



Children's Service Performance Report

Local Committee for Woking 22 October 2003

KEY ISSUE:

To report on the performance of the Children's Service during 2002/03.

SUMMARY:

This report sets out the current performance and key issues for Surrey Children's Service for Social Care, Early Years and Childcare, and Youth Justice. An overview of countywide service issues is provided, as well as Borough/District specific data and discussion. A separate report focussing on the Multi Professional Team's services for children with special educational needs will be provided in the spring, in line with the agreed schedule for local committee reports.

OFFICER RECOMMENDATIONS:

The Committee is asked to:

Note the performance of the service countywide, by area and locally.

Provide comment and feedback on the operation of the service and the content of the report.

Service Context

Structure and Organisation

1. The social care teams in Surrey Children's Services were configured to their current structure and roles in June 2001. Formation of the Multi Professional Teams in each Area, began in September 2002, and they are now re-forming into sub-area teams serving defined groups of schools. The service is currently working towards re-configuring the social care teams from five groups to four, to be co-terminus with the Education Area boundaries.

Key Issues

Joint Review

2. Preparation for a Joint Review by the Social Services Inspectorate and Audit Commission started about a year ago. The Joint Review looks at all the authority's social services functions.
3. The feedback received so far identified strengths and priorities for action.
4. It should be noted that the service had, in every case, identified the areas for development prior to the Joint Review. A detailed improvement plan is in place and progress is closely monitored.

Lord Laming's Report on the Victoria Climbié Enquiry

5. The Laming report made 108 wide-ranging recommendations, and the Department of Health required every local authority to audit their services in relation to the issues raised.
6. As a result of the Surrey audit and feedback from the Department of Health there is a wide range of activity in place to address the areas identified for development.

Partnership Working – Highlights

7. As the new service has begun to settle, crucial multi-agency partnership arrangements have continued to develop. These are overseen by a Surrey Partnership Board, to which a Children's Partnership Executive Group reports. More recently, a framework for Area-based Partnership Groups has been agreed. Finally, under a new Government initiative, Chief Executives of all local authorities have been required to lead on the development of a Local Preventative Strategy for Children and Young People at risk of Social Exclusion and work is now in hand to agree and clarify the County, Borough and District levels of the strategy. This is seen as an important policy drive for one of Surrey Children's Services key aims, which is to develop preventive strategies to reduce the need for targeted and specialist services.

Recruitment/retention of staff and workflow

8. Recruitment of social workers, particularly to Assessment Teams, has continued to be a real challenge, with some teams experiencing up to 50% vacancies and

relying for protracted periods on agency workers. Many agencies are now finding it hard to meet the demands of social work teams both nationally and locally. Steps to address this problem include: -

- i) Development of trainee scheme.
- ii) Increased skills mix in teams.
- iii) Appointment of Development Manager (HR) specifically to address these issues.

9. Further details on these key issues are set out in Annex 1.

Local focus on the Children's Service in Woking

Local Focus on Social Care

10. Local service delivery issues:

The teams currently delivering services to Woking also provide for Surrey Heath as well. These are:

- The West Assessment Team) Both based in Woking.
- The West Family Centre)
- The West Children's Team – based in Camberley.

11. Team Issues

- Retention and recruitment of social work staff has continued to be a challenge in the context of a national shortage of qualified social workers.
- The recruitment of assistant team managers has been particularly difficult.
- The joint review were however complimentary about safe practice; however it is stressful to always maintain this.
- Because of high demand, as indicated at 8, it has been necessary for the family centre to hold case responsibility for more children on the child protection register and looked after children.
- The result is less time available for preventative work and early intervention.

12. Impact of boundary changes

- An alignment of education and social care boundaries is currently in progress (1).
- This will result in the above teams also undertaking work for Runnymede and staff changes into four areas. Teams serving Woking will be known as the North West Area.
- A senior management forward planning group is overseeing this work. Task groups involving front line staff are looking at the details of the implementation.

