

## Children's, Families, Lifelong Learning and Culture Select Committee

13 December 2019



### Cabinet Member Update:

### Mary Lewis, Cabinet Member for Children, Young People and Families

#### Purpose of the Item:

To share details of the Cabinet Member's priority areas of work including any strategy and policy developments and provide an overview of the budget position and performance of services within the portfolio.

#### Introduction:

1. This report provides a brief update on the Cabinet Member for Children, Young People and Families' priority areas of work including a high level summary of the current budget position and an update on the development of transformation projects within the Cabinet Member's portfolio.
2. Further information is available on the other transformation activity underway within the portfolio if required. This report includes key transformation activity since the last meeting of the Select Committee as requested.
3. The Select Committee are asked to review the update and prepare questions accordingly.

#### Update on Recent Inspections of Children's Services:

4. As the Children's, Families, Lifelong Learning and Culture Select Committee will be aware, in May 2018, children's services in Surrey were judged to be in a critical state following the full re-inspection (Feb-Mar 2018) resulting in an overall judgement of 'Inadequate'. As a result the Government also appointed a Children's Commissioner to make a judgement about whether children's services should continue to be retained by Surrey.
5. Following the last Ofsted Monitoring Visit in June 2019, we have recently welcomed Ofsted back to Surrey for their fourth 2-day visit on 31 October and 1 November. This visit focussed on the effectiveness of child protection investigations, the quality of statutory assessments and the impact of child protection and child in need plans in reducing risks and improving children's circumstances. This was a very positive visit with the substantial progress made over the last year recognised by the inspectors. Unfortunately publication of the report from Ofsted has been delayed until late-December 2019 due to purdah.
6. In addition, the Commissioner for Surrey's Children's services has carried out a follow-up inspection of our services and the progress made since April 2019. Throughout November and December 2019, the Commissioner and his teams have conducted six 2-day visits focussed on different areas of frontline practice, leadership, partnership working, supporting/enabling systems and our workforce. In late-December or early-January the Commissioner (Trevor

Doughty) will report back to the DfE with recommendations for how to proceed. We are proud of the changes made and confident that our new model and improvement are the right things needed to achieve our vision of delivering good quality services which improve outcomes for children, young people and families living in Surrey.

### **Services for Young People – Challenges & Improvements:**

7. Services for young people in need of protection, including those involved in the criminal justice system, have not been good enough in Surrey. Several key challenges we face demonstrate the need for delivering comprehensive change to our 'Youth Offer' in Surrey:
  - Youth centres and youth workers not being used to their full potential;
  - High costs and generally poor outcomes for adolescents coming into the care system;
  - The strengths and skills of the voluntary and community sector not being recognised;
  - A need to respond and prevent serious youth violence & exploitation across all levels of need;
  - Not utilising our workforce and partnerships in the most effective way to support young people in need of help.
8. The services for young people in need of safeguarding, targeted interventions and Early Help have all been transformed in the last 12 months. The new Safeguarding Adolescent Service (SATs) provides the statutory Child Protection and Safeguarding support for adolescents in Surrey. The Social Work led teams now work closely with other partner agencies to protect young people and support their recovery. When young people do come into the care of the local authority SATs work with the young person and families to repair fractured relationships and enable their return home where appropriate.
9. Targeted Youth Support (TYS) is a new service that works with young people after a request for support has been made through the Children's Single Point of Access. TYS engage young people who are at risk of exclusion from school, risk of homelessness and coming into care, experiencing difficult family relationships, risk of exploitation, substance misuse, offending behaviour, emotional and mental health support.
10. Some young people need to be helped early when issues occur to ensure they reach their potential. A significant number of voluntary, community and faith sector organisations support young people that need help with their identity, emotional health, relationships and life as a young person in general. Services to help young people early have been recommissioned as part of the 0-19 lead provider model for each district and borough. These services can be accessed direct without a need for referral to the Children's Single Point of Access.

### **Universal Youth Offer**

11. Universal Youth Work is open to all young people and is provided by Youth Work practitioners in a number of Youth Centres across Surrey. This part of the service has remained unchanged in the 2018-19 reorganisation. Universal Youth Work often uses activities as a way to engage young people; young people do not need to be referred to the Youth Centre and can access the programme of activities for little or no cost. Most of the youth centres have previously been underutilised and therefore not being used to their full potential. There is however a strong voluntary, community and faith sector in Surrey offering a wide range of opportunities for young people.
12. Whilst there is no statutory duty for Surrey County Council to provide open access universal youth work, the youth centres themselves are a valued community asset and can play a larger role in achieving the Community Vision for 2030 that includes community participation as one

of the priorities. Our aim is to increase the availability of the existing youth centres for the use of the voluntary, community and faith sector.

13. Consultation on the future use of Youth Centres and how the county council provides universal open access youth work will take place from January until the end of April 2020 as agreed by Cabinet on 26 November 2019. We are proposing that the voluntary, community and faith sector are enabled and supported to use the existing youth centres that are owned or leased by the council for little or no cost. We are also proposing that county council practitioners are focussed on supporting the sustainability of the new model and delivering targeted interventions rather than delivering universal youth work. Young people will be consulted as part of the proposals to understand what they want from a universal youth service.

