

**MINUTES of the CHILDREN, FAMILIES, LIFELONG LEARNING & CULTURE SELECT COMMITTEE'S PRIVATE INDUCTION SESSION** held at 10.00 am on 15 July 2021 as a REMOTE MEETING.

These minutes are subject to confirmation by the Committee at its meeting on Monday, 18 October 2021.

**Elected Members:**

- \* Ayesha Azad (Vice-Chairman)
- \* Liz Bowes (Chairman)
- \* Fiona Davidson
- \* Jonathan Essex
- \* Alison Griffiths
- \* Rachael Lake
- \* Andy Lynch
- \* Michaela Martin
- \* Mark Sugden
- \* Liz Townsend
- \* Chris Townsend (Vice-Chairman)
- \* Jeremy Webster
- \* Fiona White

(\* = present at the meeting)

**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

**20/21 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Alex Tear.

**21/21 INTRODUCTION AND WELCOME FROM THE CHAIRMAN [Item 2]**

The Chairman of the Select Committee welcomed attendees to the informal induction meeting.

**22/21 PRESENTATION BY DEMOCRATIC SERVICES [Item 3]**

**Presenters:**

Benjamin Awkal, Scrutiny Officer  
Bryony Crossland Davies, Democratic Services Assistant

The Select Committee's Scrutiny Officer and Democratic Services Assistant introduced themselves, outlined their roles and provided an overview of the Select Committee's role, remit and key processes and practices.

**23/21 INTRODUCTION BY CABINET MEMBERS [Item 4]**

**Presenters:**

Clare Curran, Cabinet Member for Children and Families

Denise Turner-Stewart, Cabinet Member for Education and Learning  
Natalie Bramhall, Cabinet Member for Economic Development and Property  
Mark Nuti, Cabinet Member for Communities  
Maureen Attewell, Deputy Cabinet Member for Children and Lifelong Learning  
Kevin Deanus, Deputy Cabinet Member for Communities

The Cabinet Members and Deputy Cabinet Members introduced themselves and outlined their priorities for 2021/22 and beyond.

It was agreed that the recording of items 3 to 5 would be made available on the Member Portal.

## **24/21 PRESENTATIONS BY SENIOR OFFICERS [Item 5]**

### **Presenters:**

Rachael Wardell, Executive Director – Children, Families & Lifelong Learning  
Marie Snelling, Executive Director – Communities & Transformation  
Tina Benjamin, Director – Corporate Parenting  
Eamonn Gilbert, Assistant Director – Commissioning  
Patricia Denny, Director – Quality and Performance  
Liz Mills, Director – Education & Lifelong Learning  
Susan Wills, Acting Assistant Director – Culture, Libraries & Registration

The officers introduced themselves and provided an overview of the services for which they were responsible and their priorities.

It was agreed that the presentation delivered by the Children, Families and Lifelong Learning Directorate leadership team be annexed to the minutes.

## **25/21 PLANNING SESSION [Item 6]**

Select Committee members discussed and suggested topics for future scrutiny based on their understandings of resident's needs and concerns.

## **26/21 CHILDREN'S IMPROVEMENT UPDATE [Item 7]**

### **Witnesses:**

Clare Curran, Cabinet Member for Children and Families  
Rachael Wardell, Executive Director – Children, Families and Learning  
Tina Benjamin, Director – Corporate Parenting

The Select Committee received a written and verbal briefing on the progress of the Children's Improvement Programme, and put questions to the Cabinet Member and officers, utilising the format and approach of the Select Committee item as a further element of the induction session.

### **Key points raised during the discussion:**

1. The Cabinet Member introduced the Report, which provided an update on the improvement of Surrey's Children's Services; the impact of the COVID-19 pandemic on the improvement programme; the delivery of frontline services; a recap of the 2018 Ofsted judgement and subsequent monitoring visits; the intervention of the Children's Commissioner; the continuing transformation of services for children and young people with additional needs; and the Council's collaboration with health partners to support children and young

people who have emotional wellbeing and mental health needs. The Cabinet Member asked that the Select Committee note the findings of the recent Ofsted report which acknowledged the Council's swift response to the COVID-19 pandemic and that significant progress had been made regarding the Service's improvement journey. Despite the positive feedback received, the Directorate was not complacent and priority action plans were in place in key areas: strengthening practice in services for children with disabilities and recognising and responding to instances where children are suffering from neglect. The improvement programme was being driven by a focus on improving outcomes for children and families and was being undertaken in collaboration with all relevant partners. The Cabinet Member highlighted the regular updates she provided to Cabinet and that the programme was subject to additional scrutiny by the Surrey Safeguarding Children Partnership.

2. A Member noted that limited funding meant that schools were having to make the decision to spend money on catch-up learning or mental health support for children in response to the increase in pupils' mental health needs and asked how the Council identified and supported such schools, particularly those with a significant proportion of disadvantaged children. The Executive Director explained that the Education Service worked closely with Surrey schools, advising, but not directing, them on how they should use their resources and connecting them to external programmes and funding opportunities. There was no additional funding available from the Council to support such schools. The Service was seeking to generate a programme of low-cost or no-cost programmes for families; and children and families could be connected to a range of support via the Early Help Hub. The Area Schools Officers and the Schools Relationships Team facilitated communication between the Council and schools. Universal services were provided to all children and young people, regardless of the type of school they attended.
3. A Member asked what was discussed and what feedback was received at the June 2021 'Annual Engagement Meeting' with Ofsted and for the next steps. The Executive Director explained that the team and inspectors discussed and reflected on the recent focused visit report, schools, education and SEND. Ofsted had indicated that it would return for a social care inspection under the Inspecting Local Authority Children's Services (ILACS) Framework before the end of March 2022. A new framework for inspecting services for children with additional needs and SEND provision was being developed and was expected to be implemented in 2022, and the Executive Director anticipated that SEND services in Surrey would be inspected before the end of 2022.
4. The Member asked whether children's social work caseloads were manageable and if the Service analysed caseloads by quadrant and social work type. The Director – Corporate Parenting responded that caseloads were dynamic and subject to variances in the quadrants and practice areas and affected by connected external matters, such as backlogs within the court system. The bulk of the pressure was currently in the Family Safeguarding Team, but pressure areas varied frequently due to staff vacancies and sickness. Nevertheless, staff

reported that their caseloads were still manageable. A significant number of staff were to join the Service in 2021, which would provide additional capacity.

5. A Member sought assurance that issues regarding management oversight and case planning which persisted in the Children with Disabilities (CWD) Service would be addressed, noting that an assistant director had been appointed to the Service and there was an action plan in place for improvement. The Director – Corporate Parenting responded that the appointment of an assistant director provided greater operational and strategic oversight and the assistant director was leading an immediate review of the service. There had also been a recruitment drive in the Quality Assurance Service to support the CWD Service and reviews of every child were underway to ensure that every child was safe and had an appropriate plan in place. The Director stated that the Committee could be assured of the immediate safety of children whilst the implementation of the improvement plan would take a bit longer.
6. The Director explained that care packages for CWD were often delivered by external providers and there were associated commissioning challenges, particularly in respect of staffing, which impacted social work teams. The quality and sustainability of care was monitored through commissioning arrangements and the Council was working with the market regarding service expectations and outcomes.
7. It was expected that the No Wrong Door (NWD) Service would begin operating in shadow form at the beginning of the year and become fully operational from April; a Member asked how implementation was progressing, what had been causing delays and how children and young people had been involved in the co-design of aspects of the Service. The Director explained that the Service had been operational since February and an options appraisal of current children's homes had been undertaken; delays were due to the COVID-19 pandemic. Children and young people had been sensitively relocated from the Cheyne Walk in the east of county to create capacity within the children's home's staff team and the Service in partnership with North Yorkshire County Council had provided training to the staff regarding the purpose of the model and how to undertake outreach work. A staff consultation was underway regarding changes to their terms and conditions resulting from the introduction of the NWD model. A site was yet to be identified in the west of Surrey. The advice received from North Yorkshire County Council was to not rush the implementation of No Wrong Door; the Director was confident that implementation was progressing at satisfactory pace given the COVID-19 pandemic and associated challenges.
8. Neglect was the most common category of harm for children subject to Child Protection plans in Surrey; a Member asked whether this was also the case in neighbouring authorities or nationally. The Executive Director responded that the way in which neglect was recorded in different local authorities varied, thus direct comparisons were difficult. The latest national data indicated that the main reasons for children to be on child protection plans were domestic abuse in the family, adult mental health difficulties in the family, neglect, and emotional abuse.

Domestic abuse and adult mental health issues often manifested as neglect or emotional abuse of children.

9. The same Member asked how the Graded Care Profile 2.0 differed from the current practice model and asked why it was preferable, noting his concern regarding frequent waves of process improvement. The Executive Director acknowledged that rolling through numerous practice models and frameworks and could be risky for practice. Since being in post, the Executive Director had not disrupted the models that were already in place and was committed to the Family Safeguarding Model, the positive impact of which was evidenced by thorough research. The Graded Care Profile sat within and complemented the way in which the Service was already working and helpfully established a common language around neglect. The Executive Director explained that sometimes people making referrals to social care were unable to articulate their concerns regarding a child due to the ambiguity of neglect. The Profile, which has very clear specifications regarding what good-enough, commendable and substandard parenting look like, made pursuing and responding to those referrals easier, and enabled social workers to engage confidently with families regarding parenting by providing an effective framework for conversations and also enabled partners to make referrals confidently. The Director added that the Profile provided a common language, a better understanding of thresholds, and a benchmark for everyone to work from.
10. A benefit of the Single View of a Child project was that it would enable professionals to readily access a breadth of information relating to service users. A Member asked how the system would work in practice and what safeguards were to be implemented to ensure information was only accessed for legitimate purposes. The Executive Director responded that sharing children and young people's information was undertaken with the consent of families, unless there were safeguarding concerns, and the basis on which information was obtained and shared was made clear to families by fair processing notices. Access to children's records was restricted to Disclosure and Barring Service-checked children's workers with a legitimate reason for accessing them. Structural elements enabled the Service to exclude specific users from accessing individual records and created audit trails of record access. Training was provided to all users to ensure they clearly understood information governance rules. The Single View of the Child was also built into the Service's own systems and work was underway to create an interface with the Surrey Care Record to enable the sharing of agreed information between the Service and health partners, subject to the same safeguards. The Cabinet Member added that a key benefit of the Single View of the Child system was that it would reduce the number of times children and young people would have to tell their story – which they frequently criticised in the feedback collected by children's services.
11. A Member asked for an explanation of employment pathway provision and whether post-16 education provision and supported internship opportunities were within or outside of Surrey. The Executive Director explained that the statutory participation age requires that children stay in education or some form of employment with training until the

age of 18 years. Employment-based access to training was a good alternative for those who prefer not to remain in school until the age of 18, setting them on a positive pathway into adulthood. The Service endeavoured to keep young people in educational or vocational provision within the county, however some young people commuted a short distance to out-of-county provision to pursue opportunities better suited to them.