- These changes coincide with changes brought about by the Office Project. The North West teams will be relocated somewhere in the Woking area. This will have the advantage of co-locating education and social care staff.
- The Children with Disability Teams, currently arranged as an East and West team, will be located in the four areas.
- This will enable closer working with the education and multi professional teams, and health colleagues to ensure integrated care plans and better informed service planning.

13. Multi agency working

The Social Care Team Managers involve themselves in local initiatives as much as other demands permit. These include the family centre working with some schools to prevent exclusions, liaison with Home Start and membership of the Community Intervention Action Group. There is very close working with the Woking PCT via the NW Partnership Group.

14. Borough Statistics

- **Child Protection**
There has been an increase in the number of children on the child protection register in the last year from 30 (5.3% per 1000) to 37 (6.5% per 1000). The overall County trend has been up and Woking has the 5th highest percentage in the County.
- **Looked After Children**
Within the same period, the number of looked after children has increased from 89 (15.7%) to 92 (16.2%). This places Woking as the Borough with the second highest percentage in the County.

Both these increases represent small numbers but hide a great deal of extra work and complexity.

- **Educational Attainment Data for Looked After Children**
Unfortunately this data is not currently available at a borough level.

Local Focus on Youth Justice

15. The table below shows a breakdown of cases of youth offending by borough during 2002/03.

	Elmbridge	Epsom and Ewell	Guildford	Mole Valley	Reigate and Banstead	Runnymede	Spelthorne	Surrey Heath	Tandridge	Waverley	Woking	All Surrey Offences
Criminal Damage	5	9	15	4	14	4	7	8	2	7	8	83
Burglary (Domestic and Non-Domestic)	2	3	6	1	5	5	5	0	4	2	0	33
Drugs	6	3	9	3	8	3	10	4	3	3	6	58
Motoring Offences	4	10	18	4	8	6	13	5	0	7	5	80
Public Order	2	1	6	4	11	3	4	8	0	8	6	53
Robbery, Theft and Handling Stolen Goods	13	7	17	3	33	10	14	5	7	16	12	137
Vehicle Theft/Unauthorised Taking	5	2	6	0	5	3	10	2	0	1	5	39
Violence Against the Person	14	3	16	8	19	9	8	6	6	10	9	108
Other (including Arson, Fraud, Racial & Sexual)	7	12	22	6	11	7	14	9	2	8	6	104

Local Focus on Early Years and Childcare

Early Years Childcare Places in Woking

Childcare	No. of Early Years Childcare Places (i.e.0-5)		No. of Out of School Childcare Places (5-14)		No. of recruited childminders	Population	
	Settings	Places	Settings	Places		0-5	5-14
Woking	37	1,180	26	1041	164	5,679	11,719
Surrey Av.	45	1,462	20	920	168	5,714	11,895

16. The data available indicates that, working on the Surrey average, there are sufficient childcare places for children 0 - 4 years available across Woking Borough. By grouping the population figures of children aged between 0 - 4 years and the number of childcare places available into geographical areas, there is a small over capacity in Sheerwater and Maybury and also in the Knaphill, St Johns, Mayford and Sutton Green Wards and a small under capacity in Goldsworth Park and Horsell. However as Goldsworth Park and Horsell are near to both Woking, Chobham and Knaphill, parents are able to access childcare relatively easily.

Childminders also offer childcare places locally, therefore making Woking well served currently.

Woking – Out of school hours childcare.

17. The data confirms that there is a lack of out of school hours childcare in Woking, as there is across Surrey. Kingfield and Westfield are well served but areas including Goldsworth Park, Knaphill, Horsell & Woodham and Brookwood are in need of development. Currently 8 schools have breakfast clubs, 16 have afterschool clubs and 15 have holiday playschemes or access to local facilities very close by. Development Officers are currently working with a number of schools.

Early Education

Early Education	No's of places funded by the NEG for Summer 03*	Number of places funded as a % of all 3 & 4 yr olds	Population of 3 and 4 yr olds.**
Woking	987	44%	2237

* NEG (Nursery Education Grant) places are funded for five days per week per term. One such NEG funded place can be shared by more than one child.

