



**Children's Services performance  
report  
For Woking Local Committee  
13 November 2002**

**KEY ISSUE:**

This report sets out the current performance of Children's Services and provides an overview of the County picture along with some specific borough highlights.

**SUMMARY:**

This is an interim report highlighting performance for the year 2002 against Quality Protects and Best Value performance targets for social care. It does not provide a full borough analysis, as this is not possible at the current time. The report does not include information for education services to children with special needs and this will be provided in subsequent reports.

**OFFICER RECOMMENDATIONS:**

**The Committee is asked to**

**Note the performance of the service across the County and performance for the Woking Area**

**Note the changes to the children's service in Surrey.**

**Provide feed back on improvements that can be made to Local Performance reports to facilitate discussions on services for children and local needs**

**Endorse the measures to be taken to improve performance to vulnerable children.**

**Recognise the resource required if improved performance is to be achieved.**

## Part 1

### 1. Introduction and Background

1.1 The Children & Young People's Service has only recently been established following the introduction of a significantly different approach to service provision for Surrey in April 2002. The Children's Service integrates services for children and young people across the former Social Services and Education Departments. The service became fully operational from September 2002.

1.2 The Best Value review of children with special Needs in November 2000 recommended the integration of Social Services Children's service and the Education Children's Service into one new 'Surrey Children's Service.'

1.3 The key aims were to:

- Ensure the safety of all Surrey children, and the identification and protection of those who are vulnerable.
- Make our best practice and processes centred on the needs and timescales of children and young people and their families.
- Develop preventive strategies and ensure that children and young people are included into local initiatives, which reduce the needs for targeted and specialist services.
- Focus on the achievement of all children, especially those who have additional needs so that they are able to fulfil their potential for development.
- Ensure that the County Council acts as best corporate parent throughout its functions.

1.4 Key aspects of the new service are:

- Integrated service management at an area level
- Integrated planning and service development
- Clear information and processes for children and families

1.5 As the service is evolving the following benefits have already been noted:

- Coordinated joined up management structures in place
- Children's Service performance structures in place to meet the requirements of external inspection

- Clear Area Management links to progress multi-agency work across Primary Care Trusts' Health, schools and voluntary sector
  - Improved practice in residential boarding schools as a result of the work of Residential Care and Support Unit
- 1.6 Education Children's Service was working to four areas, and Social Care to five. It was decided to continue with these existing boundaries at the inception of the service. A decision regarding alignment of boundaries will take place after the outcome of the Joint Review (inspection by the Audit Commission and Social Services Inspectorate) and OFSTED is known. Arrangements across the five Primary Care Trusts are still being developed, with draft plans for area Children's Partnership Boards currently being discussed.
- 1.7 The National Assessment Framework was implemented in Surrey in November 2001. We set up specialist assessment and childcare teams to work alongside our Family Centres to meet the requirements demanded by the 1999 Social Service Inspectorate inspection.
- 1.8 The Assessment Teams like those in other authorities have not met the time limits set by the Department of Health for assessment. We are still in the early phase of monitoring the work of these teams. An audit has just been completed with the report due in November 2002. It is likely that an in depth action plan will be developed once the report is agreed.

## **2. Data on Service Delivery**

- 2.1 For percentage of population 0-17 on Child Protection Register (see Annex 1)  
(Taken from CPR Register as of 30/6/02)
- 2.2 For percentage of population 0-17 Looked After (see Annex 1)  
(All children for whom we have corporate parenting responsibilities for as of 30/8/02)

## **3. The committee are asked to note that:**

### **Performance**

- 3.1 Performance is monitored quarterly against Quality Protects programme, Best Value and Making Surrey a Better Place Targets. The main external scrutiny for the service takes place through the performance Assessment Framework. Spring and autumn targets are assessed against previous performance and targets set. This has a direct effect on the services Comprehensive Performance rating and Joint Review outcomes.

