

MINUTES of the meeting of the **CHILDREN, FAMILIES, LIFELONG LEARNING AND CULTURE SELECT COMMITTEE** held at 10.00 am on 15 December 2022 at Woodhatch Place, 11 Cockshot Hill, Reigate, RH2 8EF.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 2 March 2023.

Elected Members:

- * Liz Bowes (Chairman)
- * Fiona Davidson
- * Jonathan Essex
- * Tim Hall
- Rebecca Jennings-Evans
- * Rachael Lake
- * Michaela Martin
- Lesley Steeds
- * Mark Sugden
- * Liz Townsend
- * Chris Townsend (Vice-Chairman)
- * Jeremy Webster (Vice-Chairman)
- * Fiona White

Co-opted Members:

Mr Simon Parr, Diocesan Representative for the Catholic Church
Mrs Tanya Quddus, Parent Governor Representative
Mr Alex Tear, Diocesan Representative for the Anglican Church,
Diocese of Guildford

47/22 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mr Simon Parr, Mr Alex Tear, and Mrs Tanya Quddus.

Cllr Mark Sugden arrived at 10:06am.

48/22 MINUTES OF THE PREVIOUS MEETING: 4 OCTOBER 2022 [Item 2]

The minutes were agreed.

49/22 DECLARATIONS OF INTEREST [Item 3]

None received.

50/22 QUESTIONS AND PETITIONS [Item 4]

Witness:

Liz Mills, Director – Education and Lifelong Learning

1. One question was received from Cllr Catherine Baart. A Member asked for a clarification on whether the expectation for schools to fund transport to hubs was met and what happened when it was not met. The Director explained that the expectation was that schools would support the transport; if that was not the case, the Council would have a conversation with the school in the first instance. The transport would not be delayed.

Cllr Fiona White arrived at 10:07am.

51/22 HOME TO SCHOOL TRAVEL ASSISTANCE: LEARNING REVIEW [Item 5]

Witnesses:

Clare Curran, Cabinet Member for Education and Learning

Sarah Kershaw, Chief of Staff

Rachael Wardell, Executive Director – Children, Families & Learning

Rebecca Threlfall, Chief of Staff – Children, Families & Learning

Liz Mills, Director – Education and Lifelong Learning

Hayley Connor, Director – CFL Commissioning

Michael Smith, Programme Director – Twin Track

Leanne Henderson – Participation Manager, Family Voice Surrey

Key points made in the discussion:

1. The Chief of Staff presented slides on the Council's intentions resulting from the learning review (Annex 1) and stated progress in these would be reported to the Select Committee.
2. A Member asked how the 17 short-term priorities linked to the recommendations. The Programme Director explained they had identified six of these that would run into 2023 and plans were in place.
3. The Participation Manager of Family Voice Surrey shared a presentation (Annex 2) on the findings from their survey conducted on home to school travel assistance (H2STA). Of those people who completed the survey, the key findings were that there were a range of negative impacts resulting from problems with H2STA including financial and mental health, communication challenges, and inconsistency around the independent travel allowance (ITA) provided.

4. A Member noted that on a recent stage two review panel they had sat on, four out of five of the cases should have not made it to stage two and suggested a lack of officer understanding. The Director (Commissioning) said many stage one appeals did not include enough detail to fully assess the situation and so forms had been changed to gather more information at this initial stage. She welcomed a conversation about improvements in both officer and Member training. The officers at stage two appeals were experienced. The review was looking at the whole process and improving it at every stage. Some recommendations would take longer to address, but all would be part of the improvement process.
5. A Member enquired as to the Participation Manager's perception of the current position for families. She understood the majority of families now had transport in place. Communication from families on the issue had reduced since the end of October / start of November.
6. A Member queried whether the survey results were generalisable across Surrey and whether survey responses consisted of options or free text. The Participation Manager explained communication received prior to the survey was of a similar nature to the results. There were a variety of options for respondents to choose from, which had been selected based on what parent carers were telling them. SEND Advice Surrey were also hearing the same things.
7. The Cabinet Member acknowledged the service had fallen short in 2022 and apologised for the impact on children and families. There had also been problems in previous years and they were working to address these as well.
8. In response to a question on the Council funding transport for children at a mainstream school when they lived close to another school, the Director (Education and Lifelong Learning) explained the Council had to abide by the admissions code and could not require a parent to move a child once they were placed. The policy was clear that a close-to-home approach should be taken and it was important for the Council to allocate children to the nearest school initially.
9. A Member queried why the concerns on the policy changes raised by the Committee were not taken onboard. He asked why the Council had not taken more time to introduce the policy or recruited more staff to meet the expected increase in demand. The Cabinet Member noted that she did not recall the Committee not being in agreement with the policy changes. The

Executive Director noted before policy changes they were transporting more children at greater cost than was needed by statutory requirements and acknowledged that the Committee noted parents would find the changes difficult. It was right to change it but they had difficulty delivering it, with the service not staffed up ready to respond. Going forward, the Executive Director would ensure that they have sufficient and adequately trained staff to deliver the policy accurately. The Scrutiny Officer clarified the Committee had made four recommendations to Cabinet on the proposed new policy and all but one were at least in part agreed.

- 10.A Member asked about the number of parents who were told to appeal because they did not want to receive the ITA offered. The Executive Director explained 113 children were offered the alternative of an ITA, but was unable to say how many were told to appeal.
- 11.A Member noted the communication of incorrect deadline dates to families and asked how it would be ensured these errors did not happen again. The Director (Commissioning) explained they did recognise the issue with dates, which was due to the involvement of several teams which all had different statutory deadlines. She added that an officer had been recruited specifically responsible for communications and stakeholder management and the service would move away from using the loaded 'late' term. She assured the Committee that all 12 of Family Voice's recommendations would be part of the improvement and transformation process.
- 12.A Member asked which of the 50 recommendations were key. The Executive Director explained it was those that improved the customer experience, and work on digitisation had started. The Director (Education and Lifelong Learning) added that the transport process was driven by children being placed in school. There was now a list of all the known children with additional needs and disabilities and when they were due to move between key stages, in order to smooth the transfer and give parents early notification. There had been a 38% increase locally and nationally in in-year admissions linked to internal migration and therefore the Council was working to make the process clear for applications at different points of the year.
- 13.A Member asked whether the review had assessed the effectiveness of the new policy. The Executive Director explained there were national issues, as the legislation was no longer fit for purpose in the modern world. The Council

endeavoured to be as close to the statutory requirements as possible and not do more than was required.

- 14.A Member asked how the success of the action plan would be measured. The Cabinet Member explained that there was an Oversight Board which was made up of senior Directors and Cabinet Members which tracked key performance metrics.
- 15.A Member asked about the reasons why families could not be paid ITA at the start of term, rather than being reimbursed later and being out of pocket in the meantime. The Director (Commissioning) explained that a family had to be set up on the payment system which could take up to two weeks. The current process was that families were paid one month afterwards due to being able to calculate an accurate figure if a child had not attended school every day. Emergency payments were paid to parents experiencing financial hardship and it was being explored how to make this process slicker. Officers were investigating the implications of paying families in advance.
- 16.In relation to recommendation 33, a Member asked how the policy could be implemented without information on processes, decisions and criteria being documented. The Director (Commissioning) explained that it was documented, the issue the recommendation was addressing referred to the process. There was a need to document the process end-to-end and host all processes in one place so that fewer children fall through the gaps along their journey.
- 17.A Member asked why the Council was paying some families for two journeys a day and other families for four. The Director (Commissioning) responded they would be looking again at their policy in light of an Ombudsman ruling. They were in discussions and the Director would inform the Committee of the outcome before Christmas. A Member asked if any additional payments would be backdated and the Director said they were considering the implications.
- 18.A Member asked what was considered a reasonable length of time for a family to receive a response from the transport team. The Director (Commissioning) explained it should be the same day for an emergency enquiry, five working days for a general enquiry, and ten working days for complaints. The timescales were not adhered to over the summer period, but they were now and adherence continued to be monitored.
- 19.A Member noted that in a presentation provided on 14 December, there were 105 programme plan project titles and

asked where the service would be by September 2023. The Programme Director explained there over 200 individual actions, although many of these overlapped and were being brought into packages. A thematic approach had been taken to prioritise the actions into short, medium, and long-term. Once they had been prioritised, there would be more ability to be agile in the approach taken. The Executive Director explained the mission was to be ready by next September, with applications received prior to the start of term to have transport arrangements in place for children to attend school at the start of term. There were always factors that could prevent this, such as staff sickness.