Resolved:

1. That the Director of Corporate Parenting share the findings of the review of the Children with Disabilities Service with the Chairman of the Select Committee for circulation to Committee members.
2. That the Director of Family Resilience and Safeguarding share the findings of the review of the Family Safeguarding Model with the Chairman of the Select Committee for circulation to Committee members.
3. That the Cabinet Member for Children and Families provide an update on the Children's Improvement Programme at the Select Committee's first meeting of 2022.

#### **27/21 DATE OF THE NEXT MEETING [Item 8]**

The Select Committee noted that its next public meeting would be held on Monday, 18 October 2021.

Meeting ended at: 2:26pm

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**Chairman**

# Children, Families and Lifelong Learning

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Rachael Wardell, Executive Director

## ***Rooting children and families in our hearts and minds...***

- Our vision is for all Surrey's children to reach their full potential
- We support families and enable children and young people to be safe and feel safe, healthy and make good choices about their wellbeing.
- Our purpose is to ensure that Surrey's children and families have access to a range of services that tackle inequalities, support independence and enhance lives.
- We work with Educational settings from early years to Adult learning so people can lead the lives they want to lead

Minute Item 24/21



EL MAYHEW

Interim Director of **Family Resilience & Safeguarding**

We are responsible for delivering frontline social care services and support for children and families, particularly the services that aim to support children and young people to be safe in their family. This includes Early Help, children in need, and children subject to child protection plans.

We are leading the way in implementing the Family Safeguarding Model, which integrates support from different professional specialisms, to ensure the children and their family have the right support at the right time.



TINA BENJAMIN

Director of **Corporate Parenting**

We are responsible for delivering frontline social care services and support for children and families, particularly services for children who are in our care, or have been previously and moved on. This includes children in care and care leavers, Unaccompanied Asylum Seeking Children, Fostering, Adoption, Children's Homes, Virtual School, Hope Service and Children with Disabilities.

The Corporate Parenting Board ensures that SCC is fulfilling its responsibility as the 'Corporate Parent' to achieve the best for children and young people in our care and care leavers.



PATRICIA DENNEY

Director of **Quality and Performance**

We are the checks and balance division, enabling independence, scrutiny and challenge of the CFLL services, in order to drive and support service improvements and strategic planning.

We are responsible for a range of functions including operational services such as Independent Chairs Service, LADO, Safeguarding in Education, and wider Quality Practice and Performance teams, User Voice and Participation and policy and planning.

We also host the Surrey Safeguarding Children Partnership, and the Surrey Children's Services Academy



LIZ MILLS

Director of **Education & Lifelong Learning**

We work in partnership with local education providers to ensure Surrey children, young people and adults have access to education, and to ensure vulnerable learners are supported to achieve their potential.

This includes admission and transport, services for children with special educational needs and disabilities, Active Surrey, Place Planning – identifying future school places to meet demand, Surrey Adult Learning and Surrey Outdoor Learning and Development (SOLD).

Our systems and transformation service helps to drive continuous improvement across ELL.



HAYLEY CONNOR

Director of **Commissioning**

We design, buy and monitor services in response to identified needs of children and young people, which cannot be met by our own provision. We use all resources available, including the capacity and capabilities of residents and communities, to bring about change and enable better long-term outcomes. We work closely with colleagues in other parts of the Directorate to ensure that commissioned services work well with SCC's own services and together we're prepared to meet children and families' needs in the future.

Our business support services support the whole directorate including leadership support, specific administration for statutory functions and general team support.



TRUDY MILLS

ICS Director of **Children's & Learning Disabilities**, Director of **Children Family Health Surrey**

At the Integrated Care System (ICS), we design, transform and monitor services, in response to identified needs of children, young people, all adults with learning disabilities and maternity services which cannot be met by our own provision.

We are working collaboratively across the system to ensure we co-produce strategies that deliver early interventions, help and support to children young people and families to deliver better outcomes.

At CFHS we are responsible for the delivery of children's community health services across Surrey.



**Rachael Wardell,  
Executive Director**

**Interim Director of Family Resilience and Safeguarding –**  
El Mayhew

**Nicole Miller -**  
Assessment and NE  
Quadrant

**Sam Bushby -**  
Family Safeguarding and  
SE Quadrant

**Lisa Bursill –**  
Early Help & Hubs,  
including safeguarding  
adolescents, youth  
support, family centres,  
the Children's Single  
Point of Access (C-  
SPA) and the  
Emergency Duty Team  
(EDT)

**Director of Corporate Parenting –**  
Tina Benjamin

**Juliette Blake -**  
NW Quadrant

**Siobhan Walsh –**  
Looked after Children,  
Care Leavers,  
Unaccompanied  
Asylum Seeking  
Children (UASC),  
Fostering (general) and  
SW Quadrant

**Jo Rabbitte -**  
Children's Resources  
including Children's  
Homes, the Hope  
Service, the Virtual  
School and Fostering  
(specialist)

**Carol Adamson -**  
Children with Disabilities

**Director of Quality and Performance -**  
Patricia Denney

**Mark Mapstone -**  
Performance Intelligence  
and Management  
Information Systems

**Gill Halden -**  
Quality Practice,  
including Audit &  
Practice Standards, the  
Local Authority  
Designated Officer  
(LADO), Independent  
Chairs Service, Surrey  
Children's Services  
Academy, Inspection  
readiness project and  
Safeguarding in  
Education

**Luke Entwistle -**  
Quality Relationships,  
including policy,  
planning, programme  
management, Surrey  
Safeguarding Children  
Partnership and  
Customer Engagement

**Director of Education and Lifelong Learning-**  
Liz Mills

**Mary Burguieres -**  
Systems Development  
and Transformation

**Jane Winterbone -**  
Education

**Rupa Palmar-**  
Special Educational  
Needs and Disabilities  
Transformation

**Sandra Morrison -**  
Vulnerable Learners East

**Sandra Bingham -**  
Vulnerable Learners West

**Director of Commissioning –**  
Hayley Connor

**Eamonn Gilbert -**  
Special Educational  
Needs & Disabilities,  
Education and Corporate  
Parenting

**Carl Bussey -**  
Community Safety  
including Family  
Resilience and Domestic  
Abuse

**Gerry Hughes -**  
Head of Business  
Support

**Sara Dicerto -**  
Analysis and Evaluation

**Harriet Derrett-Smith -**  
Health & Wellbeing  
(closely linked with NHS colleagues)

**ICS Director for Children's and Learning Disabilities & Director of Children Family Health Surrey –**  
Trudy Mills

**Vicky Williams -**  
Women & Children's  
Commissioning

**Karina Ajayi --**  
Children's Complex  
Needs Commissioning  
and Learning Disability



CHILD'S VOICE

DIVERSITY,  
EQUALITY & INCLUSION

SUPPORTING OUR  
WORKFORCE

## SURREY ROOTS

- Child and family-friendly Surrey
- Helping Surrey families early
- Meeting children's additional needs in Surrey
- Foster care and residential care in Surrey
- Specialist services available in Surrey

## HEALTHY LIVES

- Maternity services
- First 1000 days
- Physical health
- Mental health and emotional wellbeing

**ROOTING CHILDREN  
& FAMILIES IN OUR  
HEARTS &  
MINDS**

## A BRIGHTER FUTURE

- Great educational outcomes at every age and stage
- All services for children and families 'good' or better
- Youth cabinet and young residents influencing policy and strategy
- Green legacy for citizens of the future
- Preparation for adulthood and independence
- Young people reach their full potential

## SAFE & RESILIENT

- Practical support for family resilience
- Strong, multi-agency, safeguarding
- Corporate parenting that helps children thrive
- Protection from domestic abuse and neglect
- Help for young people facing exploitation and contextual harms



**HIGH PERFORMANCE - PARTNERSHIP WORKING - SOUND FINANCES**

## Priority Areas 2021-22

- **Safeguarding and Children's Social Care**
- **Services for Children with Additional Needs**
- **Children's Emotional Wellbeing and Mental Health**

## Key Strategies and Plans

- **Getting to Good Plan**
- **Corporate Parenting Strategy**
- **Helping Families Early Strategy**
- **Surrey Safeguarding Children Partnership – Strategic Plan**
- **Surrey Special Educational Needs and Disability (SEND) Partnership Strategy**
- **Outcomes for Disadvantaged Learners**
- **Emotional Wellbeing and Mental Health Strategy**
- **Autism Spectrum Condition Strategy**
- **Children Looked after sufficiency commissioning strategy**
- **Better Start Programme**

# 21/22 Budget for CFL

	20/21 Budget £m	20/21 Outturn £m	21/22 Budget £m
Education, Lifelong Learning (ELL)	50.8	60.5	46.2
Family Resilience	41.0	43.8	32.8
Corporate Parenting	90.0	88.8	103.8
Quality and Performance	9.2	8.7	8.4
Commissioning	51.5	45.9	51.5
CFLC Exec Director	0.4	0.3	0.5
Sub total (exc COVID-19)	242.8	248	243.4
Covid	10.8	12.1	
Total revenue	253.6	260.1	243.4

- Core budget for CFL has grown slightly from 20/21 by £0.6m
- COVID funding was allocated separately in-year in 20/21, where possible this has been built into assumptions in 21/22 but there are still additional pressures arising
- FR/CP have realigned budgets from 20/21 to 21/22 which is the cause of the variances
- ELL had a £9.7m overspend in 20/21 due to pressures within SEND
- Commissioning had an underspend of £5.6m due to reductions in expenditure on Home to school transport when the majority of routes were not running as pupils were home schooled.
- Major capital budgets for SEND and LAC are managed jointly with colleagues from Land and Property