#### **Re-commissioning Early Help Provision in Surrey:**

14. Following a competitive procurement process Surrey Care Trust was awarded a contract as the Lead Early Help provider subcontracting with Home-Start to deliver provision across the following areas: **Elmbridge, Epsom & Ewell, Guildford, Mole Valley, Runnymede, Spelthorne, Surrey Heath, Tandridge, Waverley, and Woking**. The Lead Early Help provider for **Reigate and Banstead** will be: YMCA East Surrey, in conjunction with Welcare.
15. The new Early Help model will commence on 14 January 2020 and will run until 31 March 2022. The current Early Help Providers will continue to deliver existing Early Help service provision until 13 January 2020. This commissioning approach for Early Help, is a significant shift from how services were previously developed and funded in Surrey and we recognise that as a result of a more rigorous approach to commissioning a local Early Help system, some long standing relationships will change and service provision will no longer be delivered in the way it always has been.
16. We take very seriously the responsibility of transitioning what was in place to the new arrangements. Alongside a mobilization plan sits a communications and engagement plan that recognizes the broad range of stakeholders in Early Help in Surrey. The plan in place to support and aid the transition arrangements for children and families has been circulated to key stakeholders. We are mindful of the concerns regarding new referrals to services that were unsuccessful and that existing caseloads and relationships will need to be handed over.
17. Throughout the next phase, we will be gathering feedback and views from children, young people and parents as well as providers to further understand the impact of the transition.

#### **Fostering and Foster Carers for Looked After Children in Surrey:**

18. We know we have a challenge in Surrey with approximately half of all our children in care currently living outside of the county. We made a commitment last year 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 are focussing on giving children in care stable homes closer to their families and friends. This is supported by a better remuneration policy for foster carers and a revised allegations policy. The Fostering Network's Mockingbird programme will also help support our foster carers.

#### **Fostering Network's Mockingbird programme**

19. The [Fostering Network's Mockingbird programme](#) is an innovative method of delivering foster care using an extended family model which provides sleepovers and short breaks, peer support, regular joint planning and training, and social activities. The programme improves the stability

of fostering placements and strengthens the relationships between carers, children and young people, corporate parenting staff and birth families. For Surrey these improved outcomes are key to improving the lives and wellbeing of our children in care.

20. Surrey's Fostering Service engaged with The Fostering Network in December 2018 and in April 2019 were linked with a Fostering Network Coach and began developing our approach (and action plan) for setting up the Mockingbird model.
21. The first specially trained carers were introduced at an official launch of the Mockingbird Model on 28 October 2019 where I was present to introduce this innovative programme along with Members of the Corporate Parenting Board. The first group of carers is now in place with further development of the Mockingbird network being implemented in February 2020 and again in June 2020.
22. This is an ambitious programme that will be further enhanced as it is rolled-out. Our aim is for all of Surrey's foster carers - whether they are connected carers, offer supported lodgings, respite/short-breaks or general foster carers - will all have the opportunity to join a Mockingbird group of local carers. Better support for our carers will ultimately lead to more stable homes for children and young people and improved outcomes.

### **Corporate Parenting Board Update**

23. The Corporate Parenting Board has worked hard to listen to the views and experiences of the children and young people they are responsible for. Our achievements over the last few months include the agreement of a laptop scheme for looked after children. All looked after children in Years 9-11 will be provided with a laptop that will support them with their school/education work. The roll out will be supported by the Virtual School.
24. The Corporate Parenting Board has also been working closely with the Chambers of Commerce to encourage and support our children and young people to access work experience and work opportunities. They have also been engaging with our District and Borough Council colleagues to support the roll out of a Council Tax exemption for our Care Leavers. The County Council already excludes Care Leavers from paying Council Tax. For those Committee Members that are twin hatted it would be appreciated if the issue of Care Leavers Council Tax exemption can be raised with your relevant district or borough council.
25. One of the next steps for the Board is to encourage our partners in schools, especially School Governors to support our looked after children and care leavers and make them aware of their joint responsibilities. The Chairman of the Virtual Schools Governing Board has written to School Governors on this matter also. The Corporate Parenting Board will be writing to all councillors in the New Year regarding how we can work better together as corporate parents.

<b>Integrated Children's Commissioning:</b>
---

26. In order to consistently improve outcomes for our residents we aim to drive forward and support agile decision making and effective use of resources, with a key focus on self-care, prevention, early intervention and building resilience.
27. There are some exciting new changes relating to Integrated Children's Commissioning which took effect from 1 November 2019 expected to strengthen the way we integrate, deliver and continue to develop our Integrated Care System (ICS).
28. From last month, Trudy Mills has been appointed to the role of ICS Director of Children's and Learning Disabilities Services, on a secondment basis, expanding her current system role

across Children's services. Trudy will work alongside our Director of Commissioning at SCC and together we will be developing a programme to work more closely with NHS commissioners of children's services – including with EWB (Emotional Wellbeing) and CAMHS. This post will help strengthen a more integrated approach to service and quality improvement across the county, whilst working closely with the Integrated Care Partnerships to support operational delivery and integration at local level.

