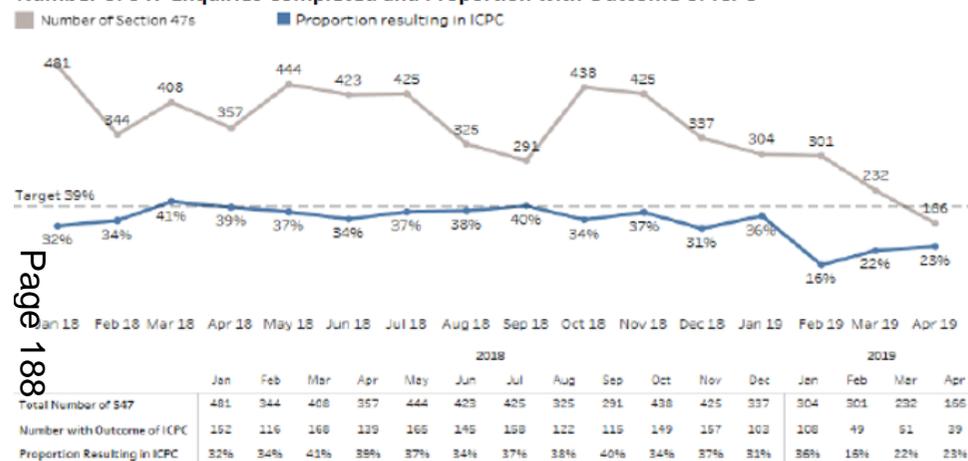
- For the fourth month in a row we have seen a significant number of children who remain open and allocated to social workers without an active plan following an assessment. This is a moving cohort which changes each month as assessments are completed or Child Protection plans are ended. The majority of these children are allocated to CWD (134), the North East (131) and North West (89) and Managers are focussing on these children this month to ensure their records are reviewed and transferred to the correct service, stepped down or closed as required.

A process (and recording) change is being prioritised in this area to resolve the issue by attaching the plan to the assessment.

Strategy Discussions, S47 Enquiries and ICPCs

We have seen a continued reduction in the number of strategy discussions, S47 enquiries and child protection conferences being held and this reduction starts at the front door (C-SPA). Over the past year we have launched a new thresholds document, complimented by a communications and training programme with our partners and this has been key to the major cultural change across Surrey where we have moved away from the approach of 'referring everything'. The recalibration and re-education on the purpose of strategy discussions and when they're appropriate has also contributed to this reduction. It is something we are closely monitoring across all areas and Quality Assurance resources are actively monitoring the application of thresholds at all stages.

Number of S47 Enquiries Completed and Proportion with Outcome of ICPC



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The data shows us

- The number of strategy discussions being held continues the downward trend. There has been a 56% reduction in the number held between April 2018 (482) and April 2019 (212).
- Subsequently the number of S47 Enquires has more than halved in the same period, from 357 in April 2018 to 166 in April 2019. This has led to a reduction in the number of children being discussed at Initial Child Protection Conferences between April 2018 (143) and April 2019 (31).
- As a result of the reduction in the number of children being discussed at an ICPC, timeliness from the strategy discussion that made the decision to progress to conference has improved from 88% in April 2018 to 90% in April 2019.

Strengths

- Reduction in numbers shows that the right children are being identified in response to risks/concerns
- Threshold for Strategy Discussions is being tested by QA

Challenges or Areas for Improvement

- Lack of multi-agency discussion factoring into our decision making and analysis
- Reason for strategy meeting is sometimes unclear
- Ensuring due consideration is given to all siblings in the family/household

Plans to maintain/improve practice (over the next 12 months)

- Quality assurance will lead on quarterly reviews based on dip sampling of quality of strategy meetings including deep dives to test and reassure re application of threshold
- Our monthly audit programme will continue to highlight the quality of strategy meetings and if they can evidence right outcomes for children
- Through additional capacity in our assessment service, we will provide "real time" audit alongside SAP/MAP/Assessment Teams
- Collate good examples of strategy/s47 to support practice improvement

Child Protection and Family Safeguarding

The data shows us

- There were 862 children subject to a CP plan as at 30th April - the lowest since January 2018. The total number of new children subject to a plan continues to reduce from 93 in January, to 58 in February and 28 in April. After three months of increasing numbers of children having a late Review CP Conference, in March this recovered from 87% to 96% and in April is 100%. Children with a late review reduced to 0 last month. There are 78 children with a plan open for 18 months or more, 19 of those have had a plan open for two years or more. A slight increase from the last 3 months.
- As at 30th April there were 115 children identified as not seen alone in the previous six weeks, 50 of these for 12 weeks or more. Analysis of these children indicates that most are aged 4 years or under. Policy has been changed so that all children on a plan, regardless of their age should be seen alone at least once every six weeks.

Strengths

- **Smaller teams** with a clearer remit and reduced caseloads enabling them to spend more time with families and a clearer focus during supervision.
- Far better pace around **Public Law Outline (PLO)**. We know the right children are in PLO. Only essential assessments are being completed and these are done in-house where possible.
- Improved relationships with **Legal** and new arrangements in place for legal planning meetings.