# Key risks

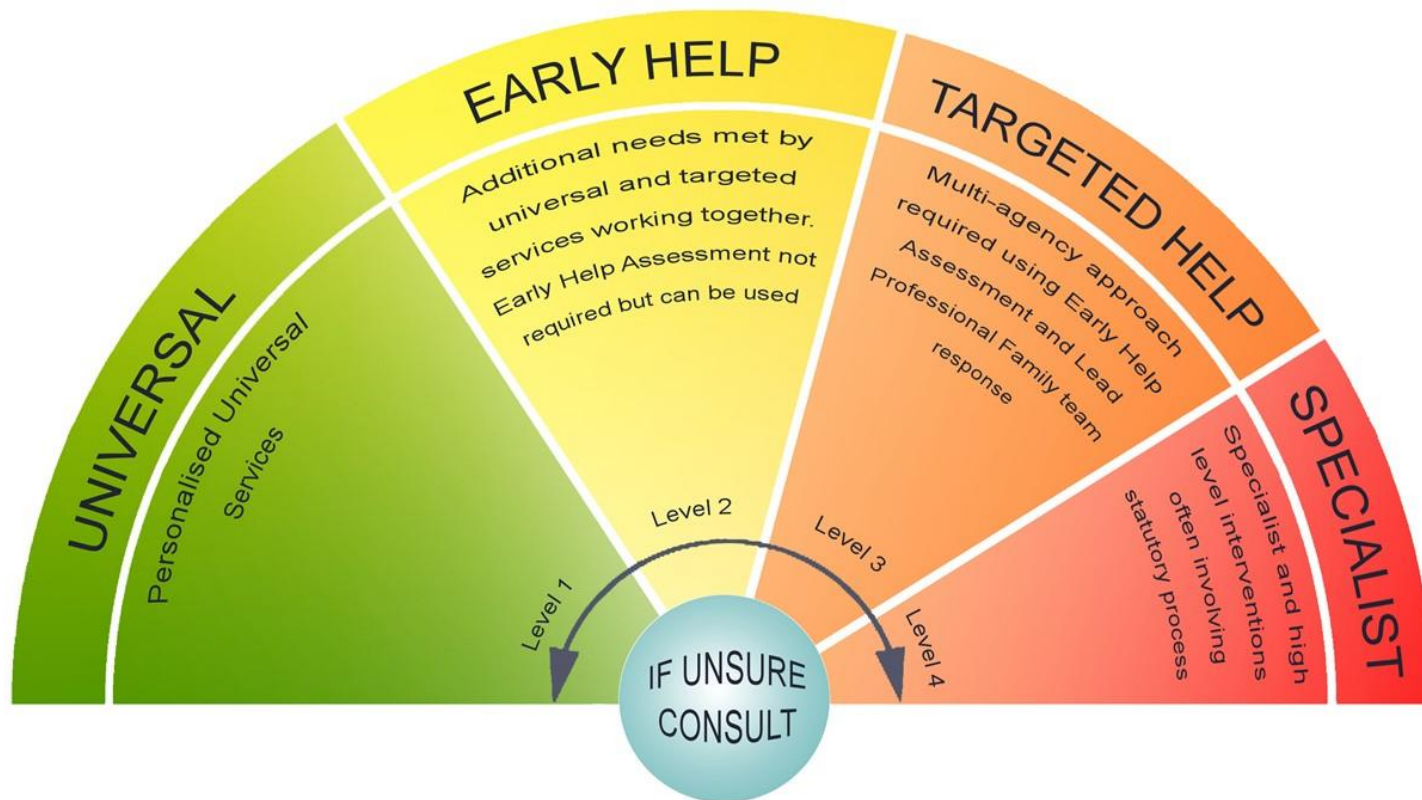
- The SEND transformation programme remains the key financial risk for the Exec Directorate. To achieve the budgeted overspend in year between £28m-£40m of cost containment will be required depending on rates of growth
- Whilst a significant underspend in 20/21, home to school transport is projecting the removal of social distancing requirements in September 21. If this is not the case the resulting costs may bring financial pressures to the budget
- Staffing levels of locums and agency workers in Children's Social Care (CSC) remain high which creates an ongoing pressure. Programmes are being implemented to change the balance of temporary to permanent staff but this will take time
- The impact of COVID-19 is still being felt in a number of areas. Additional staffing needs within CSC are adding to the agency pressure above. Income generating services such as Adult Learning and Surrey Outdoor Learning are working to restore levels to pre-pandemic levels. This is impacted by the current social distancing restrictions.

# Family Resilience and Safeguarding

El Mayhew

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# Family Resilience and Safeguarding



- Family resilience is the over-arching practice model setting out 4 clear levels of need for children and their families.
- Services operated or are commissioned across levels of need – Family Centres, Family Support Programme, Youth Centres, Short Breaks...
- Driving principle that we meet need at it's lowest level, we work with families so that they can master their own solutions and create their own networks.





# Key Priorities

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## Demand

- Helping Families Early
- CSPA/LSPA
- Digital solutions
- Youth offer/YOS

## Values

- Staffing
- Family Resilience re-boot
- Relationships

## Cross directorate

- CWD and transitions

# Key Challenges - Covid

## Demand

- Engaging partners (early help/Ofsted)
- Meeting need not passing risk
- Investment in digital
- Pressure on statutory services

## Values

- Moving from compliance to relationship
- Landing the model with unstable staffing

## Cross directorate

- Ownership
- Values
- Culture across the partnership

# 'Getting to Good'

## Outcome-Focussed Plan

- Outcomes for children & families has been the driver for developing the plan.
- 12-months focus on delivering consistently good practice and achieving the outcomes our residents deserve.

### Participation and direct work with children and families

Children and young people are listened to. Practice focuses on their needs and experiences and is influenced by their wishes and feelings. Feedback from children and their families about the effectiveness of the help, care or support they receive informs practice and service development.

(Example Outcome Description)

## Staff Engagement is Key



## Monthly Themes



**Effective Family Resilience:** December



**Outcomes:** January 2021



**Supervision:** February 2021



**Relationships:** March 2021



**Child's Voice:** April 2021



**Partnerships:** May 2021

## Helping Families Early Strategy (an example)

- Critical recommendation from Ofsted
- **Getting timely and effective support to children, young people and families who need it**
- 3<sup>rd</sup> November Go-Live
- 4 Family Networks (quadrant-based)
- First 'Networks' held this month
- Webinars attended by 170+



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# Safeguarding and Family Resilience – Activity Overview

In the last 6 months there have been:



**26,284** Contacts to the Children's Single Point of Access

*Leading to*



**957** Early Help Assessments\*



**4,698** Social Care Referrals



**4,805** Child and Family Assessments\*

*\*This is the number of assessments completed in the period*

# Safeguarding and Family Resilience – Current Caseloads

As at 1 July 2021 there were:



**1,267** Children with an ongoing Child and Family Assessment



**1,721** Children with an active Child in Need Plan



**972** Children the subject of a Child Protection Plan

*Resulting in*



**15.4**

Average cases held by each Social Worker\*



*\*Please note the average is based on social worker headcount*

# Overall Self-Assessment

- Helping Families Early in infancy
- More work to do with partnership
- Compliance and timeliness vastly improved
- Focus on relationship and outcome needs to dial up
- Morale is jumpy – Covid/workload/agency rate
- Financial management improving but patchy
- The basics are in place but the practice leadership, narrative, belief and relationships require improvement to be good

# Corporate Parenting

Tina Benjamin



# Corporate Parenting

## Priorities

1. Safeguarding
2. Engaging with Young People/User Voice
3. Assessment and Planning
4. Placements
5. Education, Training and Employment
6. Health and Wellbeing
7. Leisure, Culture and Life Skills
8. Leaving Care

[Surrey County Council's Corporate Parenting Strategy - Surrey County Council \(surreycc.gov.uk\)](https://surreycc.gov.uk)

# Corporate Parenting Strategy



# Key Priorities

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Permanence & Placement Stability

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Increasing the numbers of Children & Care Leavers living in Surrey

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Edge of Care work and development of New models to support.

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Improvement work in CWD

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Review of Fostering and Re-structure of the Children's homes

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Ensuring care leavers are prepared for adulthood

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Review the Virtual School to reflect the new duties for Children in Need

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# Transformation

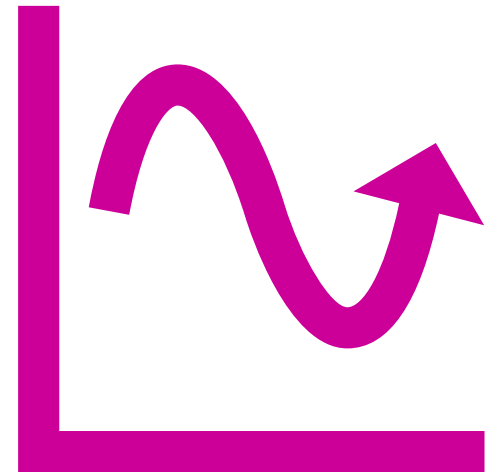
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- Family resilience
- Capital Projects re building of Children's homes & Accommodation for Care Leavers
- Placement Values & Outcomes
- Coming Home project
- Preparing for Adulthood