29. Proposals for Integrated Children's Commissioning services will be implemented from April 2020 and we are committed to involving staff and stakeholders in the next steps. We will be speaking with staff working in this area individually and bringing them together shortly for a discussion about this important work.

<b>Transformation of Emotional Wellbeing &amp; Mental Health Services for Children and Young People in Surrey:</b>
--

30. In our whole-system strategy launched February 2019 ('A thriving community of children and young people in Surrey. A strategy for their emotional wellbeing and mental health') we recognised that the current system of support for children and young people's emotional wellbeing and mental health is not meeting need and we made a commitment to children, young people and parents to deliver EWMH services very differently.
31. The EWMH transformation programme based around 5 themes is underway in partnership with Surrey NHS Clinical Commissioning Groups (CCGs). The aim of the programme is to transform the children and young people's mental health system – of which the clinical CAMH Service is a key part.
32. Commissioners from both Surrey County Council and Surrey's Clinical Commissioning Groups have been working on the new service model for CAMHS throughout the last few months, working to a timeline of April 2020 for the beginning of a procurement exercise. The desire to co-design this model has been reflected to date in both a Market Engagement Event held in October and a series of meetings with CAMHS and SEND Youth Advisers, Youth Cabinet and other groups throughout November and December.
33. Alongside this work, there continues to be a focus on reducing waiting times for Surrey children and young people who need CAMHS, as well as ongoing transformation work to trial different approaches, improve access to services and ensure that the learning from previous engagement work and reviews of CAMHS are used to inform changes to the service.

<b>My Priorities for the Next 3-6 Months:</b>
---

34. Whilst there is a significant amount of both transformational and continuous improvement activity underway, there are several key challenges that I will be focussing on over the next 3-6 months, these include:
  - Ensuring the **CAMHS provision** in Surrey is successfully recommissioned in 2020 enabling us to deliver on the emotional wellbeing and mental health strategy.
  - **Recruitment** of permanent qualified practitioners and managers has been highlighted as a significant challenge for Surrey's children's services. Following the restructure of our teams this year we are launching a targeted recruitment campaign, aimed at the recruitment of experienced social workers and managers, as well as high quality 'Newly Qualified Social Workers (NQSWs).
  - 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 have more to do and we will be working with children, young people and families to ensure our 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.

- Focussing on our **Children with Disabilities service** and ensuring improvements are delivered to improve outcomes and to support the transformation of SEND services in Surrey.

### Budget Update

35. As per the Period 6 monitoring (September) the projected outturn position for Children, Families, Lifelong Learning and Culture is an overspend of £8.2m including £3m of unallocated directorate wide savings. Of this, Children, Young People & Families forecast outturn for 19/20 is an overspend of £1.9m. The main variances resulting in that projection are as follows;
- Area Care (£0.8m forecast overspend) due to increased transport and other care costs exceeding budgeted projections,
  - External Placements (£0.3m forecast overspend) due to the number of children in residential placements being higher than budgeted. There is management action to reduce the overspend in line with the budget,
  - Commissioning (£0.2m forecast overspend) due to delays in the procurement of Early Help contracts.
36. Specific savings in 19/20 for Children, Young People & Families totalled £12.7m. At period 6, £9.2m of these were forecast to be delivered. The majority of the variance is a result of placement numbers not reducing as quickly as planned (£2.8m). This will be factored in to the medium term financial strategy.

### Conclusions:

37. A vast amount of work is being undertaken within the Cabinet Member portfolio to support and deliver ambitions within the Community Vision 2030.

### Recommendations:

- The Select Committee reviews the information contained in this update and offers feedback to the Cabinet Member.
- The Select Committee considers where it may add value to the Cabinet Member's work through scrutiny and scopes topics as required.

### Next steps:

The Cabinet Member to return with a further update at the next formal meeting of the Committee.

---

**Report contact:** Mary Lewis, Cabinet Member for Children, Young People and Families

**Contact details:** mary.lewis@surreycc.gov.uk

**Sources/background papers:**

- Surrey County Council Cabinet Report – 26 November 2019 – Item 8 - ‘Family Resilience – Universal Youth Offer’ <https://members.surreycc.gov.uk/documents/s64336/08%20-%20Family%20Resilience%20Universal%20Youth%20Offer%20V1.4%20final.pdf>
- ‘A thriving community of children and young people in Surrey. A strategy for their emotional wellbeing and mental health’  
[http://www.guildfordandwaverleyccg.nhs.uk/website/X09413/files/190228-Surrey\\_CYP\\_EWMH\\_Strategy\\_v9\\_0\\_Compressed\\_GWCCG.pdf](http://www.guildfordandwaverleyccg.nhs.uk/website/X09413/files/190228-Surrey_CYP_EWMH_Strategy_v9_0_Compressed_GWCCG.pdf)
- The Mockingbird Programme, <https://www.thefosteringnetwork.org.uk/policy-practice/projects-and-programmes/mockingbird-programme>

This page is intentionally left blank