- 3.2 The social care service is due to have a Joint Review in February 2003 and preparations are currently taking place to prepare for this. The Education Service is also preparing for an OFSTED inspection to take place in February 2003. The department is still awaiting formal notification of the outcome of Comprehensive Performance Assessment, which took place in June 2002.
- 3.3 The Social Service Inspectorate has judged Surrey services 'to be serving some people well and with uncertain prospects for improvement.' The social care service along with adults has been judged as a one star authority and the service is currently working on an action plan to improve performance to two stars.
- 3.4 Some of the reasons the Social Service Inspectorate has judged the prospect for improvement as uncertain are because:
- The effectiveness of the People First changes has yet to be demonstrated
  - Surrey continues to experience difficulties in recruiting and retaining staff.

### **Child Protection**

- 3.5 Surrey's *child protection practice* appears vigilant. All Surrey children on the child protection register have an allocated social worker despite vacancies in a number of front line teams. Also, as reported to the Audit Commission Best Value Indicators 2000/01, 89% of Surrey children on the child protection register were visited at least six weekly by their social worker, which is 12% higher than the national county average. Surrey has recently undergone an inspection by the Social Services Inspectorate on Children's Safeguards. The feedback indicates that there are effective relationships between key agencies at both strategic and operational levels. There was evidence of a commitment to the safeguarding of children by all the agencies inspected and trust and confidence has been built up over a number of years. We have just received the formal report and will be developing an action plan to take account of the issues raised.
- 3.6 Surrey was asked to 'investigate urgently' its performance on the completion of child protection reviews (PAF C20). Two thirds of reviews were completed on time during 2000/01. This relatively low proportion came about for two reasons. Firstly, because child protection staff wished to ensure that parents and all key professionals were present at each of these meetings. Secondly, because review meetings were postponed a week or so beyond the required date in order to achieve full attendance. It is essential that parents attend these conferences if they are to become and remain committed to the agreed child protection plan. Surrey has achieved a good record in encouraging parental participation, with around 85% of reviews attended by at least one parent.

- 3.7 Nevertheless, in light of this performance, Surrey social workers are sharpening their practice to ensure that the review deadlines are not missed, and the full year Performance Indicator for the year to 31 March 2002 demonstrates real improvement at 81% of reviews completed within time scales. The latest available quarterly figure related to this indicator is for June 2002 and indicates that 90% of Child Protection conference reviews were held within statutory time scales. This information is provided to demonstrate that current performance is at a much better level than the full year figure indicates and will continue to improve, ensuring we are not penalised in the future.

### **Children Looked After**

- 3.8 The numbers of children 'looked after' (i.e. for whom Surrey County Council are providing care for) are proportionately lower in Surrey than for the shire average, although the 'looked after' population has increased slightly (between 2001 and 2002), reflecting a national trend. The percentage of children in family placements excluding those placed with parents stood at 93% at the end of June 2002.
- 3.9 Between March 2001 and June 2002, there has also been a 9% increase in foster / adoptive placements for all ages (from 67% to 76%) and a 14% annual increase for under tens (from 79% to 93%). With regard to placement stability only 9% of children had three or more moves in 2001/2. This is better than the regional and national average (13 & 12% respectively). 72% of children looked after for more than four years had lived with their current foster carers for the last two years. This is around 20% better than the regional and national average. 48 children were adopted in 2001/2002, two more than the year before.
- 3.10 The percentage leaving care with at least 1 GCSE / NVQ increased from 41% to 55% over this period although Surrey fared less well on the % achieving 5 GCSEs A-C (7.4% compared to a SE average of 26.5). This percentage is a ratio of all Surrey children, as the general attainment in Surrey is high this shows a wider gap with those who are Looked After. Surrey also has a higher proportion of children who have special educational needs, this further contributes to this performance result.
- 3.11 Performance levels have fallen in some other areas of 'looked after' measures e.g. routine health checks (5% lower), 5 or more GCSE passes (6 fewer), numbers of children with disabilities having short term breaks (12 fewer). Also the SATS results for looked after children were mixed with some improvements in certain age groups but some deterioration in others. Another area for improvement concerned the relatively higher numbers of children placed outside the authority.
- 3.12 In line with the Children (Leaving Care) Act 2000 requirements, Surrey remains strongly committed to supporting its care leavers, 30% of whom have additional needs (e.g. learning disabilities, mental / emotional health needs). However, in 2001/2, 26 nineteen-year-old care leavers (47% of the