20. The Cabinet Member emphasised the significance of the work and noted that it was a priority of herself and the Leader. The service had the dedicated resource, commitment, and investment to address the problems.

Actions/requests for further information:

1. The Director for Commissioning to inform the Committee by Christmas what is decided in terms of the 2/4 journeys.

Recommendations:

1. That the Cabinet amends the Home to School Travel Assistance Policy and updates its Local Offer with immediate effect to ensure:
 - a. A parent carer is, from the first instance, only given the alternative of a mileage allowance if their consent has been obtained. This accords with [DfE Statutory Home to School Guidance](#) 2014 and should avoid the ensuing appeals with associated delays.
 - b. Parent carers who receive an Independent Travel Allowance are paid mileage for a return journey to the child or young person's setting in accordance with the [Local Government Ombudsman decision](#). This should be the general rule for all recipients, both to ease the Council's administrative burden and for parity. This policy should be backdated to September 2022 and recipients reimbursed accordingly.
 - c. Parent carers eligible to receive an Independent Travel Allowance are paid it at the start of term rather than being reimbursed later.

- d. Systems are coordinated so that an application for travel assistance is automatically made at the point at which a school of qualifying distance is named on the EHCP. An application is not classed as late in the circumstance that a school is named in the plan after deadline.
 - e. The inclusion of additional children on a route is not used as a reason to exceed maximum journey times considered best practice i.e. 45 minutes for primary and 75 minutes for secondary.
 - f. Where young people have the potential to travel independently, the independent travel training offer is promoted and additional public transport routes commissioned wherever possible.
 - g. When opening a new specialist school, consideration is given to whether it is on a bus or other public transport route.
2. That the Select Committee endorses the recommendations in the learning review subject to Cabinet agreement of the changes recommended in 1 and on the provision that:
- a. CFL assigns a RAG rating to progress in the five workstreams (page 53) and reports these to each formal Select Committee meeting, and
 - b. CFL shares with the Select Committee for scrutiny as soon as possible, its proposals for the performance indicators referred to in its recommendation no 39, which measure a young person's home to school transport journey from application to delivery. These should include the number of occasions the transport team misses a target to (i) respond in a timely manner to general queries (5 working days) and with an application outcome (20 working days), and
 - c. CFL shares the above data at each formal Select Committee meeting as part of its regular monitoring of Inclusion and Additional Needs.
 - d. In order to provide clarity on the different policy post-16, CFL works with Family Voice Surrey to produce a separate guide for parent carers and young people specifically for post-16 transport.

- e. CFL carries out an annual survey of home to school transport satisfaction in conjunction with Family Voice Surrey.
3. That the Select Committee receives an updated report from CFL on the new round of Home to School Travel Assistance applications, at its meeting in May 2023.
4. That Family Voice Surrey report on parent carer experiences to Select Committee at its May 2023 meeting and prior to that discuss developments with CFL officers.

The meeting was paused at 11:17am and reconvened at 11:53am.

52/22 DRAFT 2023/24 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY TO 2027/28 [Item 6]

Witnesses:

Clare Curran, Cabinet Member for Education and Lifelong Learning

Sinead Mooney, Cabinet Member for Children and Families

Denise Turner-Stewart, Cabinet Member for Communities and Community Safety

David Lewis, Cabinet Member for Finance

Rachel Wigley, Director – Finance, Insight & Performance

Nicola Kilvington, Director – Corporate Strategy and Policy

Nikki O'Connor, Strategic Finance Business Partner – Corporate

Louise Lawson, Strategic Finance Business Partner – Customer & Communities

Daniel Peattie, Strategic Finance Business Partner – CFLL

Marie Snelling, Executive Director – Customer and Communities

Rachael Wardell, Executive Director – Children, Families & Learning

Tina Benjamin, Director – Corporate Parenting

Matt Ansell, Director – Family Resilience and Safeguarding

Liz Mills, Director – Education and Lifelong Learning

Hayley Connor, Director – CFL Commissioning

Key points made in the discussion:

1. The Cabinet Member for Finance introduced the item, noting that the draft budget had been agreed at Cabinet. The draft budget included a remaining funding gap of circa £14 million for 2023/24, which would need to be closed before the final budget and a funding gap of circa £200 million across the medium-term financial strategy (MTFS). The total pressures were circa £125 million and circa £65 million of efficiencies had been identified. The Strategic Finance Business Partner (Corporate) added that uncertainty remained on the Council's funding from Government at this stage, until the Local Government Finance Settlement is received. The autumn statement from government provided useful pointers, including an increase in the threshold of council tax increase to 2.99% without holding a referendum and an ability to increase in the adult social care (ASC) precept to 2%. The initial assumptions used in the draft budget resulted in a £27 million increase in overall funding, this included an assumed 0% increase in the ASC precept, and a 1.99% increase in council tax. Inflation was the biggest factor in terms of pressures.
2. A Member asked about the impact on services if the assumption that income levels would return to pre-pandemic levels in 2023/24 was not correct. The Executive Director (Customer and Communities) explained that income was monitored closely. There was a risk that libraries could not get back to those income levels, but this had been planned and mitigated for. Measures could be instigated if required, which included adjusting supply budgets and holding vacant posts. Surrey Arts was close to pre-pandemic income levels already. Registration services had a continuous high demand, recovering quickly in 2021/22, and were projected to over-realise income this financial year (2022/23). The services were regularly benchmarked to consider enhanced opportunities to generate additional income.
3. In response to a question on utilisation of rental space, the executive Director (Customer and Communities) explained that there were currently 16 rooms available for hire within libraries and many were well-used by long-term hirers. The price of rental spaces was regularly reviewed and there had been work on optimising a web presence to push spaces available. Open access technology was being introduced across 13 libraries, as well as extended opening hours which would increase income. The Cabinet Member for Communities and Community Safety added that many of the libraries were generous in proportions, thus it was important to repurpose and optimise the space and provide opportunities for community hubs.