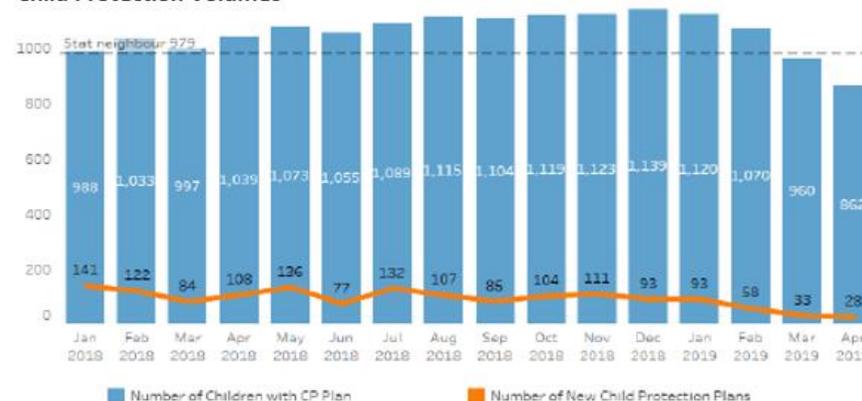
Challenges or Areas for Improvement

- Quality of practice is unlikely to significantly improve until the **partner roles/practitioners** are in-place (e.g. adults mental health workers, domestic abuse workers.etc.)
- **Pre-birth assessments** – timeliness and our preparedness for unborn children and a focus on family history
- **Recruitment** of permanent practitioners and managers

Plans to maintain / improve practice (over the next 12 months)

- Continue to hold quadrant **performance meetings** and holding practitioners / front-line managers to account.
- Work to improve the quality of child protection plans with a focus on making them SMARTer
- **Motivational Interviewing and Parenting Assessment** training for staff (training programme underway)
- Developing our work around **Contextual Safeguarding** through an integrated system for recognition of risk

Child Protection Volumes



Initial Child Protection Conferences (ICPCs) held within Timescale



Looked After Children

The data shows us

- There were 942 Looked After Children as at 30th April. This number has reduced from 1004 in November 2018 but remains higher than the number of LAC in April 2018 (939).
- Performance relating to LAC reviews, visits and PEPs are all within target and there continues to be an improving picture for Initial and Review Health Assessments and dental checks.
- Pathway Plan timeliness continues to be the most significant performance issue for LAC however this has improved in April with 91% of children aged 16+ with a completed plan.

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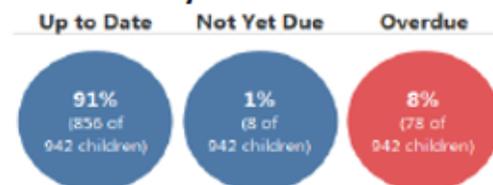
Strengths

- Updated Permanency Policy and procedures with more robust arrangements and tracking tools in place.
- Significant improvements in IHAs performance with 92% (as of 30th April) of looked after children having a completed IHA.
- Revised (and comprehensive) LAC Sufficiency Plan agreed with a recent focus on reducing external residential placements.
- One Service Manager now has complete oversight of planning for care leavers and siblings.
- Improved recruitment of in-house Foster Carers
- Restructure of the Corporate Parenting Board and a new focus on enabling Members to meet children and effect change.
- 'Action Cards' from CiC Council completed in 'real-time'
- CAMHS workers are now placed in the quadrant teams

Looked After Children and Care Leaver Volumes



LAC Statutory Visits



	Surrey in Context				
	Surrey 2017/18	Surrey Latest	Stat Nbr 2017/18	Region 2017/18	National 2017/18
LAC Per 10,000 Pop	36.0	37.2	43.9	51.0	64.0
Care Leavers per 10,000 pop	20.6	23.0	Not Available		

Challenges or Areas for Development

- Children are not consistently being well prepared for LAC reviews
- Number of LAC without a school place needs to significantly reduce
- Timeliness of Pathway Plans is improving but remains poor.
- Return Home Interviews performance has declined.
- Quality of PEPs is inconsistent

Plans to maintain / improve practice (over the next 12 months)

- Improve the quality of Life-Story work
- Increased capacity in the Virtual School to address issues including the quality of PEPs, children missing education and Pupil Premium
- LCS review to support C&F assessments for looked after children – including a focus on ensuring children and foster carers contribute
- Continue development of a consistent core offer to looked after children with launch in September 2019
- Ensure LT placements have been appropriately matched via Panel.

Care Leavers

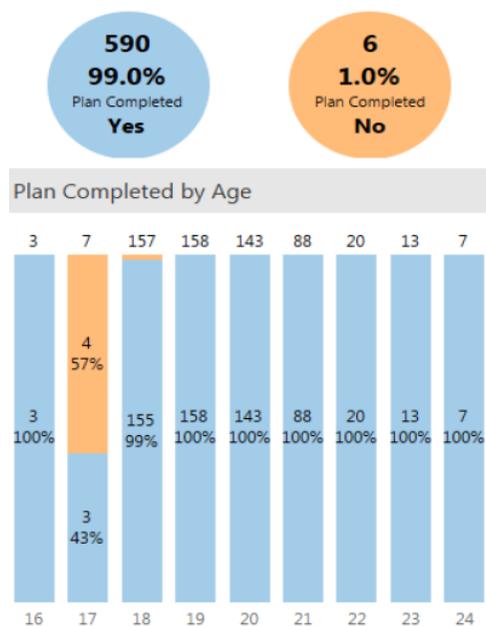
The data shows us

- There are currently 596 care leavers with fewer UASC in the service (268 in January, 249 in February, 247 in March and 244 in April).
- 73% of care leavers are currently in employment, education or training.
- Pathway plans and review timeliness for care leavers continues to improve as does the recording of contacts. There are currently 32 young people with whom the service is not in touch.

Challenges or Areas for Improvement

- High cost of out-of-county support packages
- Districts and Boroughs providing consistent support regarding housing for care leavers.
- Focussed effort on those children and young people that are not 'in-touch'
- Improving timelines of Pathway Plan completion for young people aged 15 ½ to 16 years

Pathway Plans - Plan Completed



2 way contact in the last 12 weeks



No Contact in 12 Weeks



Not 'In Touch'



Plans to maintain / improve practice (over the next 12 months)

- Improved support for young people transitioning to adulthood and improved mental health and emotional wellbeing support for care leavers.
- Focus on provision of suitable accommodation through work with partners along with support for Staying Put and supported lodgings.
- Rough Sleepers initiative to prevent care leavers becoming homeless.
- Continue to develop our local offer for care leavers to make it clearer and more accessible for young people. Our new apprentices will be leading on this – starting in July
- Continued focus on education, employment and training opportunities for care leavers.