annual cohort) were in employment, education or training. This was 20% fewer than in 2000/1 and at the end of the year 40% of care leavers were unemployed. 84% of this group are still assisted by social work staff. The new Connexions service will be fully utilised in supporting more care leavers to secure employment or training. All care leavers will also have a Pathway Plan in place by March 2003. It is planned that the proportion of 19-year-old care leavers who have suitable accommodation will increase from 71% (0.5% below target) to 80% this year, with a further increase to 92% by March 2003. A joint accommodation strategy has been agreed with local housing authorities to underpin this plan.

3.13 The establishment of the Multi Professional Teams within the new area model will mean that higher priority can be given to supporting children looked after. Currently senior managers across social care and education areas meet to problem solve and promote the educational needs of this group. We have also developed initiatives to support young people in a variety of placements.

- Community & Placement Support Team
- Family group Conferences
- Therapeutic support to children and carers
- Education of L.A.C. Meeting
- Residential schools support team

## Part 2

### 1. Introduction

This part of the report summarises Service Provision, and sets out some key data for the Woking Area.

### 2. Profile of Children's Service's Teams serving the Woking Area

- 2.1 Assessment Team - Manager: **Lynne Kendrick**  
 Trizanzia House,  
 74 Chertsey Road,  
 WOKING, Surrey.  
 GU21 5B  
 Tel.: 01483 730361

The team establishment is:-

- two Assistant Team Managers
- twelve Social Workers
- two Referral and Information Officers
- one Social Work Assistant

The Core Services provided for Woking and Surrey Heath are:-

- taking new referrals
- initial assessments
- child protection investigations
- initial legal proceedings
- initial child protection registration
- initial work with 'Looked After Children'

- 2.2: Children's Team - Manager: (Job Share)  
**Julia Slater / Margaret Bennett**  
 157 Frimley Road,  
 CAMBERLEY, Surrey.  
 GU15 2PZ  
 Tel.: 01276 688000

The team establishment is:-

- two Assistant Team Managers
- eleven point eight Social Workers (two point six vacancies)
- one point eight Social Work Assistants

The Core Services provided for Woking and Surrey Heath are:-

- longer term work with children on the Child Protection Register, and their families
- case management for 'Looked After Children'
- legal proceedings
- private fostering
- unaccompanied minors (asylum seekers)





- 2.3: Family Centre Team - Manager: **Lisa Seeley**  
Shaw Family Centre,  
Chobham Road,  
WOKING, Surrey.  
GU21 4AS  
Tel.: 01483 761195

The team establishment is:-

- one Assistant Team Managers
- five point five Social Workers (one vacancy and point five maternity leave)
- four Family Support Workers (one vacancy)

Their services provided for Woking and Surrey Heath are:-

- core assessments
- work with high risk 'Children in Need'
- contact arrangements
- family group conferences
- parenting programmes/Group Work

- 2.4: Multi-Professional Team - Manager: **Paula Evans**  
The Meads,  
Runnymede Centre,  
Chertsey Road,  
ADDLESTONE, Surrey.  
KT15 2EP  
Tel.: 01932 570454

This is a new and large team, established with the integration of the former 'Education Children's Service', within the new Surrey Children's service.

The Multi-Professional Team consists of the following services, which were formally county services and are now within the area structure:-

- Education Psychology
- Education Welfare
- Learning and Language Support
- Behaviour and Pupil Support
- English as Additional Language
- Special Need's Administration

These professionals will group together to offer integrated support to schools.

The work of these teams will be reported in detail at a later date.