4. The Executive Director (Customer and Communities) responded to a Member that they could use a Council library to run a surgery with their residents. The Cabinet Member for Children and Families noted that she had run her surgery in Staines Library for five years and it provided a safe and secure place.
5. A Member asked if it was possible to move funding from one budget envelope to another. The Director of Finance (Insight and Performance) explained a virement was possible. It depended on the amount as to whether it had to be approved by Cabinet.
6. In response to a question on how consultation feedback was reflected, the Director (Corporate Strategy and Policy) explained that there had been macro level engagement with residents, drawing on research from autumn 2021 that included workshops with residents and a statistically representative survey. Consultation feedback showed residents supported funding for services for vulnerable services and early intervention and prevention. A budget survey was currently live and available to all residents. It was due to close on 19 December 2022. Equality monitoring information was standard with all surveys to understand the demographic of respondents.
7. A Member asked whether a section of the performing arts library was self-funded. The Executive Director (Customer and Communities) would provide a written response following the meeting.
8. A Member asked about the risk of inflation on staying on track with Safety Valve contributions. The Director of Finance (Insight and Performance) explained that inflation had been lower when the agreement was reached and the impact in the medium-term had been flagged with the Department for Education (DfE). The Council had heard from government that around £8 million additional funding is likely to be received for the 2023/24 financial year, which was expected to cover inflation. The Director of Education and Learning added that there was also in-year monitoring of inflation.
9. A Member asked about confidence that free schools would be able to compensate for the capital grant being £48 million lower than hoped for and other options. The Director (Education and Lifelong Learning) explained that the agreement had been structured for the capital element to sit at the end to have a longer-term impact. The Council had previously received additional capital funding in an unplanned way. There may be a risk to revenue in year five of the agreement if additional capital

funding were not received but there was time to plan if that were the case.

10. A Member asked about the predicted fall in pressure forecast in 2023/24 for home to school transport and whether this was realistic, considering the rising number of Education, Health and Care Plans (EHCPs). The Strategic Finance Business Partner (CFL) stated the prediction was realistic based on the current intelligence. There were over £2 million of efficiencies, with a £17 million net increase in the next financial year. Pressures included inflation and EHCP growth which were both expected to be at lower rates in future years with net increases year on year which are broadly similar. The assumption for fuel prices was that they would remain at the current level, subject to natural inflation rises.
11. Responding to a question on the timing of expanding the Council's in-house provision for children with disabilities (CWD), the Executive Director (Children, Families, Lifelong Learning (CFL)) explained that if the increase in inhouse sufficiency was delayed to wait for borrowing costs to reduce, it was likely to have an overall negative impact financially due to the high cost of external provision. The Member also asked by what year the Council expecting to have made sufficient capital investment to mitigate overspends in the CWD service. The Executive Director explained that the capital investment was broader than just the CWD service. The overspend was linked to direct payments and personal support spend for families with CWD. The budget would be adjusted in terms of revenue spend in this area.
12. A Member asked about the £2.5 million overspend in social working staff when vacancies existed and whether increasing the salaries of permanent staff would reduce the spend on agency staff by a similar amount. The Director (Safeguarding and Family Resilience) explained that the cost of agency staff per head was significantly greater than that of a permanent member of staff, which was why the overspend existed. Increasing salaries was being considered. The Member added that East Surrey College had expressed interest in working collaboratively with the Council to train social workers to then work at the Council. The Member asked whether reserves would be called on to meet the pressure of inflation. The Strategic Finance Business Partner (Corporate) said there was currently no plan to call on reserves. The Cabinet had approved the use of part of the current financial years' contingency budget to cover the cost of the pay award above what was built into the 2022/23 budget, but otherwise no use of either the contingency or reserve was agreed. Directorates were being asked to

mitigate pressures and implement budget recovery plans in-year for directorates forecasting an overspend in 2022/23.

13.A Member asked whether the efficiency to manage demand for looked after children was achievable and whether it involved greater spending on early help services. The Executive Director (CFL) explained the demand management centred around maintaining children at home, as this was usually the best option for them. The reason the efficiency was red-rated was due to the possibility a child may have to come into care due to safeguarding issues. The Director (Safeguarding and Family Resilience) explained that there was a review on early help services, and it was not expected that the service would cost more; it was about delivering services differently and more effectively. It was hoped there would be a reduction of children requiring statutory social work as a result of a good early help offer. The Director (Corporate Parenting) added that where appropriate, the Council was encouraging children to step-down from residential care to fostering. The No Wrong Door model had averted a number of teenagers from coming into care and the reunification programme had identified suitable children to return home.

14.A Member queried how expanding in-house provision was an efficiency in the Adult Social Care (ASC) budget but was a cost in the CFL budget and asked whether fostering should be considered an efficiency. The Director of Family Resilience and Safeguarding explained that the cost of external provision for residential services for children was significant and thus, it was more cost effective for the Council to deliver the provision. The Cabinet Member for Children and Families added that the care home closures in ASC were for those with less priority needs and the buildings were no longer fit for purpose. The Executive Director (CFL) shared that increasing allowances to in-house foster carers would be coming to Cabinet for approval in the coming months. It cannot be shown as an efficiency on the budget because the cost of increasing allowances would happen all at once and therefore, the longer-term impact would not be seen at that stage.

15.A Member asked whether there was an increase of the children in in-house provision due to struggling to recruit foster carers. The Executive Director (CFL) explained that the Council would not seek to accommodate children in a residential placement if there was suitable fostering. If there were not enough in-house foster carers, the Council would utilise the Independent Fostering Agency. Children would be moved to internal children's homes when appropriate.

Actions/requests for further information:

1. The Executive Director of Customer and Communities to provide a written response on whether a section of the performing arts library was self-funded.

RESOLVED:

After the meeting, the Committee shall agree wording for inclusion in a joint report from the council's Select Committees to the Cabinet in respect of the draft Budget 2023/24 and Medium-Term Financial Strategy to 2027/28. That wording shall be drafted under the oversight of the Chairman and Vice-Chairmen and then shared with the Committee for agreement. It will reflect the wish of the Committee to make workforce recruitment and retention the absolute priority for budget expenditure.

The meeting was paused at 13:02pm and reconvened at 13:32pm.

53/22 DRAFT INCLUSION AND ADDITIONAL NEEDS PARTNERSHIP STRATEGY AND SAFETY VALVE UPDATE [Item 7]**Witnesses:**

Clare Curran, Cabinet Member for Education and Learning

Rachael Wardell, Executive Director – Children, Families & Learning

Liz Mills, Director – Education and Lifelong Learning

Hayley Connor, Director – CFL Commissioning

Julia Katherine, Assistant Director – Inclusion and Additional Needs

Daniel Peattie, Strategic Finance Business Partner – CFL

Key points made in the discussion:

1. The Chairman queried why home to school travel assistance information was not included in the key inspection criteria in the Strategy, despite being in the new area SEND framework. The Assistant Director said the inspection criteria (appendix 4) was cross-referenced with the Strategy. The Chairman asked how success would be measured. The Assistant Director said they hoped the number of appeals and complaints would reduce. There was currently a high number of appeals in Surrey, and a 22% increase in 2022 compared to a 30% increase nationally. The vast majority of appeals ruled in line with the family, and this was seen in the county and nationally. The Director (Education

and Lifelong Learning) added that the Council was an outlier in terms of the total number of tribunal cases and appealable decisions. They would agree by Christmas a range of key performance indicators (KPIs) to come to the Committee's performance subgroup.

2. In response to a question on timeliness of completion of EHCPs (9% of those due in July were completed within the 20 weeks), the Director (Education and Lifelong Learning) explained that in the most recent set of figures, which were published annually, the Council were performing above the national average of 60%. A recovery plan was established in the summer following a reduced availability of educational psychologists (EPs) and the Council had since recruited eight assistant EPs. There was a weekly meeting to monitor the recovery process and it was expected timeliness would improve in the new year when newly qualified EPs begin in the role.
3. A Member asked what the Council was doing to encourage schools not to be afraid to share information on a child's additional needs if they move, in order to enable a school to make a fully informed decision before admission on whether it is able to fulfil that child's needs. The Assistant Director said they the Ordinarily Available Provision guidance sets out what SEN support could be put in place for a child from the school's existing resources without the need for a statutory plan. There is a different process for a new placement when a child has an EHCP, which gives the school three weeks to respond as to whether they can meet the needs set out in the plan.
4. A Member asked what would indicate a good performance in relation to tribunal cases and what support a child was given in the meantime. The Assistant Director explained success would be a reduction in the number of families that feel they need to take that route. Nationally, 3.7% of tribunal decisions were agreed in line with the local authority; the figures for Surrey were similar. The school remained responsible for continuing support while waiting for the outcome. The Director (Education and Lifelong Learning) added that in general terms, tribunals occur when the Council made a decision that a statutory assessment was not necessary or that a statutory EHCP was not required or when parents did not agree with a school placement decision or when parents feel a section of an EHCP does not accurately describe their child's needs.
5. The Chairman queried how the roles and responsibilities of the governance structures linked together. The Executive Director explained that the overarching decision-making responsibility sat

with the Additional Needs and Disabilities Partnership Board. There were other bodies that did not have overall oversight of the Strategy, however, they did make material decisions impacting children with additional needs, for example Surrey Schools Forum made funding decisions. An addendum could be added to the Strategy to explain the role of each body involved in the governance structure.