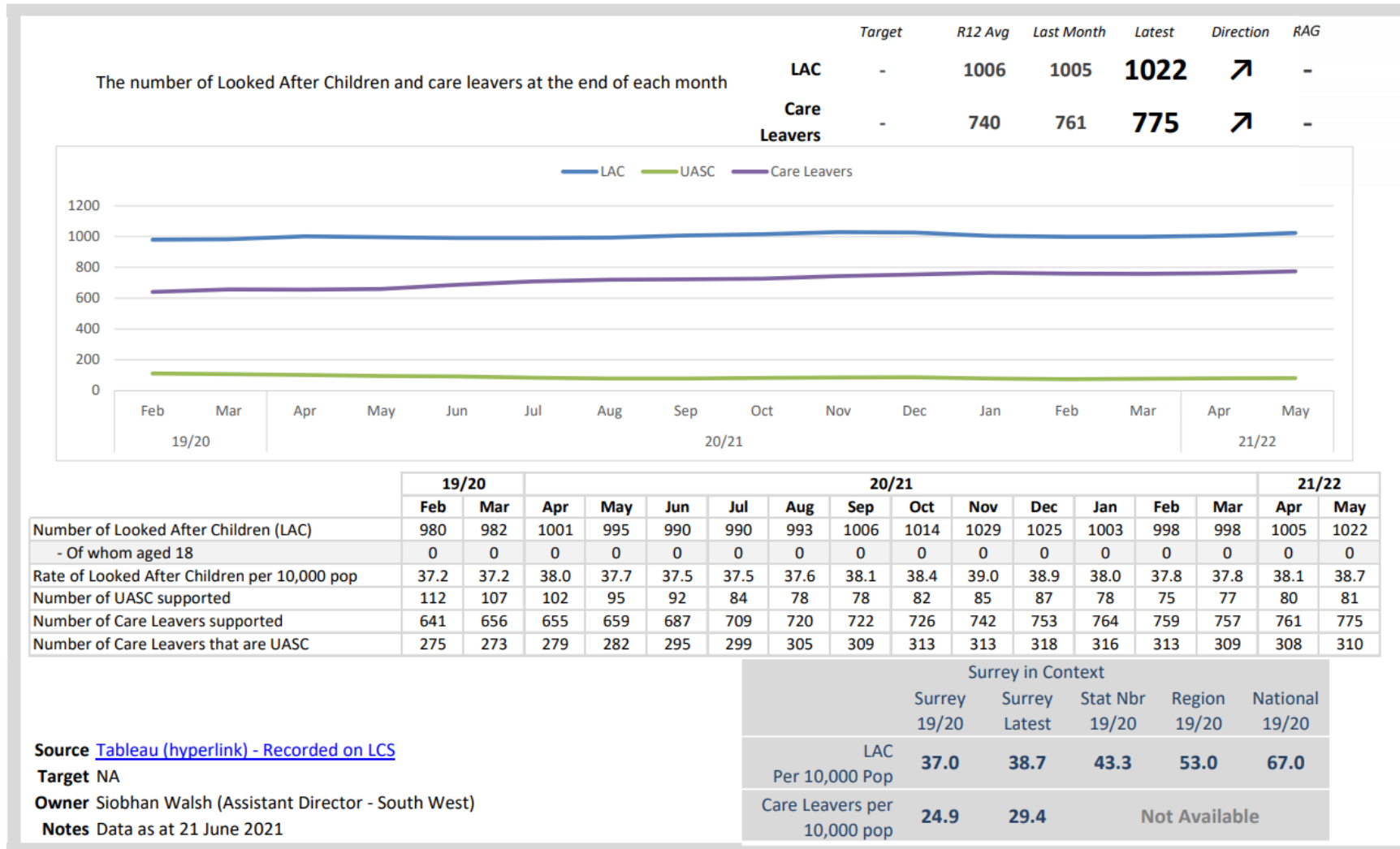
# Performance

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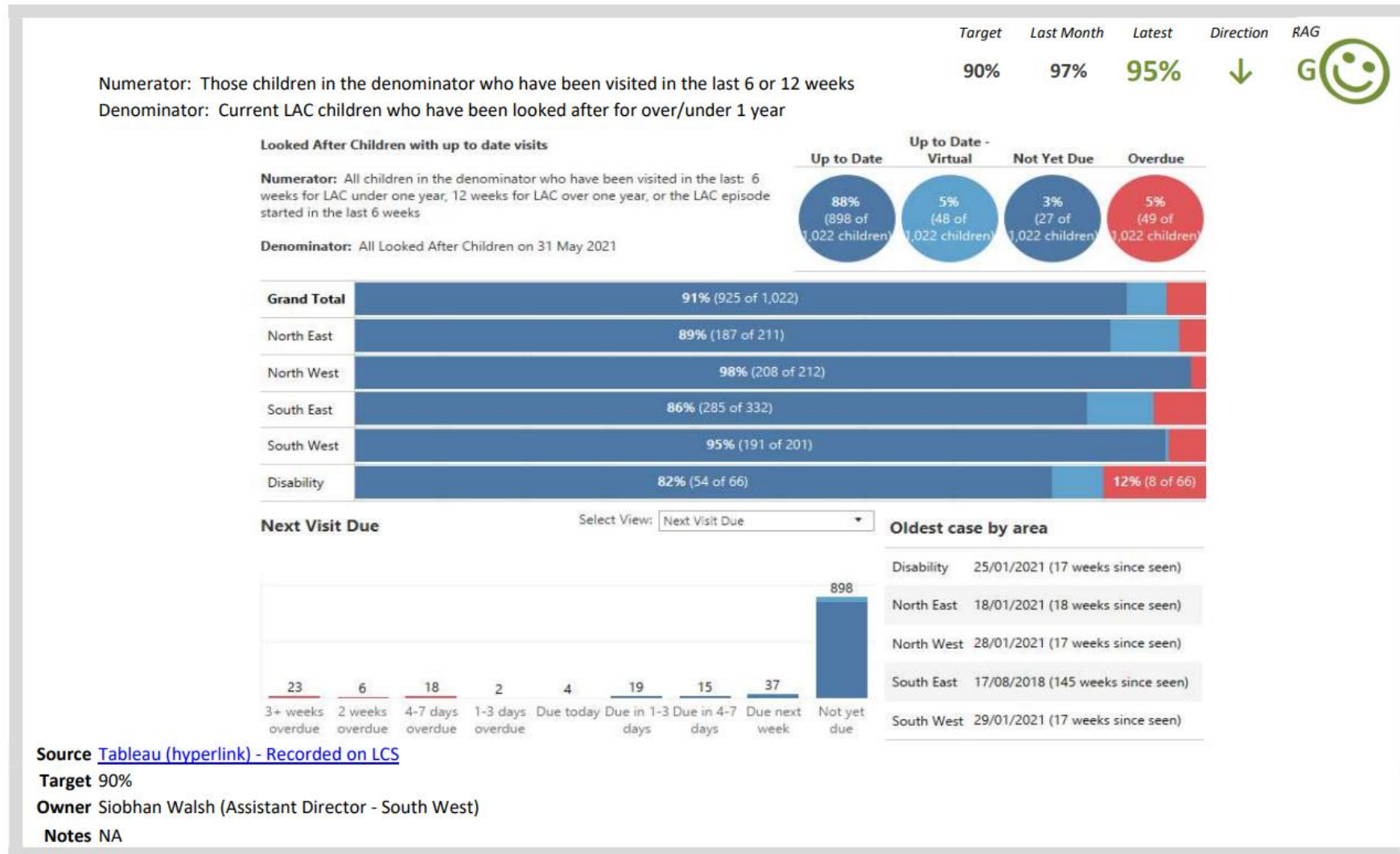
- Looked After Children & Care Leaver Volumes
- LAC Statutory Visits
- Looked After Children Long Term Stability



# Looked After Children & Care Leaver Volumes



# LAC Statutory Visits



# Looked After Children Long Term Stability

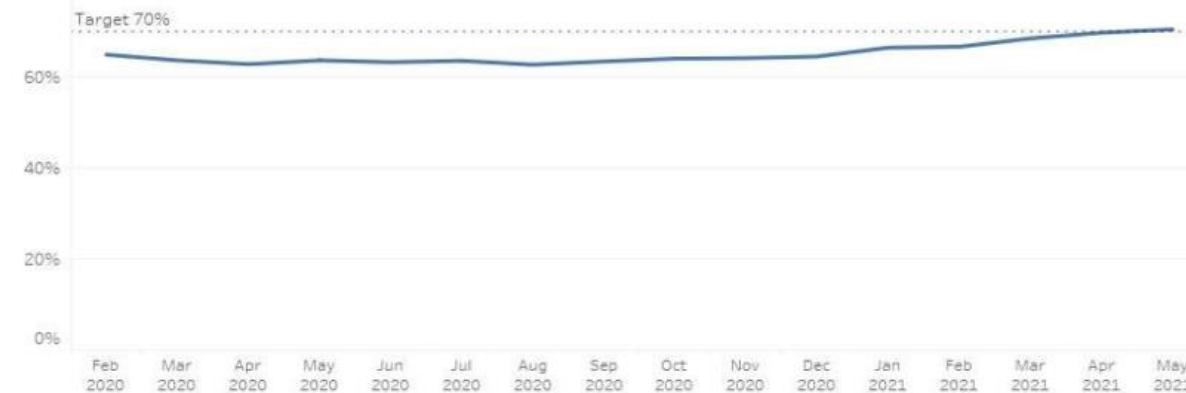
The proportion of looked after children aged under 16 who have been looked after for at least 2.5 years that have been in their most recent placement for at least 2 years.

Target	Last Month	Latest	Direction	RAG
70%	70%	71%	↑	G 

## Long Term Stability for Looked After Children (Data as at 14/06/2021)

**Numerator:** All children in the denominator who have been in their current placement for at least 2 years (or current plus previous placement where placed for adoption with former foster carer)

**Denominator:** All Looked After Children at the end of the month who are aged under 16 and have been looked after for at least 2.5 years



	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021
Total Children	283	287	294	298	303	311	320	318	318	319	325	329	334	328	335	333
In placement 2+ years	184	183	185	190	192	198	201	202	204	205	210	219	223	225	234	235
% in placement 2+ years	65%	64%	63%	64%	63%	64%	63%	64%	64%	64%	65%	67%	67%	69%	70%	71%

Source [Tableau \(hyperlink\)](#) - Recorded on LCS

**Target** 70% of children remain in their most recent placement

**Owner** Jo Rabbitte (Assistant Director - Children's Resources)

**Notes** Data as at 14 June 2021

	Surrey in Context				
	Surrey 19/20	Surrey Latest	Stat Nbr 19/20	Region 19/20	National 19/20
LAC Long Term Stability	67%	71%	66%	65%	68%

# Corporate Parenting

## Quality and Performance



# Who we are and what we do

We are the checks and balance division, enabling independence, scrutiny and challenge of the CFLL services, in order to drive and support service improvements and strategic planning.

We are responsible for a range of functions including operational services such as Independent Chairs Service, LADO, Safeguarding in Education, and wider Quality Practice and Performance teams, User Voice and Participation and policy and planning.

We also host the Surrey Safeguarding Children Partnership, and the Surrey Children's Services Academy



Quality Relationships, including policy, planning, programme management, Surrey Safeguarding Children Partnership and Customer Engagement



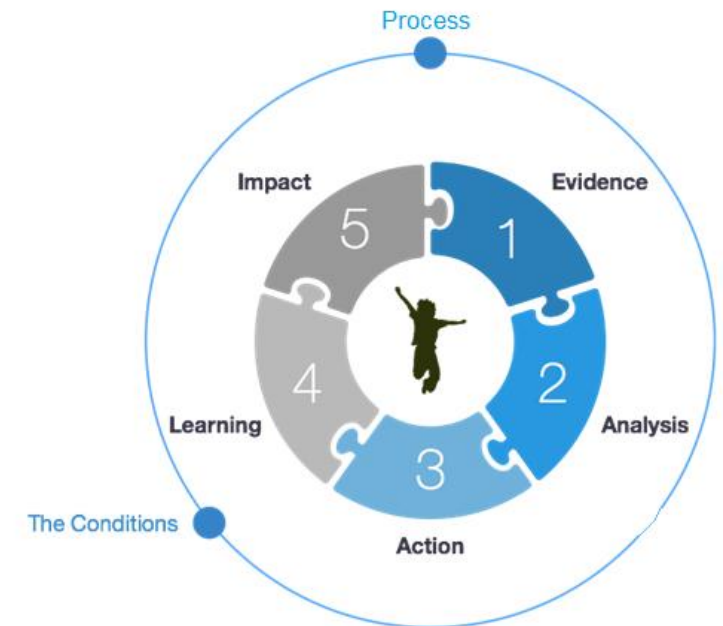
Quality Practice, including Audit & Practice Standards, the Local Authority Designated Officer (LADO), Independent Chairs Service, Surrey Children's Services Academy, Inspection readiness project and Safeguarding in Education