Special Educational Needs and Disabilities

There are c157,000 pupils in Surrey maintained schools and academies; of these children and young people around 23,000 are receiving special educational needs (SEN) support in an educational setting.

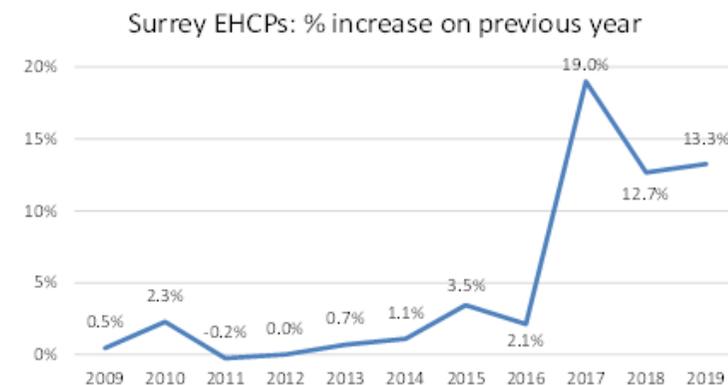
The data shows us

Surrey maintains education, health and care plans (EHCPs) for almost 9,200 pupils. In 2018, 67% of new EHCPs were issued on time, higher than both the national (58%) and regional (50%) figures.

38% of children and young people with an EHCP are placed in a special school, with a further 7.5% educated in a SEN unit within mainstream schools. Numbers of 16-25 year olds who transition into post-16 provision with an EHCP continue to increase (1, 262 as at 31 May 2019), placing increased demand on specialist college places.

EHCP Timeliness in Month

Percentage of EHCPs due in month completed within 20 weeks



Increase in maintained plans over time-SEN2	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	End May 19
Total plans	5214	5238	5358	5345	5348	5383	5443	5631	5751	6843	7710	8732	9197
% increase on previous year		0.5%	2.3%	-0.2%	0.0%	0.7%	1.1%	3.5%	2.1%	19.0%	12.7%	13.3%	5.3%

Strengths

- Undertaken a review of the CWD Service to ensure the threshold of intervention and allocation of a social worker is proportionate to need.
- All children with CWD have an updated annual assessment ensuring their needs are reassessed and packages changed where appropriate.
- Refocussed to ensure that CWD Teams are delivered through the quadrants and aligned to SEN, to ensure a countywide holistic approach.
- Re-invigorated the Disability Resource Panel and High Needs Panel to include SEN, Health and Transitions; to ensure there is a single view of all services being delivered to the child and funding is apportioned to the appropriate agency.
- SEN Admissions are now part of the Gateway to Resources Service to ensure a coordinated approach to resource allocation for children.
- Team Managers and social workers have received refresher safeguarding training to ensure that they can effectively identify and respond to safeguarding issues and that there is no need to reallocate to another worker.
- Applewood and Ruth House short break facilities have both maintained Good in their OFSTED inspections.
- Cross-team work is being undertaken between SEND and All Age Learning Disability team to ensure a greater focus around transition, including placement of support workers in secondary schools to promote independence, social inclusion and wellbeing.

In March 2019, Ofsted and the Care Quality Commission carried out a revisit to assess Surrey's progress in addressing areas of weakness highlighted in the Local Area Inspection in October 2016. The inspectors found improvements in:

- The timeliness and quality of statutory assessments and plans
- The involvement of children, parents and carers in the planning and evaluation of services, and the promotion of the local offer.
- The local area's management information and administration processes.
- The early identification of special educational needs by schools.

However, they identified a picture of increased school absence for pupils with SEND, often linked to mental health concerns deeming that Surrey had made insufficient progress in this area.

Plans to maintain / improve practice (over the next 12 months)

In order to improve outcomes for children and achieve financial sustainability, we have developed a **SEND strategy** which sets out proposals based on supporting children and young people with SEND at an earlier stage.

The strategy is based on five key principles:

1. Children with special educational needs are identified earlier and supported in a timely, effective way in order to improve their outcomes and wellbeing.
2. There is an increased focus on earlier intervention and prevention to offer help and meet needs at the earliest opportunity, reducing the demand on high cost, high need interventions.
3. Children and young people are helped to become resilient and independent so that they can lead fulfilling lives in their own communities.
4. The voices of our children, young people and families are heard so they can shape and inform how we work together to achieve the best results.
5. Surrey's early years settings, schools, colleges and other providers are able to support children to live, learn and grow up locally and achieve their full potential.

To build on the improvements over the last year, next steps will include:

- A multi-agency approach to quality assurance of EHC plans, including oversight by young people and parents/carers
- Including parents/carers and young people as Experts by Experience in the new Surrey Workforce Academy
- Creating a consistent information-sharing agreement between all agencies supporting children and young people with SEND
- Trialling a graduated, tailored response to supporting the needs of children and young people
- Implementing an improved, streamlined multi-agency decision-making programme at key points in a young person's journey, placing emphasis on local provision
- Identifying the support needed when mental health concerns impact on school attendance

The partnership of county council, CCGs and schools/education settings are working together with families to transform SEND services. Further work is underway with families and partners to implement the jointly-owned countywide SEND strategy and long-term action plan.

Hearing the views and experiences of a wide range of children, young people, parents, carers and practitioners is an important part of our work and we are inviting people to share their views in a number of ways including the POET survey, by contacting SEND Youth Advisers Surrey (SYAS) or Family Voice Surrey.