6. In response to a question on the Mindworks neurodevelopmental profiles pilot project, the Assistant Director explained that it was a pilot which ran between November 2021 and March 2022. It was developed, building on a model piloted by Portsmouth City Council and involved profiling a child's strengths and difficulties to enable support to be put in place at the earliest point, rather than waiting for a neurodevelopmental diagnosis. Evaluation showed that 88% of those involved in the pilot found it useful and it was now being rolled out across all schools in the county. The Member also asked about the extra 1% of funding for mental health in the 2022/23 budget, to which the Cabinet Member responded it had been a one-off precept. The Strategic Finance Business Partner (CFL) explained that the majority of spend on mental health for children would be funded through the Dedicated Schools Grant.
7. Responding to a further question on the timeliness of completion of EHCPs, the Executive Director explained that the Council was performing well in the areas that were wholly within their control, with phase 1 above target (86%). The performance then dropped in phase 2 (lower than 9%) as this involved other professional input and much of this from known shortage occupations (such as educational psychologists within the Council, and certain health professionals in the wider system). The Council staff then tried to improve the performance in phase 3 and data showed that this did improve timeliness slightly. The Member expressed concerns about the Mindworks contract. The Executive Director explained the neurodevelopmental pathway was problematic due to the long delays for diagnoses. The Council was working with partners to improve this. The Director (Commissioning) added that the mental health need post-pandemic had increased dramatically, from one in nine children to one in six nationally. Mental health support workers in schools were being rolled out in Surrey.
8. A Member asked about staffing of the SEN teams. The Director (Education and Learning) explained that 80% of staff were now in place and the recruitment process was being finalised. The Member asked if the gaps were in any particular areas. The

Director explained vacancies fell unevenly within the teams and varied at different times.

Actions/requests for information:

1. The Director of Education and Lifelong Learning to provide a short summary of case studies of where tribunal decisions had been upheld and data on the reasons of cases.
2. The Strategic Finance Business Partner (CFL) to provide a summary of the Mental Health Investment Fund spend on children and adults.

Recommendations

1. In order to transform the lives of Surrey children and young people aged 0 to 25 with additional needs and/or disabilities, the Cabinet Member for Education and Learning is asked to ensure the Surrey Inclusion and Additional Needs Partnership Strategy 2023-26 reflects the following recommendations before it is referred to Cabinet for agreement:

(a) Use the evaluation criteria listed at paragraphs 50 - 60 of the [Area SEND inspection handbook](#) as a guide to set clear goals, thus benefiting from this document's extensive consultation process involving parents, teachers, children and young people and other stakeholders.

(b) Goals outlined in (a) should have specified measurable targets that make it easy to identify whether progress is being made.

Targets should incorporate the following:

- i. Commitments set out in the Safety Valve Agreement;
- ii. Learnings from the Home to School Travel Assistance learning review;
- iii. Action plan resulting from the Additional Needs and Disabilities Partnership's self-evaluation (referenced on slide 7);
- iv. Human Resources action plan to ensure issues such as EHCP timeliness are not affected by staff shortages.

- (c) Present the Strategy in a way that allows any parent or young person to identify measurable targets at a glance.
 - (d) Regarding the Governance Structure laid out in the Strategy (slide 24), aim to avoid any gap in accountability by:
 - i. Clarifying the roles and responsibilities of each level of governance and who is accountable to whom;
 - ii. Identifying precisely how each level will work towards achieving recommendations 1 a-c;
 - iii. Explaining how organisations within the same pillar will work together to achieve recommendations 1 a-c, for example the three groups forming 'Joint Commissioning, Sufficiency & Evaluation';
 - iv. Ensuring any parent or young person can identify at a glance where different responsibilities sit within the structure.
 - (e) Ensure that the website and other digital platforms are used to good effect by:
 - i. Developing the webinar series for families on the statutory assessment process so it is an example of best practice;
 - ii. Developing webinars on assessment criteria for SENCOs to enable them to give well-informed and up-to-date advice.
2. That Cabinet agree the Surrey Inclusion and Additional Needs Partnership Strategy 2023-26 subject to the changes recommended in 1.
 3. That until further notice the Director for Education and Lifelong Learning reports, at every formal meeting of the Select Committee, on progress made towards and barriers against achieving recommendations in 1.

Cllr Michaela Martin left the meeting at 2:30pm.

54/22 PERFORMANCE OVERVIEW [Item 8]

Witnesses:

Sinead Mooney, Cabinet Member for Children and Families

Rachael Wardell, Executive Director – Children, Families and Lifelong Learning

Tina Benjamin, Director – Corporate Parenting

Matt Ansell, Director – Family Resilience and Safeguarding

Key points made in the discussion:

1. A Member asked how other local authorities were able to meet the target of completing 90% of child and family assessments within 45 working days and the Council did 69%. The Director (Safeguarding and Family Resilience) explained that performance had dipped in the past six months due to a number of changes in middle-line managers, as well as a high volume of work and turnover. There was a commitment to develop the workforce through newly qualified social workers, however, this could cause an initial dip in performance.
2. A Member asked whether there was a threshold of a low number of foster carers that triggered a form of emergency planning. The Executive Director explained that in-house fostering numbers were matched to need. There was not an emergency solution to foster carers, rather the focus was placed on increasing recruitment. If required, a foster carer would have to be sourced using an Independent Fostering Agency. The Director (Corporate Parenting) explained that there had been a 13% reduction in foster carers nationally. If all applications go through successfully, the Council will recruit an additional 28 households in 2023, a net increase if no further households are lost. Out of the 24 households the Council had lost, six provided care in a different format and 18 left for a variety of reasons including personal circumstances.
3. In response to a question on why there was no performance measure for the time for homeless 16- and 17-year-olds to receive a social work assessment, the Executive Director explained that due to the sensitivity of this work and the amount of time it could take to build a relationship, a target or timescale for that discussion might not be appropriate. She also explained that the recommendation itself reflected a point of view that was contested, suggesting that the purpose of coming into care was specifically so that when the young person reached adulthood, they would receive Care Leaver support. It was important that a child became looked after in response to current needs rather than to secure future entitlements. The Director (Safeguarding and Family Resilience) added that the processes and policies in

place would be reviewed to ensure that referrals led to a social worker assessment. The Cabinet Member shared that the recent housing summit lacked a focus on young people, and she intended to add this focus into the county-wide Housing Strategy.