- 2.5: Children with Disabilities Team - Manager: **Hazel Denman**  
South West Area Office,  
Grosvenor House,  
London Square,  
Cross Lanes,  
GUILDFORD, Surrey.  
GU1 1FA  
Tel.: 01483 517950

This team currently provides services for children with disabilities, and their families, across West Surrey.

The service is to be integrated within the Area Structure during the coming year.

### **3. Pressures and Issues in Social Care in Woking**

- 3.1: The Social Work Teams in the North West of the County generally have a history of low staff turnover which allows a consistency of approach and a high level of service. The West Children's Team however, currently has vacancies which creates a big pressure for staff in post.
- 3.2: The most significant issue in managing work in the three teams is balancing the demands of long term complex cases where there are statutory responsibilities, with the demand to assess new referrals.

Alongside this we need to find time for preventative work with lower need situations.

- 3.3: As at 30.06.02 there were thirty children on the Child Protection Register. This figure is the fifth highest Borough in Surrey, with the percentage of the Child Population 0-17 being in line with the national average. (see Annex 1)
- 3.4: As at 30.06.02 there were 107 children looked after by the Local Authority. This is the highest Surrey Borough, and just below the national average. (see Annex 1)
- 3.5: Foster Carer Recruitment remains a priority in the County and all campaigns are run across the eleven boroughs. Support and payment to Carers is under constant review to ensure that we remain competitive with surrounding authorities.

#### **4. Financial Implications**

There are a number of financial requirements if the performance of childcare teams is to meet the required standard to bring services to children and families up to two stars. This is currently being analysed and work done to match what can be achieved against already overspent budgets.

#### **5. Crime and Disorder Implications**

- 5.1 An action plan is to be developed to assess the disparity between the child population and offences committed in Surrey and the higher numbers found amongst the Looked After children population.

#### **6. Equalities Implications**

- 6.1 All services are to be provided with due regard to the ethnicity and cultural needs of children and families. It has been highlighted that services to minority groups requires improvements. The service has already undertaken an audit of services provided to minority Looked After children and an action plan is being developed to ensure service are improved. Services to Ethnic minority children are monitored through the Performance Assessment Framework E44 and so our improvement in this area is essential.

#### **7. Conclusions and Reasons for Recommendations**

- 7.1 The following actions have been agreed and are being regularly reviewed to ensure continued performance in this area:
- 7.2 The service will continue to focus on key priorities for child protection and Looked After Children while seeking to develop preventive support services. The key priorities for the service are:
- Improve support to carers and staff to monitor the health of Looked After Children
  - Link Looked After Children health plan book with child care review documentation
  - Improve and monitor tracking systems for care leavers.
  - Child protection case conference reviews to be scheduled for 5 months instead of every 6 months
  - Progressing work on a multi agency assessment format to improve the response times and quality of assessments.
- 7.3 The post of Adoption Specialist will help to progress the work for placement of children earlier in permanent placements. Although our

figures for adoption and placement stability remain good we will continue to improve the process.

- 7.4 There is now a clear process agreed with Area Managers and other senior managers to monitor all children's indicators and drive through systematic improvements. There is now a clearer understanding of the performance Framework and Surrey's position in relation to it's neighbouring authorities.