Absence and Exclusions

The data shows us

- For the autumn term 2018/19, absence levels for pupils with SEND (both EHCP & SEN support) were lower than at the same point in 2017/ 18. Persistent absence levels were also lower for pupils with an EHCP, but had increased for those on SEN Support from 16.8% to 17.3%
- The proportion of permanent exclusions received by pupils with an EHCP remains higher than last year, as is the proportion received by pupils on SEN Support.
- 89 children have been permanently excluded from education this academic year (as compared to 81 at the same point last year). Of these children, 8 have an EHCP and 42 currently receive SEN Support (as at 31 May 2019)
- An increasing trajectory of Fixed Penalty Notices have been issued by schools (349 issued in May 2019 alone) - the main reason being holidays during term-time
- SCC operate a county-wide approach to non-attendance in-line with the legal framework; this work is led by the Inclusion Service (rebranded from the Education Welfare Service to emphasise the LA's focus on inclusion)

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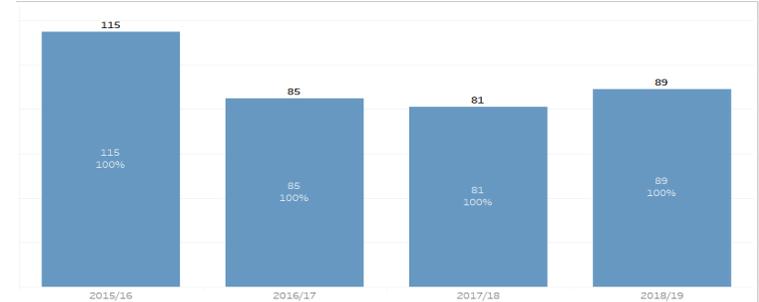
Plans to maintain / improve practice (over the next 12 months)

- Attendance is a priority focus for the Council and the wider area partnership; 1249 cases are currently open to the Inclusion Service (previously Education Welfare Service) as at May 2019
- A new data dashboard will inform targeted visits to schools
- Countywide practice will place greater emphasis on cross-team working in recognition of the need to focus on families
- Surrey Exclusion Project has provided a high profile to the issues around exclusion for Surrey schools and its impact on children and families. A highlight was the Inclusion Conference (January 2019) hosted by the High Sheriff and attended by 150+ primary head teachers/key stakeholders including Councillors.
- A medical protocol has been co-developed/piloted with schools and parents/carers and will be rolled out countywide in

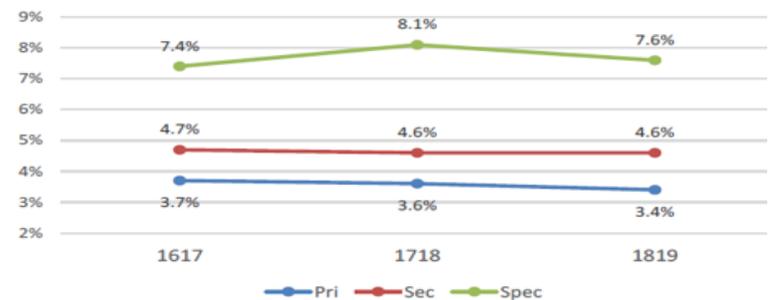
Children who are Excluded from Education
Details of all children who are excluded from education as at 03/06/2019



Exclusions - From 1 Sep to 3 Jun



Overall Absence Data



September following review, the aim is to ensure children are not signed off as unfit for school without a return to school plan.

- Inclusion Service will continue to support/challenge schools and settings in-line with the statutory responsibility of head teachers / proprietors with clear lines of accountability, with Specialist teachers offering expertise/practical support for schools and families including the promotion of positive behaviour and management of challenging behaviour and aggression.
- Concerns re attendance/exclusions in maintained schools are escalated via Schools Causing Concern meetings and shared with the School Effectiveness Team for collaborative action; with direction letters issued as appropriate. Surrey will escalate concerns with the Regional Schools Commissioner.
- Project to consider Surrey's access to, and commissioning of alternative provision in collaboration with head teachers.

Children Missing Education

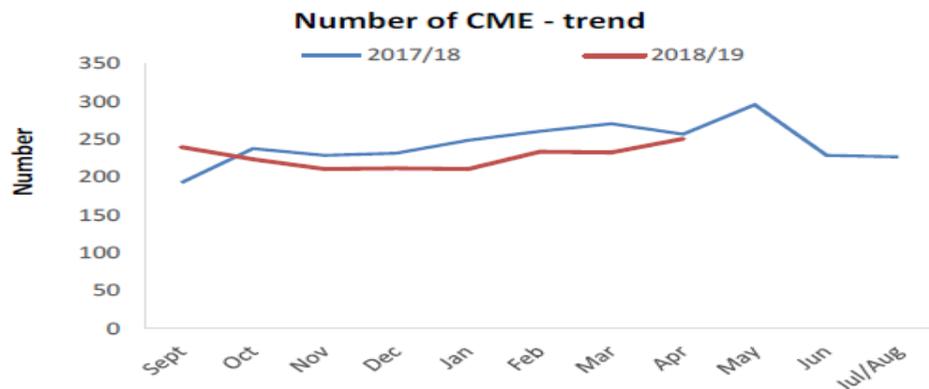
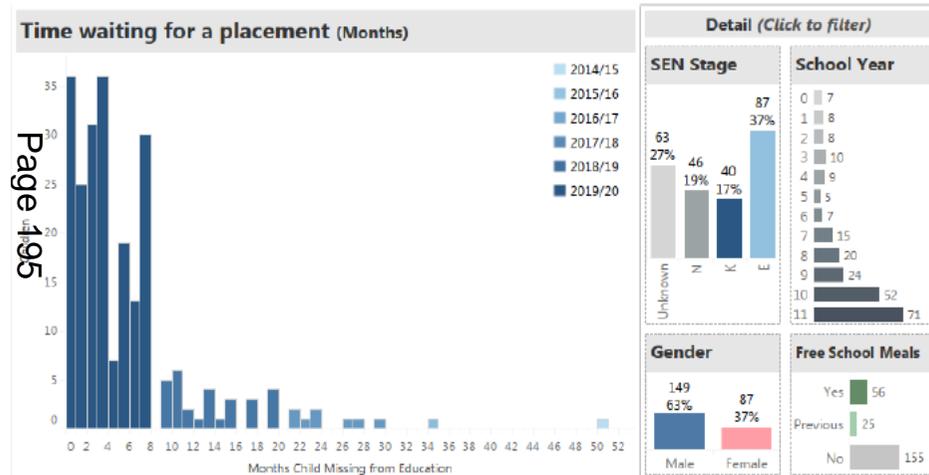
During the last 12 months the practice and oversight around children missing education (CME), those missing out on 25 hours education (PMOOE) has been reviewed and strengthened with teams fully aware of their roles and responsibilities.