55/22 NATIONAL REVIEW: SAFEGUARDING CHILDREN WITH DISABILITIES AND COMPLEX HEALTH NEEDS IN RESIDENTIAL SETTINGS [Item 10]

Witness:

Rachael Wardell, Executive Director – Children, Families and Lifelong Learning

Key points made in the discussion:

1. The Executive Director explained that there were two young adults (one female and one male) with severe needs from Surrey who had been living in the residential children's homes in Doncaster covered by the National Panel report, and from the information the Council had seen, they were of the view that the young adults were probably victims of abuse from the care they received. The police investigation was still ongoing. The Council was notified in May 2021 about the female, by which point she had been moved to another unit. The unit where the male was living became part of the investigation in January 2022. Regulation 44 visits to the premises had raised concerns, however, social workers had not been provided copies of these reports. A number of visits were forwarded to Ofsted regarding safeguarding issues and poor training of staff. It was not realised quickly enough that the environment was abusive. The Council requested a review of all children and young people in similar circumstances and there was an assurance group to take forward the learning from both the Council's reviews and the national review. There needed to be improved multi-agency working and greater scrutiny of the care provided, to be able to connect together isolated incidents. There should also be specific training for staff working in the specialist area and a clearer understanding of who the lead professional is. The Council was conducting a review of all children in dual-registered provision and keeping an oversight of children from other local authorities that attend the Council's provision. The learnings from the Doncaster review would be adopted.
2. A Member raised concern that a similar situation happened in Bristol in 2011 and noted the lack of professional curiosity. The Executive Director explained that children with complex additional needs found it difficult to express what was going on and not every incident would be an indication of abuse,

so it was essential to pick through the evidence carefully. The Executive Director would be mindful to reinforce professional curiosity.

56/22 CHILDREN'S HOMES - OFSTED REPORTS PUBLISHED SINCE THE LAST MEETING OF THE SELECT COMMITTEE [Item 9]

Witness:

Tina Benjamin, Director – Corporate Parenting

Key points made in the discussion:

1. A Member asked how performance had deteriorated significantly in six months and how issues had been addressed. The Director explained that the more significant the needs of the children living in a home, the more difficult they were to meet. Inspection results of children's homes were volatile and there was a robust inspection framework by Ofsted. The home was reinspected on 18 October 2022 and the compliance issues that were due at that time had all been met. There was one outstanding compliance around supervision which was yet to be tested. A requirement was placed to not admit any more children and despite being lifted following the inspection in October, the Council decided to maintain this whilst improvements were embedded.
2. A Member asked whether there were any staffing issues related to training. The Director explained that retraining of staff had been an integral part of the improvement process. The inadequate rating had a significant impact on staff morale and there was a focus on supporting the staff to give them the confidence to work differently.

Cllr Jonathan Essex left the meeting at 3:05pm.

57/22 ACTIONS AND RECOMMENDATIONS TRACKER AND FORWARD WORK PLAN [Item 11]

Key points made in the discussion:

1. A Member requested for the Committee to find time to consider an item on universal youth work.

58/22 DATE OF THE NEXT MEETING [Item 12]

The Committee noted its next meeting would be held on 2 March 2023.

Meeting ended at: 3.17 pm

Chairman

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Question to Children, Families, Lifelong Learning and Culture Select Committee – 15 December 2022

Please explain the council's legal responsibility in arranging appropriate education for children who are not attending school. How is the appropriate hours of education or mentoring out of school decided for each child? How many children in Surrey are not attending school and of these, how many are not being offered the appropriate hours of education agreed for them? Do the children travel to an out-of-school hub for their education and if so where are the hubs and is there a process for providing transport where necessary?

Catherine Baart

Response

All children, regardless of their circumstances, are entitled to a full-time education which is suitable to their age, ability, aptitude, and any special educational needs they may have.

The Council has a duty under section 436A of the Education Act 1996 to identify children who are of compulsory school age but are not registered pupils at a school and are not receiving suitable education otherwise than at a school.

The Council has a duty under section 19(1) of the Education Act 1996 to make arrangements to ensure that all children of compulsory school age in Surrey who, by reason of illness, exclusion or otherwise, would not otherwise receive a suitable education in a school are in receipt of such.

Where a child has an education health and care plan, under section 61 of the Children and Families Act 2014, the Council may arrange for any special educational provision to be made otherwise than in a school if satisfied that it would be inappropriate for the provision to be made in a school.

For any interim package of support the Local Authority (LA) works to a number of key principles

1. Most children and young people (CYP) should receive their education in a mainstream school, or specialist school, with their peers, as appropriate to the individual child or young person
2. Any provision made will meet identified needs for an interim period and is not a standalone permanent replacement for education in school
3. The aim of any interim provision is to facilitate re-integration into school wherever possible or into special school as required

4. Any interim provision will meet the CYP's learning and developmental needs as effectively, and to the same standards as mainstream education
5. LA interim provision is not a 'provision' that can be requested by parents or guardians of a pupil, although a parent may elect to provide education themselves at home at their own expense
6. Parents/guardians and pupils must be consulted with and input into the decision-making process of LA interim arrangements

School Commissioned Alternative Provision

It should be noted that for CYP who require an alternative support package but do not fit within a category that the LA provides for, schools are able to commission their Alternative Provisions for individual students.

The DfE new guidance – 'Working together to improve School Attendance' published in May 2022 and effective from September 2022 clearly outlines that first and foremost all schools have a responsibility to proactively manage and improve attendance across their school community. In cases of unexplained or unauthorised persistent or severe absenteeism once schools have exhausted attempts to address concerns about attendance with families, they can consider a referral to the LA Inclusion Service. The Inclusion Officers currently act on behalf the of LA to ensure there are targeted plans of support in place and consider whether any legal intervention for failure to ensure regular school attendance is required.

All alternative packages commissioned or arranged by schools, including CYP accessing part-time timetables, are regularly monitored by the Inclusion Team. It is expected that schools will update their Inclusion Officer on the detail of the safeguarding arrangements that are in place with any alternative provider for individual packages of support for a CYP, how long a programme is expected to last and how regular communication will take place between the school, provider, CYP and parent.

It should be noted that any decision making the school makes around commissioning an Alternative Provision will also need to include how the CYP will get to the Provider and how this is then planned with the family.

Data re those not attending school

1. Children Missing Education (i.e., not on roll of a school) – 50 (approx. 0.03% of Maintained and Academy school population). These are typically a transient population that reflect children moving in and out of education and the county.
2. Education Otherwise than at School (EOTAS) packages currently being provided by Access to Education (A2E) – 177 (approx. 0.11% of Maintained and Academy school population)
3. Children and Young People (CYP) accessing Part time timetables – 688 (approx. 0.43% of Maintained and Academy school population)

It should be noted that part time timetables can only be offered with the agreement of the parent and should be part of a short-term arrangement to support young people back into full time education.

Guidance for the use of part time timetables has recently been shared with schools.

Medical related absences – Making Provision

Where children are unable to attend school due to illness, that is supported with medical evidence from appropriate health professionals, schools can refer to the Surrey Access to Education team.

Although there is no legal definition of what constitutes suitable, full-time education, DfE provides guidance and states that:

Suitable – The Education Act 1996 defines a suitable education as one that is appropriate to a child's age, ability, aptitude, and any special educational needs he/she may have.

Full time – Full-time education is not defined in law, but it should equate to what the child would normally have in school, unless the child's condition means that full-time provision would not be in his/her best interests. If a child receives 1:1 tuition, the hours of face-face teaching could be fewer as the provision is more concentrated.

DfE recognise that for children with complex medical needs accessing tuition at home can sometimes be the only way to support the continuity for a CYP's education. DfE also recognise that learning 1:1 can be quite "intense."

When determining a bespoke package of support for any CYP the LA should consider a range of medical evidence to decide what and how much education provision is appropriate.

As a guide A2E (SCC In house provider) will offer up to 10 hours per week 1:1 direct support to CYP – however, individual packages can offer education provision depending on the needs of the CYP outlined by the advice received from medical professionals.