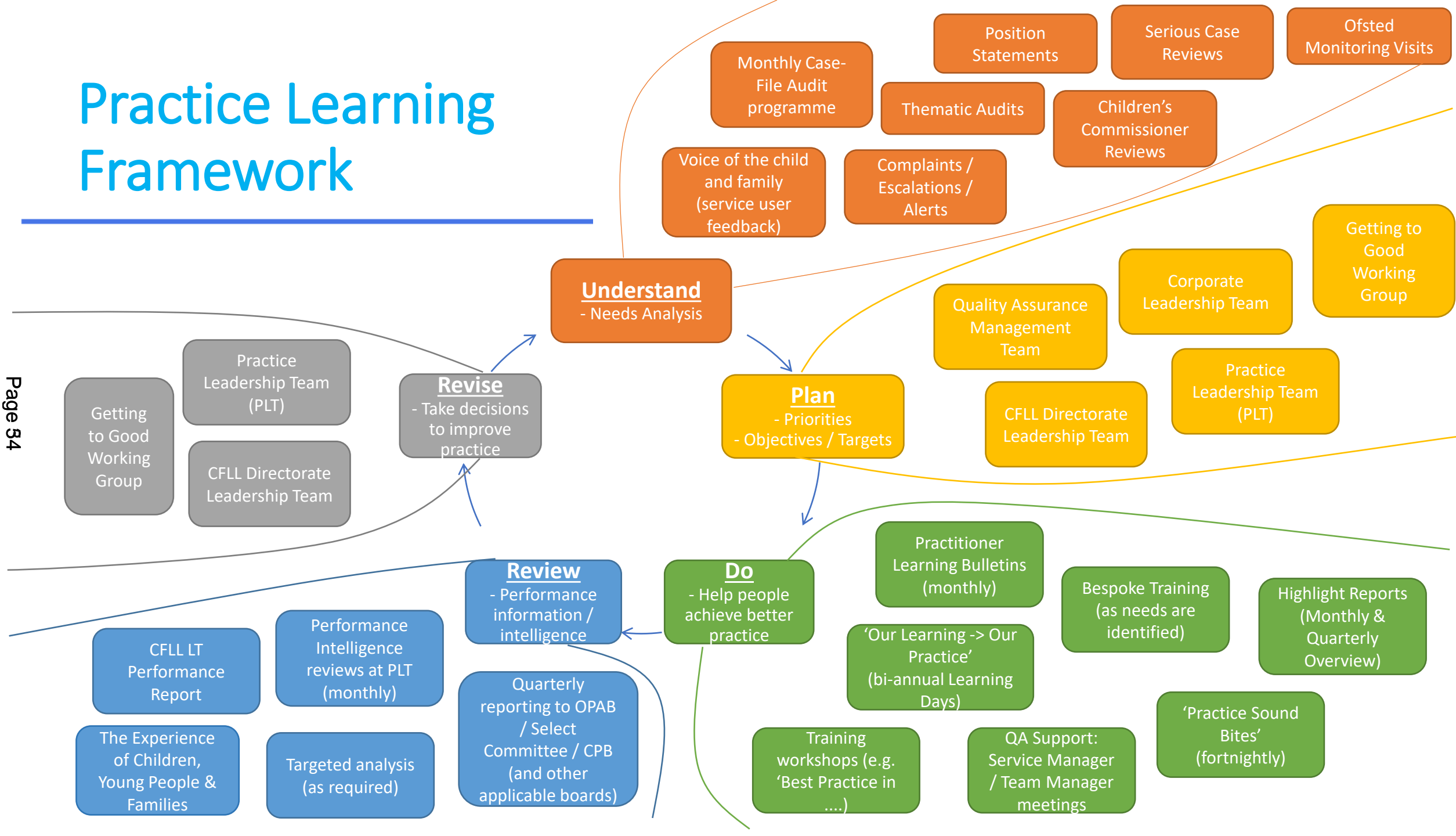
Performance Management and Systems Development

## Our Approach...

Five steps to achieve practice assurance and improvement: Evidence, Analysis, Action, Learning and Impact



# Practice Learning Framework



# Audits, Learning & Inspection Readiness

**The purpose of the monthly auditing programme** is to assure ourselves, as an organisation, that we understand the quality of practice overall and can evidence that we drive improvements through what it is our audits are telling us, month on month, regarding practice and individual tracking of children.

**A key function of the audit programme** is to provide practitioners and managers with a consistent and accurate account of practice expectations, focusing on agreed quality standards and best practice, testing the quality of work through a range of robust quality assurance activity.

From the commencement of the audit programme there has been an incremental **shift in children's audits graded Inadequate into Requires Improvement** alongside a higher percentage of audits graded as Good.

## **Our Learning -> Our Practice:**

Audit Practice Standards Service lead on delivering messages of practice improvement through a range of quality assurance activity:

- Disseminating Sound Bites and 7-Minute Briefings, key messages from inspections, learning reviews & serious case reviews.
- Attendance at Quadrant service and team meetings
- Tracking and monitoring audit improvement plans.
- Learning from best practice.
- Routine testing of Practice Standards through work with social workers.
- Inspection readiness and preparation.
- Responding to issues highlighted through performance intelligence.
- Undertake thematic reviews.
- Delivering two Quadrant based "Our Practice, Our Learning" days per year.

## **Inspection Readiness:**

For the last 15 months we have had an interim team in place to add further capacity, ensuring quality assurance oversight and practice support is in place to cover Surrey as a whole. The overall aim is to promote a culture of working alongside colleagues using critical reflection on practice to inform learning and change, offset complacency and drive continuous improvement.

The Getting to Good working group is increasingly focusing on inspection preparation – continuously self-assessing against the ILACS grade descriptors and taking priority action where needed.

# Performance Intelligence

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**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**.

## 2021 Priorities for Performance Intelligence:

- Continue with the development of new tableau reporting for Fostering, ASGLB and YOS; and support any new system developments, including the LADO workspace on LCS.
- Continue to improve data quality and standardise recording practices, by working closely with social care teams and further enable us to automate reporting and performance intelligence activity.
- Automate the social care statutory returns as far as possible.
- Engage with and support the EYES development programme to provide knowledge around system requirements and reporting processes; and how the join up with ELLC data will impact on social care data and vice versa.

## Accurate & Meaningful Data

We have a clear process for Tableau Reporting to assure ourselves of the accuracy and purpose of all reports before being 'released' for day-to-day use:

- Data is recorded in a core system including our case-management systems (EHM, LCS, EMS One. etc) or separate validated data sources.
- Data is extracted on a daily basis to our reporting application, Tableau.
- Draft dashboards and related performance reports are developed, marked as 'BETA' and setup for in-depth testing and review by children's services.
- Service leads review the dashboards and confirm data accuracy.
- Dashboards are then released to all users within the relevant services.

# 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.

## 2021 Priorities for Participation

- Increase and expand reach of young people using a variety of methods and establish more proactive ways of working - this will initially focus on improving the reach to our care experienced young people.
- Use smarter analysis tools to understand our service users to ensure feedback is representative of the Surrey population.
- Implement a continuous learning culture for apprentices and other staff, encourage training, secondments and redeployment to enhance teams knowledge and individual growth aligned with career aspirations.
- Create and implement a database system capturing UVP users, their service experience and improve data recording to enable quick dissemination of feedback to the services to support service improvement.
- Move to a quadrant based participation support offer to improve our reach and be more closely aligned with the quadrant services.
- Build and maintain a positive relationship with SEN Colleagues focusing on improving customer experience through learning from complaints.
- Draw learning from complaints to inform policies and procedures leading to improved practice.

- Improved communication and engagement with young people by employing a range of styles. Despite lockdown, the team have increased their reach out to more young people than ever before. 190 in Jan 20 to 365 in Jan 21.
- A well-established apprenticeship scheme which enables care experienced young people to be our in-house experts and directly influence decisions. There are currently 7 care experiences apprentices in post.
- An embedded Action Card system which raises concerns directly with Corporate Parenting Board. Action cards for mental health, SEND and care have been developed with young people, demanding 'action' based on the experiences of CYP.
- 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.



# QA&P Key Challenges

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- More to do to develop the Academy into a true multi-agency training offer.
- Engagement with frontline practitioners and managers at a time of high-demand and significant external challenges.
- Increases in resource to support the concurrent strategic priorities of Covid-19, social care improvement and Ofsted inspection preparation.



- Staff health and wellbeing – particularly due to the impact of remote working.
- Responding to the impact of Covid-19 while maintaining high standards of quality assurance work across the directorate.
- Addressing weakness in the Independent Chairs service.



# QA&P Key Priorities

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- Lead on the Getting to Good improvement programme and inspection readiness activity (including the thematic and mock inspection programme).
- Ensure the audit programme is responsive to and supports the narrative of the practice improvement journey.
- Ensure the child's voice continues to inform practice improvement. Feedback from service users, staff and partners is continuously used to improve learning and outcomes.
- Continued development of Tableau reporting solutions and supporting children's services teams with performance management, improving data quality and standardised recording.
- Support development of the Surrey Care Record alongside Surrey Heartlands.
- Lead on EYES and Finance Improvement transformation programmes.
- Maintain a healthy and skilled workforce in a high-support, high-challenge environment.

# QA&P Self Assessment

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- Robust quality assurance, performance management, audit and inspection readiness programme - increasingly enables us to 'know ourselves', identify practice weaknesses and pro-actively support services to improve.
- Embedded performance culture where managers at all levels routinely scrutinise their own performance data.
- Academy in place for almost 2 years with a well established training offer for staff. It is continuing to develop and there is more to do to make it a fully multi-agency Academy.
- Safeguarding Partnership Arrangements in place for 12+ months. Review undertaken by Cornwall SCP in November – highlights considerable strengths.
- Fully integrated Customer Engagement services for children's services, SEND and Education.
- QA&P Workforce almost entirely permanent staff with very few vacancies.
- Solution-focussed leadership and management team.
- In 2019 invited by Ofsted to present to Inspectors how quality assurance audits and use of performance data can influence practice.
- Significant external scrutiny since the QA&P division was established – including from Ofsted, Commissioner, and Peer Reviews (see quotes below)...