The data shows us

At the end of April 2019 there were 262 children missing education. The majority (48%) are in year 10 and 11, but a significant number of children (20) are reception age. These children are more likely to be male (61%), eligible for free school meals (22% currently, 10% last year), a Looked After Child (17% currently, 10% previously) and receiving SEN support (51%).

In respect of pupils missing out on full time education (on the roll of a school) as at May 2019:

- those not receiving 25 hours education due to anxiety related absence totalled 141 pupils
- those children who are not receiving 25 hours education due to other absence (identified within themes) totalled 434 pupils



Plans to maintain / improve practice (over the next 12 months)

- Development of datasets will enable robust weekly scrutiny of the number, NCY and quadrant location for those children who are not receiving 25 hours education due to a range of themes (including anxiety-related absence), those awaiting placement and those in alternative provision
- Work underway between SEN and Commissioning to establish a clear commissioning strategy for place provision, including a forward plan regarding sufficiency linked to prioritisation of local support where possible
- Implementation of Welfare Call Service, enabling a weekly analysis of attendance for pupils to enable greater scrutiny of attendance at non-maintained and independent settings
- Robust strategy for data challenging schools around their inclusive practice linked to accountability for safeguarding and outcomes of children/young people
- Greater cross-agency discussion with Public Health, police and other agencies to share data and escalate safeguarding issues

Elective Home Education

The data shows us

In June 2019, 1128 children were registered as Electively Home Educated, with 47% of these children in Key Stage 4 (i.e. Years 10 and 11). 20% of EHE children/young people are currently or have previously received free school meals.

Reasons why parents elect to home educate (in-line with the national descriptors):

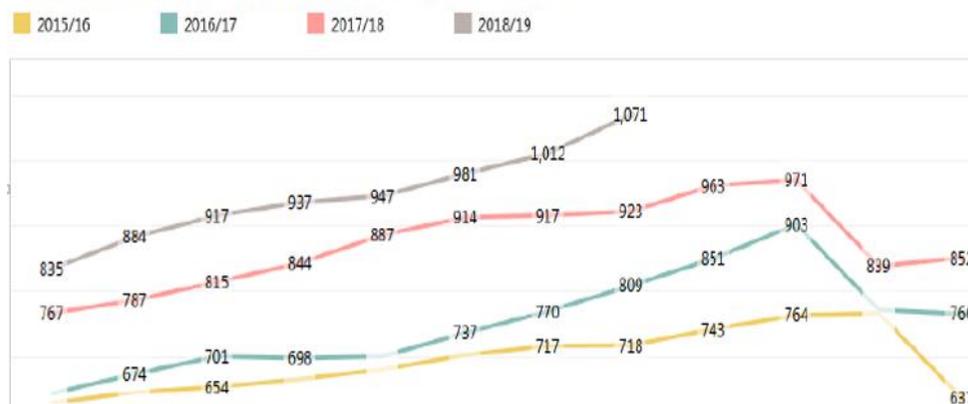
- 1 - Distance or access to a local school = **17**
- 2 - Religious or cultural beliefs = **96**
- 3 - Philosophical or ideological views = **13**
- 4 - Dissatisfaction with the system = **125**
- 5 - Bullying = **80**
- 6 - As a short term intervention for a particular reason = **118**
- 7 - A child's unwillingness or inability to go to school = **182**
- 8 - Special educational needs = **57**
- 9 - Parents' desire for a closer relationship with their children = **15**
- 10 - No reason given = **528** (includes 'parental preference', as not a national "reason")

[NB: Some parents list more than one reason so the total number of reasons and blanks combined is higher than the registered number.]

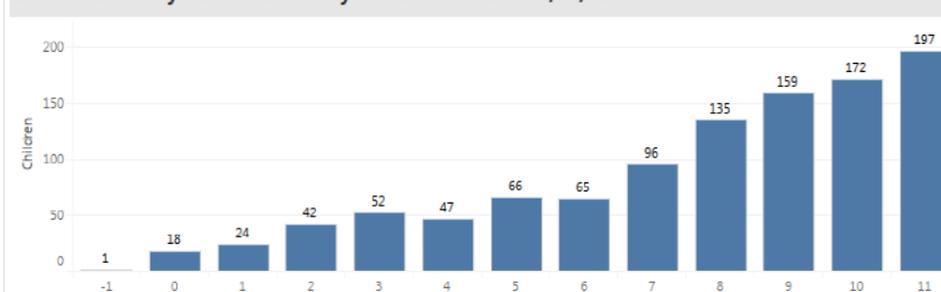
Plans to maintain / improve practice (over the next 12 months)