In addition to direct teaching support – A2E, where it is appropriate will look to build additional learning opportunities within an individual CYP's programme of support – e.g., access to Functional Skills qualifications, access to virtual learning environment, small group work at local community hubs, physical activity.

HUBS

Our A2E service as well as providing individual tuition will provide educational activities to small groups of young people – each quadrant has a base for small group work.

SE - Redhill Family Centre

NE - Walton Youth Centre and Ashford Centre

NW – Woking Adult Learning Centre

SW – Guildford Library, the Discovery Centre, Broadwater Youth Club, Hale Youth Centre

Transport

For children where the LA is making provision for young people under the Education Otherwise Than At School (EOTAS) categories, the transport costs are currently met by the LA's transport budget applying the travel assistance policy.

If Access to Education (A2E) is making provision for a young person who is on the roll of a school, there is an expectation that schools fund transport for the young person to the Hubs.

**Liz Bowes, Chairman – Children, Families, Lifelong Learning and Culture
Select Committee**

Home to School Travel Assistance Learning Review Select Committee 15 December 2022



SURREY
COUNTY COUNCIL

Purpose of the review

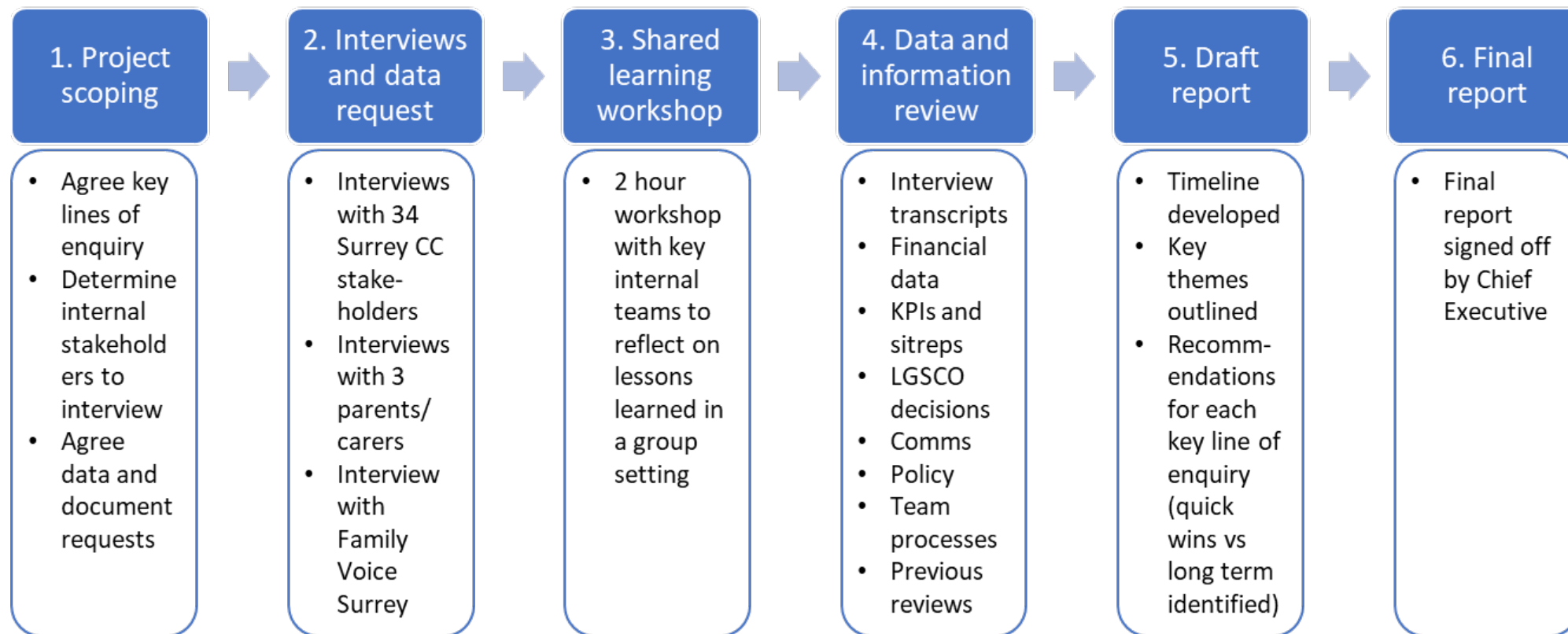
The experience of families applying for home to school travel assistance (H2STA) in the lead up to the 2022/23 academic year fell short of the standards the Council holds itself to deliver.

In September 2022, a learning review was commissioned to:

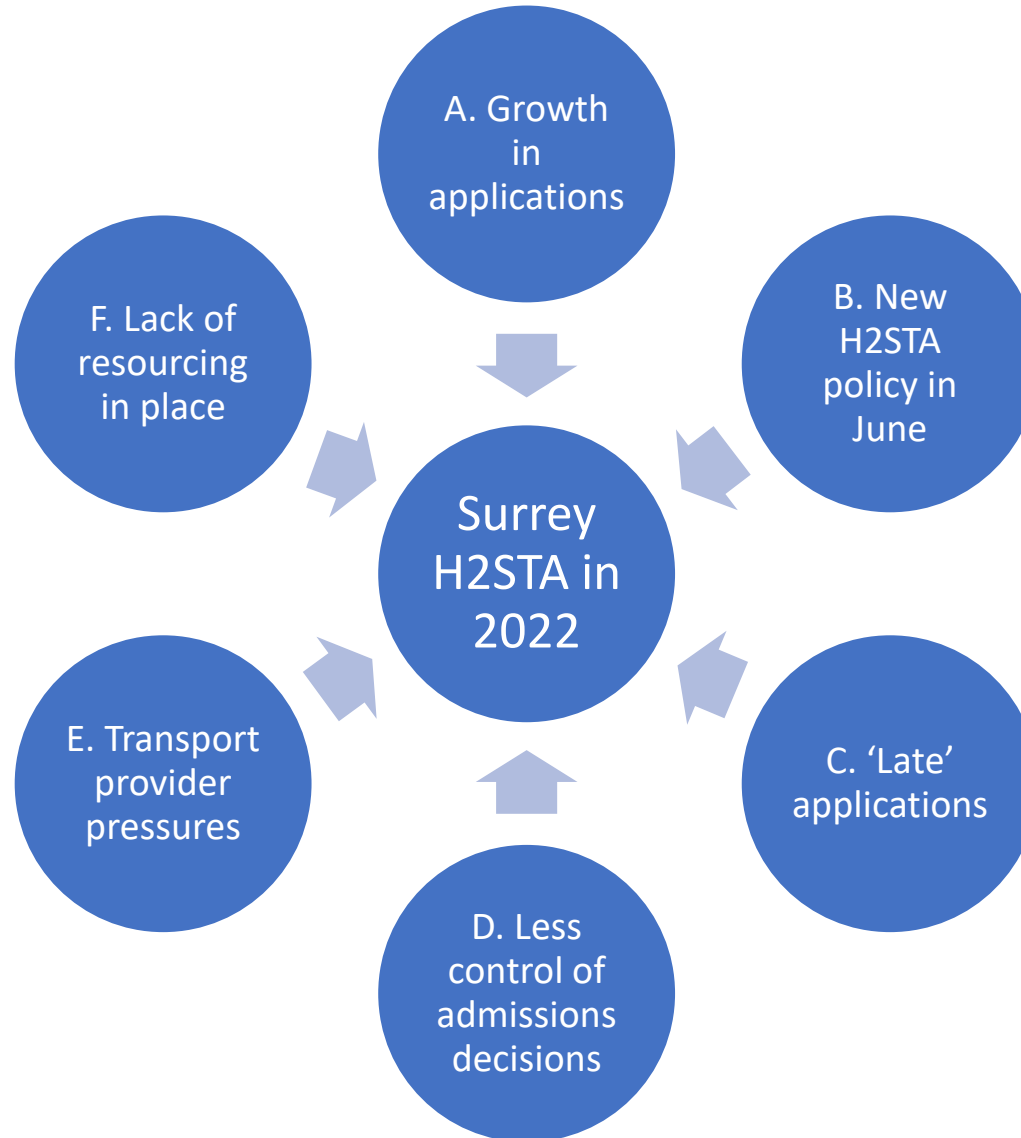
- Capture a comprehensive picture of the pressures that materialised, the key drivers of those pressures, and the actions that were taken to mitigate the pressures.
- Confirm the arrangements that were in place to manage applications and enquiries.
- Look back at how pressures compared to the previous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