*"Inspectors agreed with the findings of a small sample of audited cases they evaluated and recognised the rigour and quality of the local authority's auditing work."*

*"An extensive audit programme continues to provide managers with a comprehensive and accurate assessment of the quality of social work practice and frontline management oversight. The significant time and effort invested in a high standard of quality assurance activity is a cornerstone of continuing effective improvement work."*



# Education and Lifelong Learning

Liz Mills

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We work in partnership with local education providers to ensure Surrey children, young people and adults have access to education, and to ensure vulnerable learners are supported to achieve their potential. This includes admission & transport, services for children with special educational needs and disabilities, Active Surrey, Place Planning – identifying future school places to meet demand, Surrey Adult Learning and Surrey Outdoor Learning & Development (SOLD). Our systems and transformation service helps to drive continuous improvement across ELL.

**Asst Director of Education**  
Jane Winterbone

- School place planning
- School admissions
- Alternative provision
- SAfE / Educational Effectiveness
- Surrey Adult Learning
- Schools Relationship and Support Service

**Asst Director for Inclusion and Additional Needs (SE)**  
Sandra Morrison

- SEND
- Race Equality and Minority Achievement
- Speech and Language Therapy
- Educational Psychology
- Specialist Early Education Service
- Physical and Sensory Support Service
- Inclusion
- Access to Education
- Specialist Teachers for Inclusive Practice

**Asst Director for Inclusion and Additional Needs (SW)**  
Tracey Sanders (from 2 August)

**Asst Directors for Inclusion and Additional Needs (NE & NW)**  
Now recruiting

- Tribunals
- Quality Assurance
- Graduated Response
- Learners' Single Point of Access
- Request for Support Pathway
- Team around the School

**Asst Director of Systems & Transformation**  
Mary Burguieres

- Surrey Outdoor Learning and Development
- System Design and Development
- EYES Implementation
- Policy and Strategy
- Commercial and Traded Services

**Asst Director of SEND Transformation**  
Now recruiting

- SEND Strategy
- SEND Transformation PMO
- SEND Partnership Accountability

**Asst Director of Commissioning – SEND and LAC**  
Eamonn Gilbert

Reports to Hayley Connor, Director of Commissioning with matrix working with ELL

- SEND Admissions
- SEND Transport
- Preparation for Adulthood pathways

ELL works closely with Libraries and Cultural Services to support children's learning and development.

# Surrey facts and figures

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- **1,332** Childminders
- **574** Nurseries and Preschools
- **298** Primary Schools
- **57** Secondary Schools
- **25** Special schools
- **110** Independent schools
- **13** Colleges
- **11, 189** Children and Young People with an Education, Health and Care Plan
- **19,000** Children and Young People on 'SEN Support' in mainstream schools
- **199,000** school aged children in Surrey
- **95% of Surrey schools** rated either good or outstanding
- Over **16,000 primary school** admissions and over **12,000 secondary school** admissions every year



# Core responsibilities covered by ELL

- School place planning
- School admissions
- In Year Fair Access
- Alternative provision
- Provision for Early Years funded places for year 3&4
- FEET Applications
- Joint reviews and OFSTED Inspections
- Local Offer
- Surrey Outdoor Learning and Development
- Home to School Transport
- Services for Children with SEND
- Post 16 Provision
- Apprenticeships
- Standing advisory council on religious education (SACRE)
- Free School Meals
- Elective Home Education
- Surrey Safeguarding Children Arrangements
- Keeping Children Safe in Education
- Schools Causing Concern
- Exclusions
- Attendance
- Children's educational attainment

# Key Strategies and Plans



- **SEND Capital Strategy**
- **School Organisation Plan**
- **Alternative Provision Strategy**
- **Outcomes for Disadvantaged Learners**

# Transformation Programmes

## SEND Transformation programme ambitions

### Early joined up identification, response and provision

- Children's needs identified and met at the earliest possible stage
- Families & young people find the system easy to navigate and have access to the right provision to ensure children can reach their potential
- Demand for long term statutory support reduces

### Children thriving in their local communities

- Most children can go to their local mainstream school with the right help and support
- There is enough special maintained provision for those who need it
- Children should be able to live at home with their family.

### Better experiences for families

- Families have access to the right information and advice and it's easy
- They understand what they can expect from the SEND System and are empowered to help themselves and their family
- Receive a consistently good quality service

### Financial Sustainability and better use of resources

- We focus on improving outcomes and value for money in our commissioning of provision and in our decision-making around individual children
- The high needs block is enough to meet children's needs over 5 years and are able to begin to pay back the deficit
- We have robust and accurate tools for financial management and forecasting

### These link to the four dial up areas:

- Growing a sustainable economy so everyone can benefit
- Tackling health inequality
- Enabling a greener future
- Empowering communities

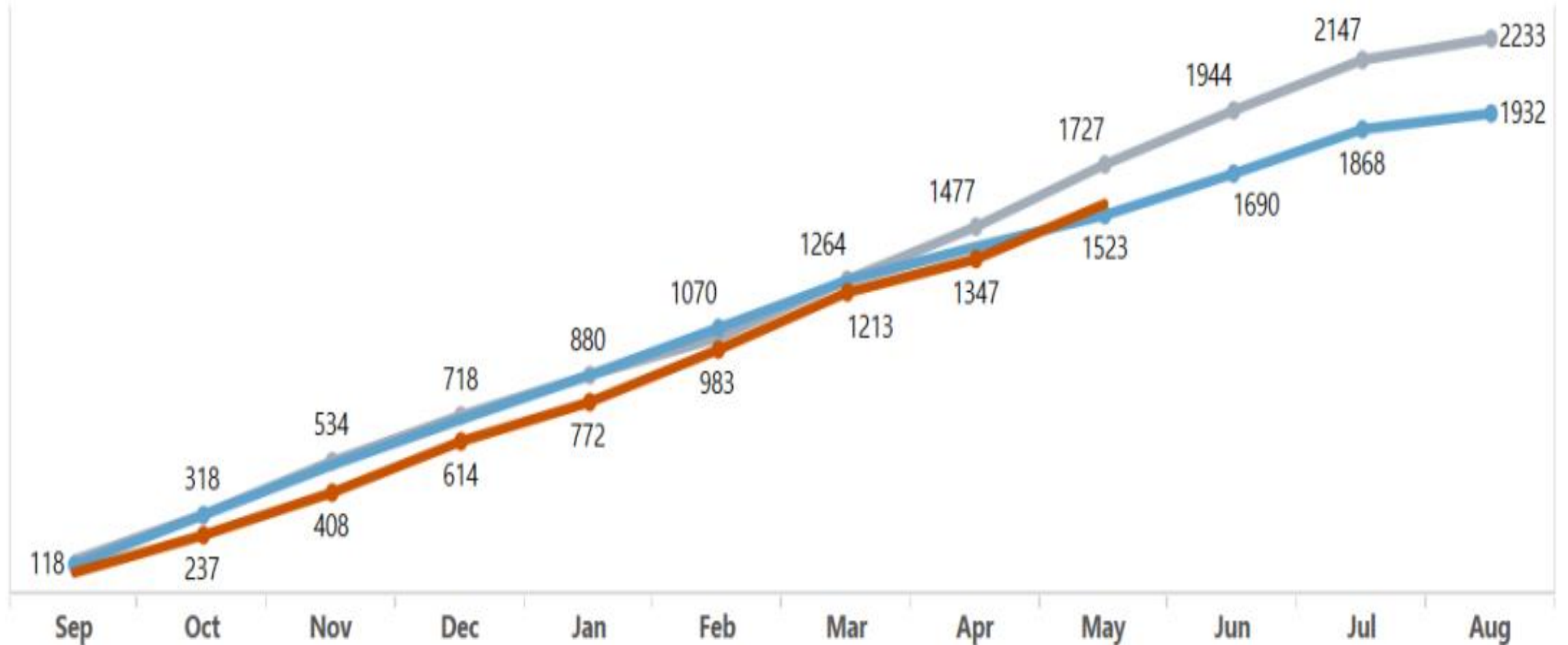
## Surrey Adult Learning Transformation Programme

*A better future for Surrey through Life Long Learning*

- Creating strategic learning partnerships with external agencies: Chamber, DWP, FE Colleges, 3rd Sector
- Agreeing objectives for Surrey learning
- Working together to ensure the whole adult community has access to quality educational provision