- Continued engagement with parent/carer representative group to co-produce communication materials and review policy/practice, advice and guidance
- Work with the Special Educational Needs Team to ensure that Annual Reviews are carried out in a timely way for those EHE children who have an EHCP
- Continue to offer 100% of families a home visit after they have decided to electively home educate their child

Year on Year Numbers of Electively Home Educated Children



Children Electively Home Educated by School Year - As at 03/05/2019



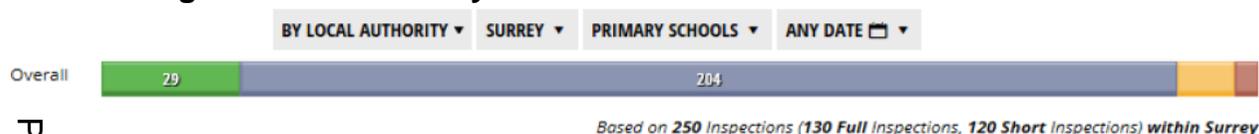
- Focused work by Inclusion Managers to work with schools/settings and parents/carers around monitoring of attendance and the triggers for making the decision to home-educate
- Further work to be undertaken on joining-up of teams/services to enhance the knowledge of children and their families and the LA's support
- Development of data dashboard with monthly scrutiny by Education Leadership Team to enable a focused analysis of and response to themes, trends, following up on concerns as appropriate

Universal Offer – Progress and Attainment

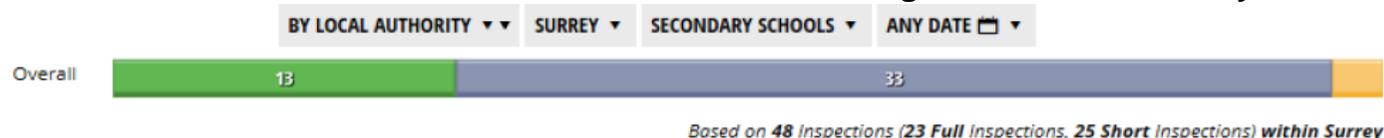
The data shows us

- 94% of primary and secondary maintained schools are judged as Good / Outstanding
- For Surrey pupils overall, attainment continues to improve although progress between key stage 1 and 2 remains a concern in writing and in maths. In particular, our national ranking in writing progress has fallen from 99th to 116th this year
- Based on the published Key Stage 4 data, Surrey's Attainment 8 and Progress 8 scores remain above the national average this year and show an improvement on 2017. The KS5 Average Point Score is also higher than national and in 2017.
- Disadvantaged pupils continue to perform at a lower level than their peers nationally.
- At EYFS, KS1 and KS4, the gap between disadvantaged pupils and their peers nationally has widened. However, for KS2 attainment it has narrowed and some improvements have been seen in terms of KS1-2 progress.

Ofsted Judgements for Primary Schools



Ofsted Judgements for Secondary Schools



Plans to maintain / improve practice (over the next 12 months)

- Surrey is establishing a local education partnership with schools, early years settings and the diocese - **Schools Alliance for Excellence (SaFE)**. This will be operational on 1 September and an initial 3 year contract will be underpinned by detailed key performance measures including increasing the percentage of good and outstanding schools, reducing absence and exclusions for all pupils, raising attainment and progress, particularly for those who are disadvantaged or have additional needs, increasing inclusion and oversight in relation to safeguarding.
- The Babcock 4S arrangements ceased on 31 March 2019; in the meantime the local authority has established a small team to carry out the LA's statutory duties in relation to schools causing concern.
- The Governors Services Contract has been awarded to Cognus and a strategy will be implemented to strengthen the knowledge and skills of governors, to improve communications and develop a talent pool of governors to ensure a steady pipeline of new governing body members. The development of an extended pool of advanced skills governors will be a key focus to ensure a strong range of governors are able to conduct effectiveness reviews and support Interim Executive Boards where required.

Children and Young People not in Education, Employment or Training (NEETs)

The data shows us

- In April 2019, there were 373 young people aged 16-17 who were known to be NEET. This represents 1.7% of young people in this age group, lower than both the national (2.8%) and regional (2.5%) figures.
- Compared with March 2018, there has been an increase in the proportion of pupils known to be NEET across the board – the equivalent figures last year were 1.3% in Surrey, 2.2% in the South-East and 2.7% nationally.

Page 198 A higher proportion of young people with SEND are NEET compared with those young people without SEND. In 2018, the proportion of 16-17 year olds with SEND whose status was either NEET or unknown was 6.9% compared with 4.3% for those young people without SEND. These are lower than national figures which are 9.6% and 5.9% respectively.

- Young people who are NEET or unknown are more likely to be male than female, both in Surrey and nationally. In 2018, the proportion of NEET or unknown young people was 3.8% for girls and 4.9% for boys.
- 89% of young people with SEND went into sustained education or employment at the end of Key Stage 4 compared with 96% of young people without SEND (2016/17 published data).

Plans to maintain / improve practice (over the next 12 months)

- Refreshed approach to participation through collaborative working with schools, colleges and voluntary sector
- Creation of dedicated Participation Officer role to ensure a focus on this area of work, facilitating a cross-team approach
- Development of wider opportunities linked to the successful Surrey Outdoor Learning and Development Team and Cultural Services
- Continue to work on cross-team initiatives with the Transitions Team to support the focus on effective transitioning into adulthood (e.g. collaborative conversation with SEND pupils at NCY9 to inform transition)
- Work collaboratively with Commission to develop the volume of Post-16 supported internships through Surrey Choices and apprenticeships
- Work with the Family Resilience Team to further develop our Team-Around-the-Family approach to working with the young person and their family
- Continue the U-Explore project at least until next year. U-Explore work with young people who are at risk of NEET in year 11 and has been running for the last 4 years.