**Report by: Head of Performance      Lorna Scarlett**

---

**LEAD/CONTACT OFFICER:      Judy WRIGHT**

**TELEPHONE NUMBER:      01932 570454**

**BACKGROUND PAPERS:**

---

**ANNEX 1****% of population 0-17 on the Child Protection Register as at 30/06/02****Area**

Epsom &amp; Ewell

0.22

Elmbridge

0.11

Guildford

0.18

Mole Valley

0.11

Reigate and Banstead

0.25

Runnymede

0.03

Spelthorne

0.24

Surrey Heath

0.09

Tandridge

0.10

Waverley

0.10

Woking

0.14

National as at 31/03/01

0.24%

Surrey

0.14%

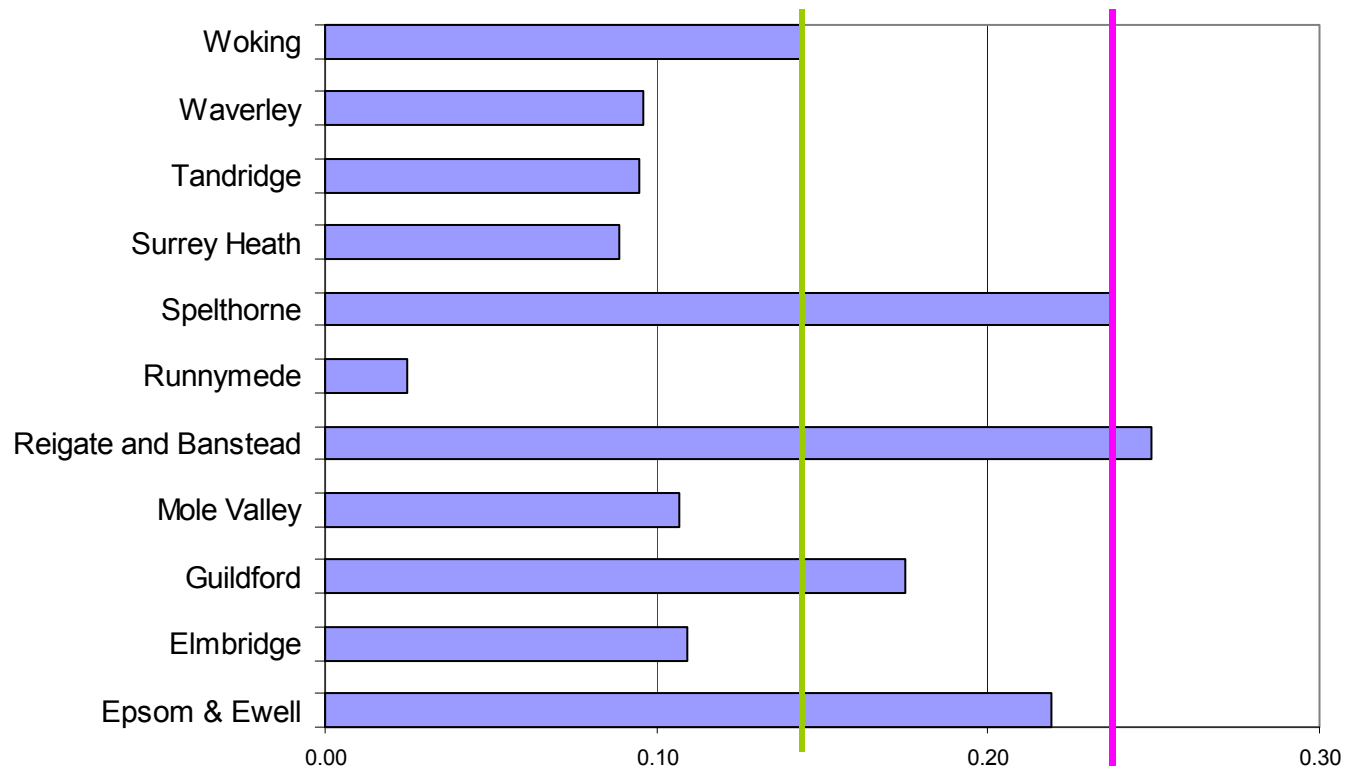
**SOURCES**

Population data: 2000 mid -year estimates

Surrey CPR data: ACPC Report 30 June 2002

National CPR data: Children and Young People on Child Protection Registers - Year Ending 31 March 2001, England, Department of Health

**% of population 0-17 on the Child Protection Register as at 30/06/02**



Green line (first vertical line) = Surrey:- 0.14%

Pink line (second vertical line) = National:- 0.24% (as at 31/03/01)

**% of population 0-17 looked after as at 30/08/02**

<b>Area</b>	
Epsom & Ewell	0.23
Elmbridge	0.17
Guildford	0.30
Mole Valley	0.27
Reigate and Banstead	0.46
Runnymede	0.21
Spelthorne	0.27
Surrey Heath	0.13
Tandridge	0.15
Waverley	0.17
Woking	0.51