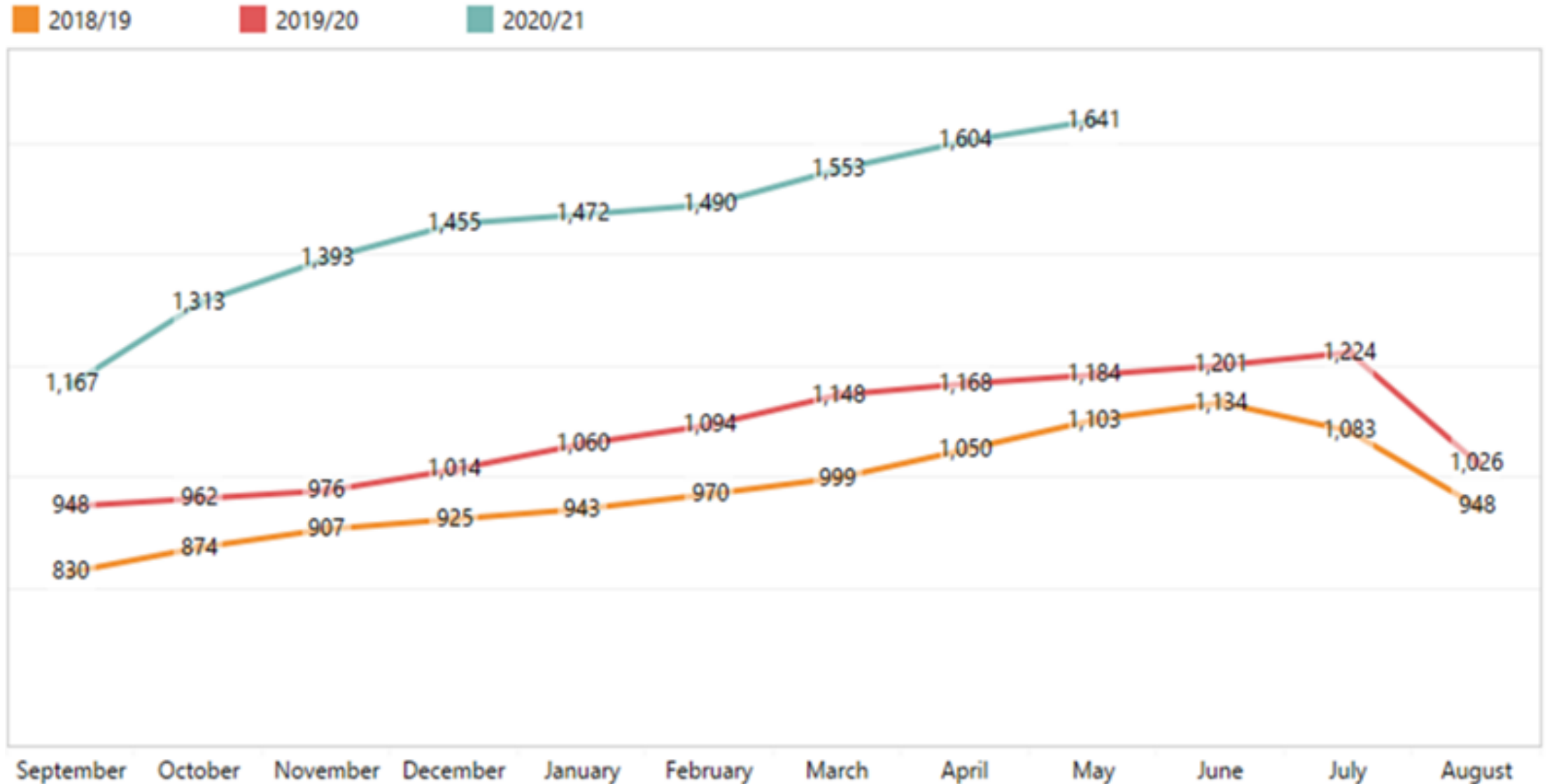
# Performance - 1

Cumulative New EHCP Requests



# Performance 2

Numbers of Electively Home Educated Children, by Year

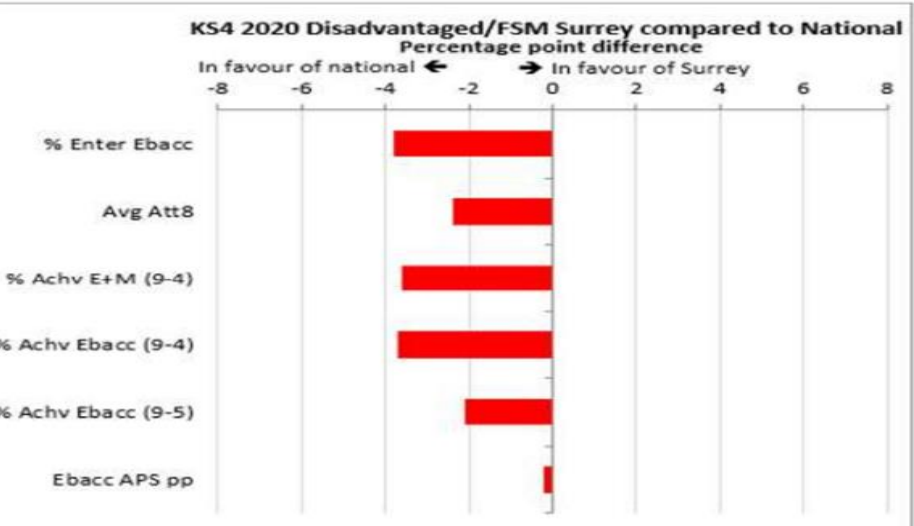
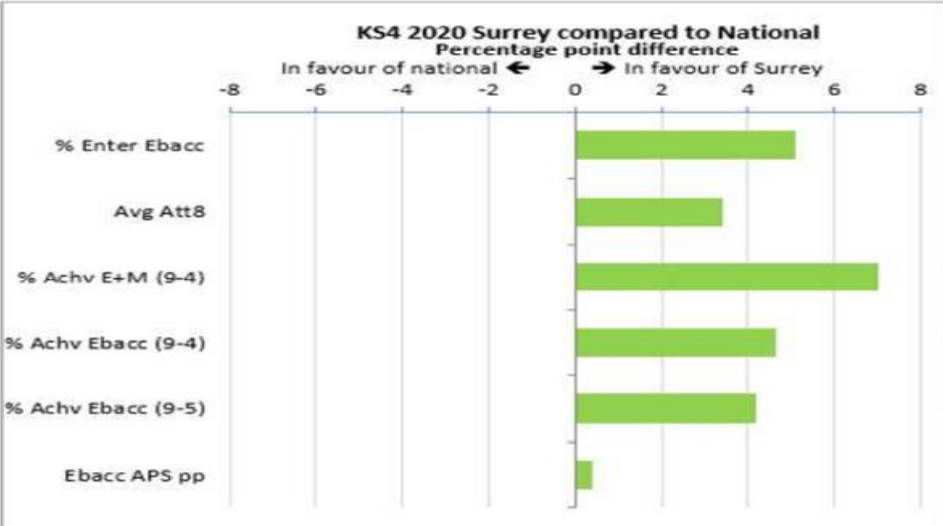




# Performance 3

## PROGRESS AND ATTAINMENT – SEND AND DISADVANTAGE

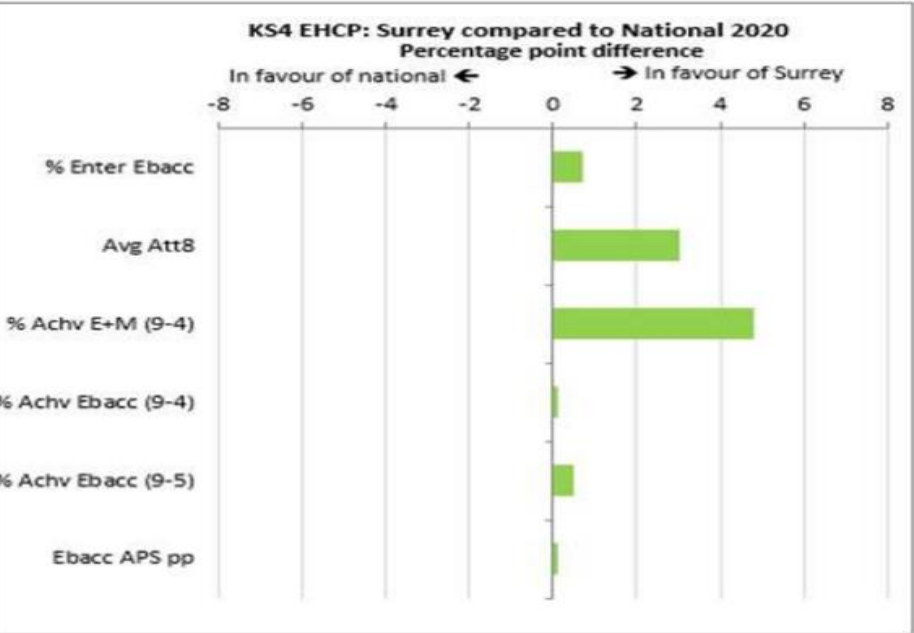
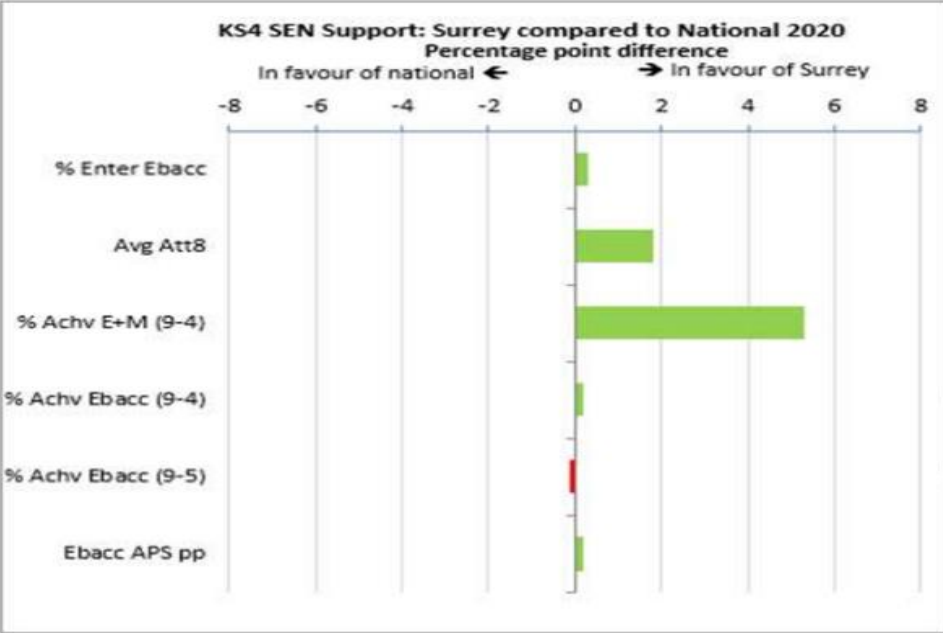
All pupils vs national