Methodology

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



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



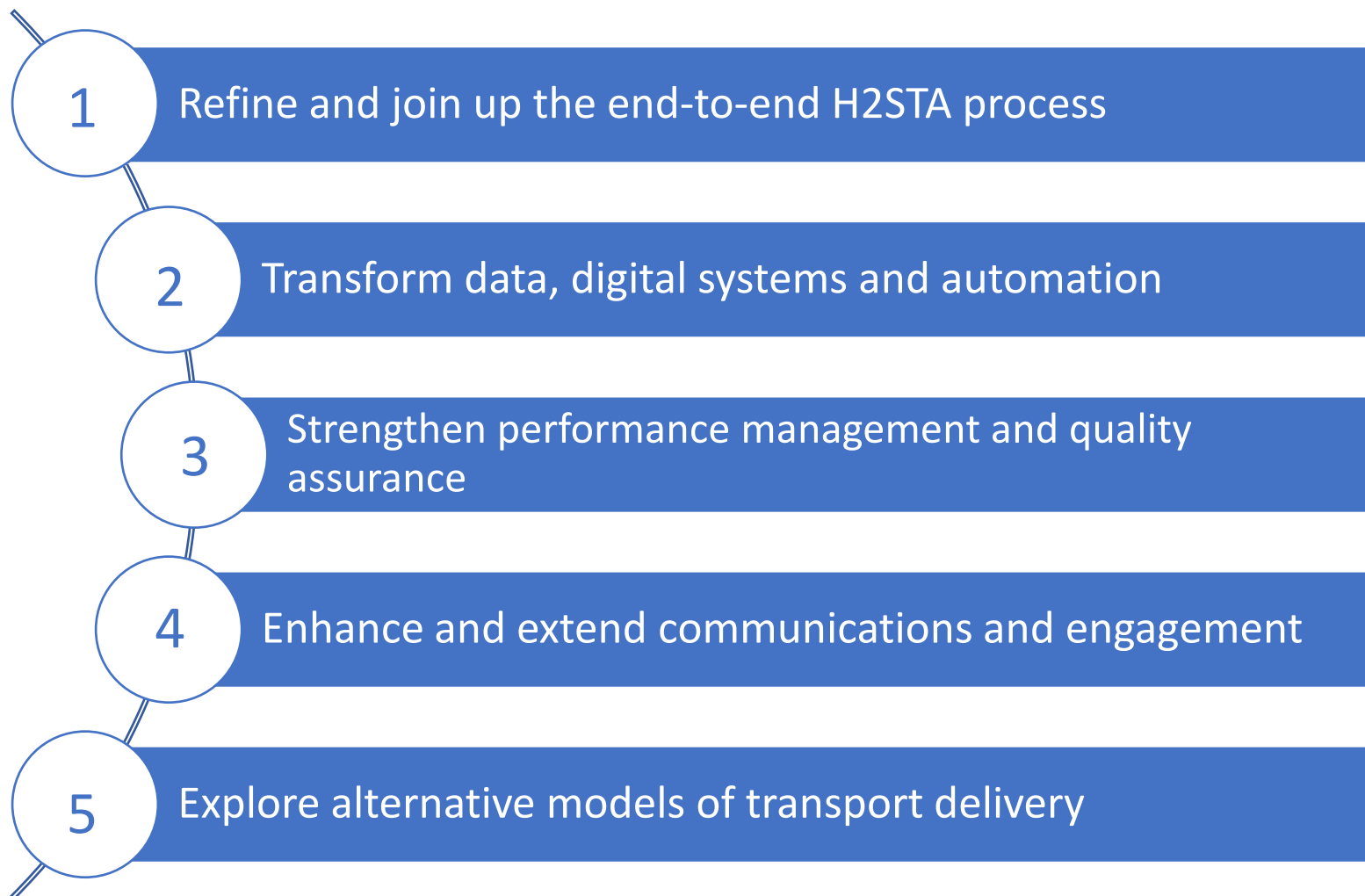
Key impacts

1. Build up of applications, enquiries, complaints, and appeals

2. Some children missing education

3. Workforce pressures

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



Joining up the end-to-end H2STA process is a key theme of the learning review recommendations

1. Strategy and policy

- Leadership
- H2STA team
- Democratic services
 - Legal
- ETI Safer Routes team

2. Planning

- H2STA eligibility team
- School admissions teams
 - CFLL data analysts
- Managers in customer teams

3. Family liaison and EHCPs

- Social workers
- SEND case officers
- SEND area managers
- Inclusion/virtual school

4. Admissions decisions and key stage transitions

- SEND admissions
- Mainstream admissions

5. Transport application process

- Transport eligibility team

6. Transport eligibility assessment

- Transport eligibility team

7. Travel coordination and delivery

- Transport delivery team
 - Surrey Choices - independent travel training
 - CFLL finance

8. Enquiries & complaints

- Admissions & H2STA teams
- CFLL Customer Relations
 - Contact centre
- PAs and member support

9. Appeals

- H2STA eligibility team
- Democratic services

10. Communications

- H2STA eligibility team
- Communications staff
- Twin Track / transformation staff

11. Data/systems/reports

- IT&D
- Finance
- Inclusion / virtual school
- Quality and Performance team
 - CFLL data analysts
- EYES programme team
- CFLL and C&C leadership

12. People and change

- CFLL, C&C and ETI leadership
 - HR
- Twin Track

Short term priorities recommended

- Appoint a Senior Responsible Officer across the end-to-end process.
- Undertake a wider organisational design review across the multiple teams that contribute to H2STA.
- Review processes for transport reapplications post-16 and for those continuing in the same school.
- Agree the circumstances under which emergency payments of travel allowances can be made and the process.
- Review the process for triaging and prioritising transport applications for vulnerable children and young people.
- Develop a flexible and agile end-to-end resourcing and training model to resource the end to end process.
- Establish an officer-level operational end-to-end H2STA coordination board.
- Review why no bikeability or driving lessons have been agreed in 2022 and put plans in place to increase their uptake.
- Agree a consistent policy on whether mileage reimbursement covers 2 or 4 journeys and implement changes.
- Agree a process and timeframe for conducting bulk assessments of mainstream applications.
- Validate the current picture of systems and data across the end-to-end H2STA process.
- Progress initial trajectory modelling of the financial implications of rising demand for H2STA.
- Review data and evidence to understand if the refreshed H2STA policy is on track to deliver the expected outcomes.
- Assess the cost of appeal decisions in relation to 2022/23 H2STA applications.
- Roles and responsibilities between finance and the service to be set out explicitly.
- Document how to process applications, delivery, appeals, contacts, and complaints, and SLAs.
- Review and strengthen the communications that go out to families with EHCPs.