National as at 31/03/01 **0.52%**

Surrey **0.26%**

**SOURCES**

Population data: 2000 mid -year estimates

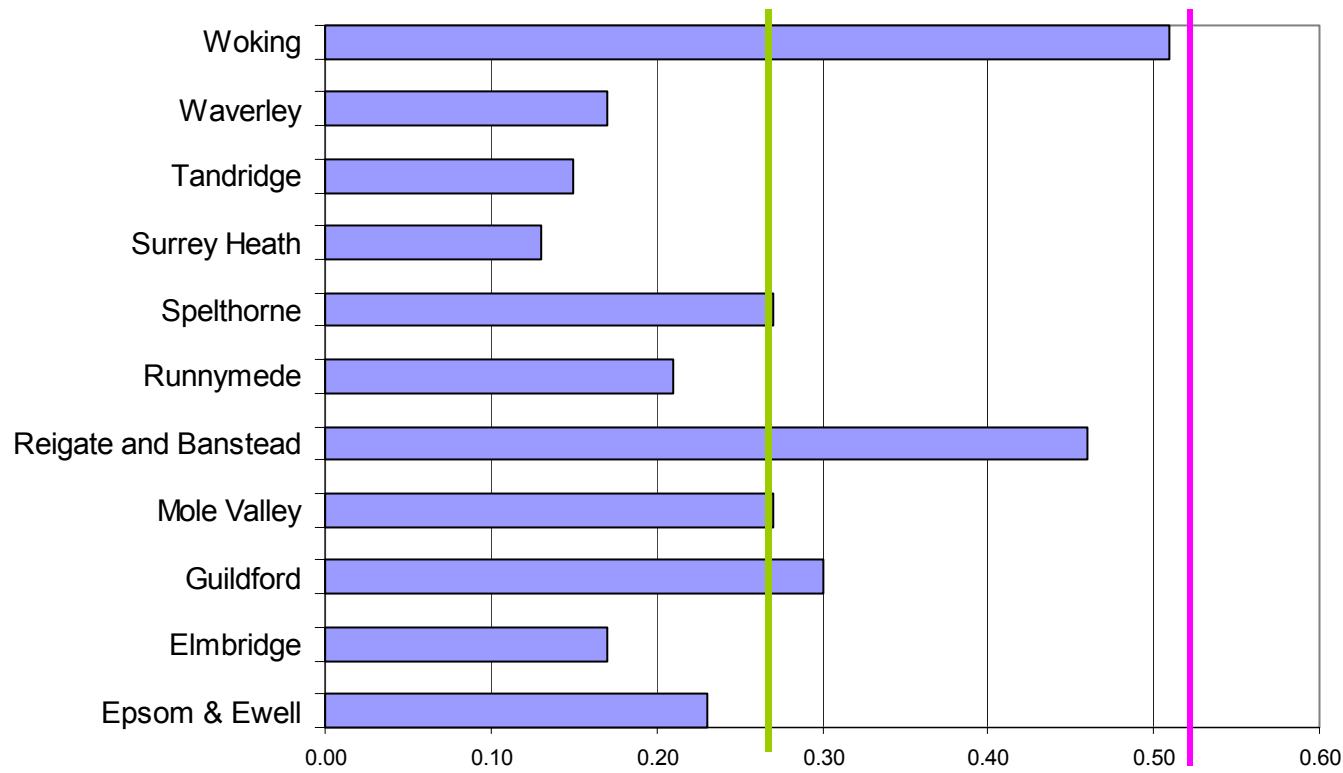
Surrey CLA data: SSID Report SRCLA65L

National CLA data: Children looked after in England: 2000/2001, Statistical Bulletin, Department of Health



Item 7

**% of population 0-17 looked after as at 30/08/02**



Green line (first vertical line)= Surrey:- 0.26%

Pink line (second vertical line)= National:- 0.52% (as at 31/03/01)