Disadvantaged vs national

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SEN Support vs national



EHCP vs national

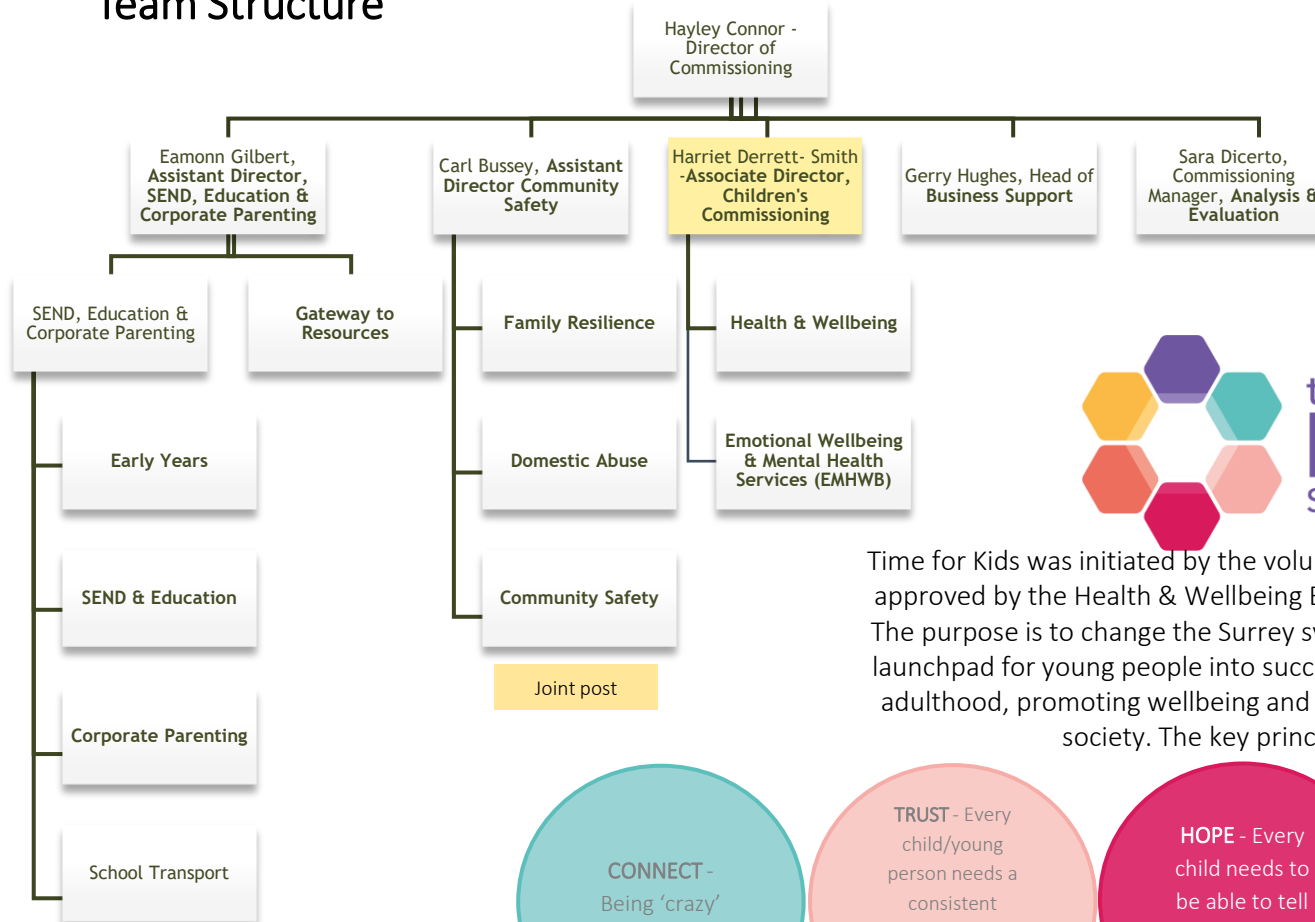


# Children's Commissioning

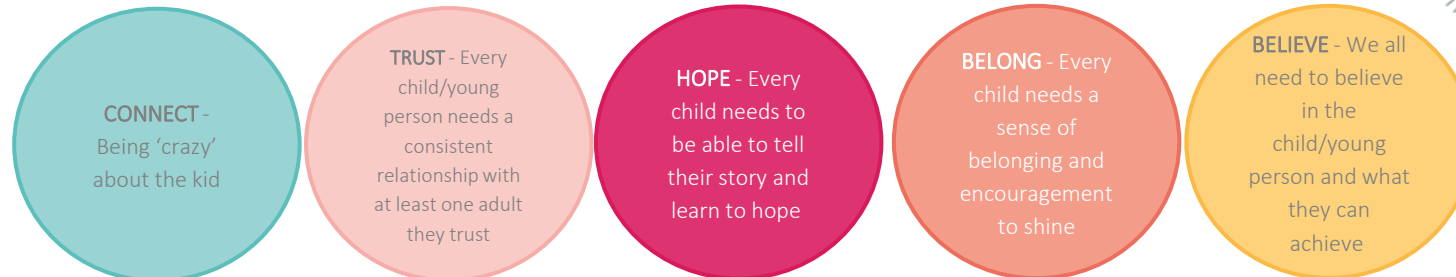
Hayley Connor

# Who we are and what we do

## Team Structure



Time for Kids was initiated by the voluntary sector in Surrey and approved by the Health & Wellbeing Board in December 2019. The purpose is to change the Surrey system to provide a better launchpad for young people into successful and fulfilling young adulthood, promoting wellbeing and ultimately, a sustainable society. The key principles are:



## Practice Model



## *Our Values & Behaviours*

We must always be the strongest advocates for our children and consistently ask 'would this be good enough for my child?' There are 7 Corporate Parenting Principles:

1. To act in the best interests and promote the physical and mental wellbeing of children and young people
2. To encourage those young children and young people to express their views, wishes and feelings
3. To consider the views, wishes and feelings of those children and young people
4. To help those children and young people gain access to and make the best use of services provided by the local authority and its relevant partners
5. Seek to secure the best outcomes for those children and young people
6. For those children and young people to be safe and stable in their home lives, relationships and education or work
7. To prepare children and young people for adulthood and independent living

## *Strategic Commissioning Intentions*

**C.I. 1.** Children and young people should live, learn, and reach their ambitions in Surrey. For those children for whom we are corporate parents this means we will bring them 'home' and stop them having to go to school or be cared for away from their families and community

**C.I. 2.** Children with SEND should have the same access to education and training in Surrey as every other child. This means that we will be developing our local offer, always favouring inclusion so minimising children with SEND having to be educated outside of maintained settings and especially out of the County, away from their families and communities.

**C.I. 3.** Recovery for Covid-19 - understanding the impact on CYP and families in the short and longer term and what this means in terms of needs and demand. Ensure that the learning is utilised in immediate recovery planning and for service design in the future

**C.I. 4.** No one gets left behind - we will close the gap and tackle inequalities in terms of access, service experience and outcomes

**C.I. 5.** We will increase the range of and access to earlier help and timely interventions for children and families and in doing so drive better the outcomes

**C.I. 6.** Improve services for CYP and their families by integrating children and health commissioning functions and teams, playing an active part in the development of new ways of working and models of care/support in Surrey including more multi-disciplinary approaches/ teams and more digitally enabled solutions

**C.I. 7.** Continue to develop our 'Commissioning Community' with our partners and providers by implementing more co-production, promoting innovative models of service delivery that recognises the importance of relationships and subject matter expertise in all areas of our system.

**C.I. 8.** Maximising the assets, we have in Surrey and the things we purchase so we are extracting every ounce of value available from them on behalf of CYP and their families

# Strategic Priorities

## Integration

- Integration of Children's Health & Social Care Commissioning
- Launch and implement all-age ASC strategy
- Development of all-age approach to carers and Young Carers Strategy
- Needs analysis – Children with disabilities
- Deliver the Preparation for Adulthood Transformation Programme
- Creation of joint commissioning strategy for children with the most complex needs

## Financial

- CLFC Savings/Efficiencies Programme - £55.7M in 2021/22
- Inflation & fee uplifts and off contract spend
- Further embed VFM tools in GTR including: Sample cases via CareCubed, Care Place via Alliance
- Complete and sustain focus on IPA and schedule 2 work, ensuring financial interface is timely
- Refine decision making processes and recording, especially multi-agency working to ensure children's needs are met

## Covid-19

- Support to partners and providers to ensure ongoing support for children, young people and families
- Develop greater understanding of impact of Covid-19 on CYP and families
- Deliver Covid-19 recovery plans and define solutions to demand surge

## Partnerships

- Strategic collaboration with Districts & Boroughs
- SAIL – Surrey Appreciative Inquiry and Learning
- Equalities, Diversity and Inclusion Plan
- Supporting the alliance to deliver the new EWB & MH services in Surrey
- Refresh of Surrey CYP EWB & MH Strategy, 2019-March 2022

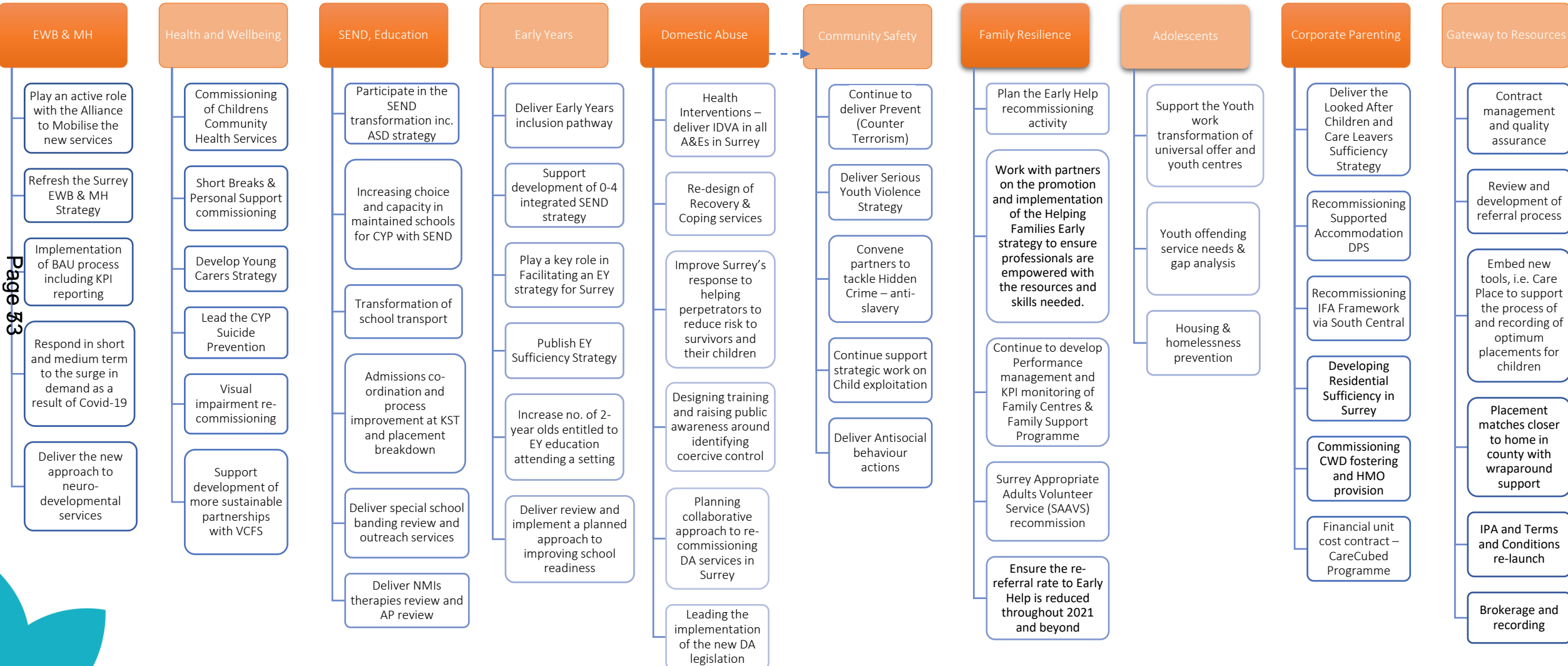
## Digital

- Single View of a Child Programme – Liquidlogic/Integration of LIFT/ DB & I
- Development of The Surrey Care Record and the Little Help Shop
- Creation of CYP EWB & MH Insight Hub
- Deliver the commissioning compendium and the digital enhancements made to the collection of data

## Deliver the Transformation Programme

- Delivery of PVO Programme (Placement Value Outcomes)
- Delivery of DA Programme (Domestic Abuse)
- Delivery of SEND commissioning sufficiency strategy (Special Educational Needs and Disabilities) – by August 2021
- Deliver the Looked after children and care leavers sufficiency strategy – Year 1 plan to March 2022
- Preparation and planning for commissioning of children's community services

# Commissioning Priorities



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