Next steps

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

BACK UP SLIDES

Summary of medium term priorities

Recommendation number and description

- | | |
|----|--|
| 11 | Review the processes for stage 1 and stage 2 appeals to identify opportunities to simplify. |
| 12 | Consider replacing the single application deadline for H2STA applications with multiple application cycles. |
| 13 | Extend the use of pre-approval mechanisms to enable applications to be processed faster. |
| 14 | Develop different pathways for making an application where we already know about the child's specific needs. |
| 15 | Review eligibility decision making processes around children attending pupil referral units. |
| 16 | Explore further actions that can be taken to ensure SEND case workers have capacity and knowledge to liaise with families about travel assistance. |
| 17 | Explore whether the final agreement of the EHCP could be automatically linked to the travel assistance application to streamline the process. |
| 18 | Continue to embed and monitor wellbeing and support recommendations for the H2STA service via the CFLL People and Change working group. |
| 19 | Deliver a staff engagement and training programme to help colleagues operate as one team across the end-to-end process. |
| 20 | Build travel assistance considerations into the Lifelong Learning Strategy to be discussed with Cabinet on 31 January 2023. |

Summary of medium term priorities

Recommendation number and description

- | | |
|----|---|
| 23 | Continue to roll out shared record management and information governance procedures. |
| 24 | Review blockers to digital transformation and set out clear recommendations for leadership about how they can be addressed. |
| 25 | Twin Track to report on the full digital transformation required for H2STA including the cost and timeframes. |
| 26 | Build in the costs of pupils who are receiving ITA, ITT and other alternative forms of travel assistance into existing Tableau reporting. |
| 27 | Put a process in place to provide greater assurance on the reconciliation between the Mobisoft information and SAP postings. |
| 34 | Review training of stage 2 appeal panel members to quality assure the approach and materials. |
| 35 | Create a standard reporting suite and reporting framework. |
| 36 | Undertake further benchmarking to understand how the H2STA service in Surrey compares with peers. |
| 37 | Ensure a robust process is in place to record and report absences from education due to lack of transport provision. |
| 38 | Introduce a system and process to centrally monitor, record and report on all appeal outcomes and their impact. |

Summary of medium term priorities

Recommendation number and description

- | | |
|----|---|
| 39 | Develop and embed clear and shared KPIs across the end-to-end process, so that they include visibility of school admissions, travel assistance applications, delivery, appeals, contacts, and complaints etc. |
| 40 | Complete the cold case review of current transport cases, including end dates for provision. In doing so, assess whether provision will be extended or not upfront to avoid a need for families to reapply. |
| 41 | Continue to deliver actions set out in the April 2022 internal audit of the service. |
| 45 | Develop a comprehensive communications plan around H2STA to clearly set out the offer for parents and young people, manage expectations about what the Council can provide in line with the refreshed policy, and create the opportunities for a creative and mature dialogue with parents about transport options. |
| 46 | Develop and implement professional and consistent template emails and letters for all communications. |
| 47 | Create a single customer front door for H2STA to improve the experience of parents and carers in interacting with the Council about H2STA. |
| 49 | Review the Dynamic Purchasing System (DPS) to identify further efficiencies and reduce exposure to market volatility. |
| 50 | Take forward the Freedom to Travel transformation programme through Twin Track. |

Long term priorities

Recommendation number and description	
28	Progress the integration of H2STA data and systems into the EYES / Single View of a Child system, to enable practitioners across the end-to-end process to understand each child's transport history.
29	Review and refine the use of the GOSS system, including to: improve usability, ensure there is a way to signal an ITA request at the point of application, ensure that notes on records do not affect accurate reporting, and that communications from GOSS contain correct dates and updated policy information.
42	Develop a culture of robust programme management, quality assurance and performance across the end-to-end process.
43	Review the equality impacts of the refreshed H2STA policy and the steps that have been taken in mitigation.
48	Align customer relationship management systems (CRMs) and telephony systems across the corporate contact centre, CFLL Customer Relations team and within the service teams involved in enquiry handling, to enable business resilience, a consistent approach and more reliable monitoring of contacts.



Home to School Transport Survey: A Summary of the Key Findings...

November 2022

Background Information...

Survey created in response
to what we were hearing
from parent carers

Survey Monkey link shared
with parent carers

Survey undertaken October
2022 - November 2022

290 Responses

Key Findings...

Of the 290 responses **71.72%** had experienced challenges with home to school transport this term.

39.55% reported financial difficulties due to the transport issues.

14.22% requested transport but were told they would have travel allowance instead.

Some families received a travel allowance for 2 journeys a day others received it for 4.

37.21% of those who were unable to attend on the first day of term due to transport were still unable to attend at the time of completing the survey.

Adverse impacts on the mental health, anxiety and wellbeing of **86.82%** of families affected by these transport issues.

There were huge inconsistencies around 'late applications' Many families applied past the deadline due to not having a finalised EHCP or named school.

Reports of very poor and inconsistent communication at every stage of the process.

25.23% responded saying that although transport had been agreed, the arrangements had not been put in place for the start of term.

IMPACT

One of the key areas the survey highlighted was the impact that these transport issues had, on not only the child or young person but, their parent carers and the family as a whole.

This has had a huge impact on families:

- **Finances**
- **Mental health**
- **Relationships**
- **Loss of education**
- **Unable to work**

Quotes from parent carers...

I was called 1 week before the start of term and told that we would not be getting transport and a bursary would be given to us instead. They said it was because I applied late - I only applied late because we didn't have a school named in the plan. I am distraught that my child will not be able to attend his first day at his new school. His anxiety is through the roof.

The deadline on the letter that I received about applying was the 16th May not the 31st March!

I have just had a call to say that under the new policy they are no longer offering solo transport and as there are no other children nearby to travel in a taxi with my daughter, they will offer us a bursary instead of 2 journeys a day. They said I can appeal if I disagree - it is 1 week before school goes back - I can't take her because her school is a 50 minute drive away and I have to get her siblings to school at the same time. My daughter is autistic and doesn't cope at all well with change, I honestly don't know what to do!

Families told us that they were having to use food banks due to the cost of driving their children to and back from school as there were delays on transport payments and they were struggling to pay for the fuel.

My child is unable to attend school until transport is organised. I do not drive as I have a neurological condition and Surrey expect me to transport them to and from school but will only pay for 2 journeys a day! I am a single parent and simply cannot afford to pay for him to get to school on that small amount. This means I cannot work so will lose my earnings as well. How is this allowed to happen I just don't know what to do!

I applied for transport on time but I heard nothing about the transport arrangements. My child is now so anxious as they don't know who is taking them to school that they won't leave their bedroom. I phoned Surrey this morning at 9.10 am and am currently still on hold, it's now 10.45 am...

I had no idea that I had to reapply! Why did they not tell us this when we received the updated plan?

Our Hopes for the Future of the Home to School Transport Service...

Family Voice Surrey have made 12 recommendations which can be seen in the full presentation and report previously circulated.

To summarise these into the outcomes which we hope will be implemented to improve the future experience for families:

- Clarity on Independent Travel Allowance (ITA) ensuring the policy is in line with statutory guidance.
- Families paid for 4 journeys a day not 2.
- To have clarity on the post 16 policy & to have PFA in mind with young people to give them opportunities to develop their independence.
- To have clear guidance on maximum journey times and how these will be adhered to whenever possible.
- To have an improved and consistent communication plan for families.
- To have the service appropriately resourced to meet demand.
- To develop a more joined up service with the transport, SEND & admissions team.
- To have a robust plan of how the service will change to ensure CYP are not left without transport for the start of term, and that families will not be impacted negatively in terms of their mental wellbeing and finances.

Questions?