Learning from Feedback

Views of children and families are at the heart of what we do. We have a collective responsibility as an organisation to hear what all children, young people and families are telling us and to use this information to support the assessment of the quality of our practice. We also want to work with children, young people and families to ensure services are co-produced. As part of our promise to children and young people, we promise to listen to them and involve them fully when making decisions about their lives.

Current Strengths

In Surrey we currently have:

- A well-established apprenticeship scheme which enables care experienced young people to be our in-house experts and directly influence decisions;
- An embedded Action Card system which raise concerns directly with Corporate Parenting Board;
- Recruit Crew - Young people are part of the recruitment process for staff working directly with or responsible for making decisions about children and young people;
- Total Respect training is well established and mandatory for all social care staff;
- The commitment of senior managers and members to ensure the views of children and young people are heard and acted upon.

Recent Improvements

- Children in Care Council and Children in Care Council Juniors – active locally, particularly through raising Action Cards and nationally, through National Leaving Care benchmarking Forum and APPG (they attend every month);
- Newly established Youth Cabinet and elections for a new ‘Young Mayor’ will take place on 17th June 2019. Members of Youth Cabinet are aligned to SCC Cabinet portfolios and work is ongoing to develop their work programme;
- Representation at key partnership groups/boards such as Safeguarding Partnership and CAMHS transformation;
- Active CAMHS Youth Advisors who engage with service users to help support and improve practice;
- Corporate Parenting Conversations – Councillors on the Corporate Parenting Board regularly have conversations with young people, foster carers and professionals to shape their understanding and the work of the CPB;
- Councillors are now linked with a children’s residential home and are beginning regular visits to the homes from May/June 2019.

Surrey Children in Care Council

Care Council is a group of care experienced young people, 13-25 years old (and Care Council Juniors for 8-13 year olds), who meet every month to discuss issues that are key to Looked after Children and care leavers.

Care Council have established a direct link with Corporate Parenting Board (CPB), and they have agreed an ‘Action Card’ system, which enables Care Council to raise challenges directly to the board. Over 2018, the Care Council meetings have had between 10 and 15 young people attending. The membership is currently split evenly between males and females, and a proportion of the membership represents young people with special educational needs and disabilities.



Action Cards

Action Cards are a project which stems directly from **our Care Council group**. Care Council members regularly raise action cards to the Corporate Parenting Board. At every meeting of the Care Council, the members discuss what they want to stop, start or change about the current care system. If two or more young people agree that something is an issue, it is logged as an action card. There are 3 types of cards that can be raised; an action card, a question card and an alert card. Since January 2018, we have received 19 action cards, 1 question card, and 10 alert cards.

BIG Survey

The BIG Survey is sent to all looked after children and care leavers. It is mailed directly to them and a link is also shared with workers and published online.

The survey is sent every January to find out more about the experiences of young people over the previous year. This year 159 looked after children and 49 care leavers completed the survey.

Child Protection Conference feedback

In May 2018, we sent a survey to children aged 5+ who have been on CP plans because of neglect for 12+ months. The aim was to find out what young people thought about the CP process in Surrey. We also carried out telephone interviews with young people. We found that young people are not always invited to their conferences and when they are, they are not always held at convenient times and can impact on school. Young people told us that they didn't always feel listened to.

We worked with the CP teams to redesign the conference rooms, feedback forms and share the learning to ensure young people are always invited and have a say.

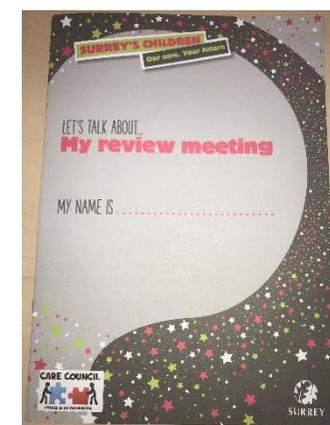
And more...

- **Looked After Reviews:** Focus group with Care Council members to find out what works well and what needs improvement at review meetings
- Surrey has an active **Youth Cabinet** which is part of the British Youth Council. Young people are elected to represent their areas and work with the schools in their area to get feedback.
- Young people and families are supported to **complain** if they are unhappy with services.

Action Card 67 – Young people helped recreate the Welcome Pack, however they raised that teams aren't always sending it to young people

Action Card 62 - Some young people aren't happy with the standard of their provisions. They would like to be able to cook their own meals

Action Card 58 – Young people are not allowed to use the local field. It is the only secure field that they are able to use and would like access to it.



Performance Management

We now produce a comprehensive monthly performance monitor (**Performance Narrative**) alongside performance data. Surrey is ambitious to improve and now more outward looking. This month we have compared our performance against that achieved by authorities rated by Ofsted to be Good or Outstanding. We want performance data and analysis to drive good practice across all of children's services.

The performance comparison ("**Surrey Children's Social Care: Compared to Ofsted Rated Good and Outstanding Authorities**", April 2019) provides an overview of Surrey Children's Social Care data compared to five selected regional and national authorities rated good and outstanding by Ofsted. There are no outstanding local authorities in Surrey's comparator group. There are five 'good' rated authorities, each of which are 'very close' statistical neighbours to Surrey. Hampshire and Hertfordshire were included. A further three outstanding local authorities have been selected. All of the authorities selected have a similar proportion of 0-17 year old population with no significant variation. Sixteen indicators of the quality and impact of practice were selected for comparison among the six authorities, across three statistical years. This has been attached as Annex E.

The "Children, Families, Lifelong Learning and Culture Leadership Team: **Performance Narrative**", May 2019 includes information about good performance and about the positive impact of practice.

Performance reporting is embedded in CFLC through the **monthly Performance Compendium**, which takes 'near live' data from the Early Help, Children's Services and Education IT systems (EHM, LCS and EMS). There is a golden thread from front line practice to management and leadership teams which has established a performance narrative that is owned as the **single version of the truth**. The monthly performance compendium is a detailed breakdown of performance across all parts of the child's journey and this is reported at the appropriate levels across children's services to enable and embed a **culture of accountability and ownership**. The May 2019 Performance Compendium and Performance (Narrative) Report are attached to the self-evaluation as Annex F and Annex G respectively.

Performance Meetings are now taking place on a regular basis across children's services and quadrant-based Performance Officer roles have been established to further improve compliance with recording and to enable better data quality in performance reporting. These dedicated performance resources support the teams and managers in each service to consistently utilise the information to better prioritise work, identify practice issues or concerns as they appear and provide assurance at each level of reporting.

All Practitioners and Staff have their own responsibilities in respect of performance and quality management and service improvement through: Being aware of their own performance and quality against relevant standards, objectives and targets; having a relentless focus on improving outcomes for children; being committed to meeting personal and service improvement needs through learning and development and involvement in service planning.

Achieving Better Practice

Our Training offer has been significantly enhanced for the children's workforce (including multi-agency partners) and supported by the Children's Services Academy and the QA service also deliver bespoke training when we identify shortfalls in practice.

In November 2018 a **revised monthly case audit process** was launched where the focus of the new audit tool was on the quality of practice, evidencing the child's journey, the effectiveness of intervention and outcomes secured for the child and their family.

All staff at management level across children's services are responsible for completing at least one audit per month. Social workers are involved in the audit process and are given the opportunity to have either a conversation with the auditor or to complete a case reflection sheet that allows them to reflect on what they have learned in their practice and what they would do differently in the future. A monthly report focused on audit activity and findings is produced and makes explicit reference to where practice weaknesses and strengths are noted by reporting on seven key domains that include child centred practice, supervision, management oversight, and planning and review. **A 'Practice Learning Bulletin'** is produced from this each quarter and shared with all practitioners (an example Learning Bulletin is attached as Annex H).

From March 2019 the Quality Assurance Service began producing a series of monthly "**Best Practice Sound Bites**" focusing on a range of specific subjects. These are targeted at social workers and their managers and the aim is to provide practitioners with continued opportunities of understanding how to reflect best practice in their work (an example Practice Sound Bite is attached as Annex I).

The above practice improvement approach is now going to be applied to **Education and SEND services**.

Looking back on our progress

It is a year since the Executive Director joined the County Council in April 2018 and set out the steps we needed to take to transform the Children, Families, Life Long Learning, Culture and Communities Service. This described a challenging programme of transformation and improvement. **We can now be confident in just how far we have come.**

In April 2019 we committed to making a fundamental **shift to early support and prevention**, vowing that we would do statutory work well but that we would do less of it. The implementation of new front door arrangements and our **Single Point of Access** means we can ensure the Council has preventative and early help services in place to assist at the earliest possible moment in a child's life.

It was made clear that **Social Worker workloads** had to be more manageable and since then we have made positive steps to reduce burdens on individuals. The average number of open cases per practitioner across the county is now 15 children, compared to 28 children in April 2018.

On 17th May 2019 we hosted a Family Resilience Conference and the enthusiasm and energy of participants was encouraging. We heard that, while there is still more to do, caseloads are already more manageable and are allowing us to provide a **higher quality of service**.

Last year we also set out our ambition to becoming a learning organisation. The launch of Surrey Children's Services Academy in January 2019 means we can drive up and maintain professional standards, supporting colleagues – and our partners - at every level throughout their careers.

The **SEND Revisit** highlighted that significant progress has been made addressing areas of weakness, however, this is the beginning of the improvement journey and there is much to do in the future to become a good service. We are working as an integrated system to improve outcomes for children and families and we are committed to working together to build on the improvements made so far.

These are just a few examples of the huge strides we have taken in the last year toward delivering outstanding children's services. We are now through the restructure process and there is evidence of the commitment of staff over the last year.

Our Priorities 2019-2020

There is of course much more to do to ensure that we reach our goal of providing Surrey's children and families with the outstanding services that they deserve. Now that the structural issues have been resolved our focus can be on culture and practice.

2019-2020 brings with it an exciting period as we move to a new model based on Family Resilience, Family Safeguarding and relationship based practice. We have set about defining the key things that will be most important to our services post April:

Culture, Practice and Outcomes

In the new structure and model the focus will be on improving outcomes for children and their families. We will focus relentlessly on front line practice and we will develop a new culture together. Every piece of work, across all services will be done to quality and as we develop our new approach we will develop greater confidence and momentum.

Developing our Front Line Managers

We are determined that our front line staff across every service receive the best leadership, management, guidance and support. We are investing in smaller teams and are determined that our managers will receive training, development and support to facilitate great front line staff. Our managers and staff are our most important resource and going forward we will be asking a lot more from them – while providing the support them to enable to achieve.

Partnerships

As we move forward, we will develop deep and productive relationships with partners such as health, schools, police and the voluntary sector. They too want to deliver excellent services to children and families and we generally achieve great outcomes when we work together in pursuit of great outcomes

Technology, Resources and Systems

We have to make our technology, resources and systems work better in a way that supports our work. We are moving the new 'front door' into offices nearby and will be locating the North East office in the area that it serves. The SEND and Education IT system will be replaced and we will be using the Family Safeguarding 'workbook' in LCS.

Staff Wellbeing

There will be a range of support that recognises that working with children and families in a relationship based model brings with it stresses - as well as great joy! This will be combined with excellent supervision and support, manageable caseloads and systems that support the work. The Children's Services Academy will ensure all staff & partners get excellent training & development opportunities.

Supervision and Practice

Supervision is fundamental to great work with children and families. We will therefore be investing in a new approach to embedding 1:1 and group supervision. This will be across all of our services and will be the bedrock to our improvement journey.

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