** Population figures are taken from Census 2001 figures.

18. The data available indicates that Woking has sufficient early education places across the Borough. The quality of the settings is generally good with only one setting currently being required to meet a rigorous action plan of improvement. Settings are supported using the 'hub and cluster' model. Settings in Woking attend training sessions and have access to a qualified teacher at hub settings in Kingfield School and St Hugh of Lincoln Primary School. From September, each cluster group will also have the support of an Early Learning Advisor.

August 2003			
Funded 'Early Years' places for 3 and 4 year olds			
	Settings	Funded places	Funded places per 1000 population
The number of education settings and places for Summer term 2005; for the non maintained sector (excluding maintained and independent schools)			
Elmbridge	41	842	255
Epsom and Ewell	28	541	346
Guildford	60	1,000	350
Mole Valley	43	588	301
Reigate and Banstead	54	720	233
Runnymede	29	395	224
Spelthorne	35	450	214
Surrey Heath	41	710	346
Tandridge	39	700	352
Waverley	65	1,058	380
Woking	36	716	310
Not Recorded			
Outside Surrey	3	71	
Total Workload	474	7,791	302
Sources: Manual records			
Notes: (a) Funded places per 1000 population calculated using the 2001 Census information.			

Further Details on Key Issues for the Children's Service

1. SERVICE CONTEXT

a. Structure and Organisation

The social care teams in Surrey Children's Services were configured to their current structure and roles in June 2001. The integration with special education services, with the formation of the Multi Professional Teams in each Area, began in September 2002, and the last year has seen a significant continuing change programme for education professionals as they have re-formed into sub-area multi-disciplinary teams serving defined groups of schools. The service is currently working towards re-configuring the social care teams from five groups to four, to be co-terminus with the Education Area boundaries: this will result in limited changes at team manager level, the re-location of a number of social care staff, and the transfer of case-holding responsibility for clients living in the Spelthorne and Mole Valley areas in particular.

b. Key Issues

Joint Review

Preparation for a Joint Review by the Social Services Inspectorate and Audit Commission started about a year ago. The Joint Review looks at all the authority's social services functions.

In the feedback received so far identified strengths for Children's Services included:

- i) Good practice in front-line work and good case files
- ii) The quality of our children's homes
- iii) Youth Offending Team
- iv) Adoption Service
- v) Child and Adolescent Mental Health Service (CAMHS)
- vi) Area Child Protection Committee
- vii) Improved performance for assessments and Child Protection review timescales

Priorities for action included:

- i) Improve the range of support services to children and clarify role of Family Centres
- ii) Develop the range of placements for looked after children
- iii) Improve services to care leavers
- iv) Improve service planning

- v) Enhance devolution of decision-making and communication

It should be noted that the service had, in every case, identified the areas for development prior to the Joint Review. A detailed improvement plan is in place and progress is closely monitored.

Lord Laming's Report on the Victoria Climbié Enquiry

The Laming report made 108 wide-ranging recommendations, and the Department of Health required every local authority to audit their services in relation to the issues raised under the following headings:

- i) Referral
- ii) Assessment
- iii) Allocation – Service Provision and Closure
- iv) Guidance
- v) Training and Development
- vi) Organisation and Management
- vii) Governance

As a result of this audit and feedback from the Department of Health there is a wide range of activity in place, most of which was already underway prior to the Laming Report, to address the areas identified for development, including:

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- i) Increased management audit activity.
- ii) Project to improve our Assessment work on a multi-agency basis.
- iii) Improved management information and performance monitoring mechanisms.
- iv) Improved workflow and allocation processes to manage risk throughout the system.
- v) Enhanced role and new job profile for hospital social workers.
- vi) Project group to improve out of hours service response to children.

Managers and staff throughout the organisation have been significantly and positively involved in preparing for and responding to the Joint Review and to Laming, in addition to managing the Surrey change agenda, and "business as usual".

Partnership Working – Highlights

As the new service has begun to settle, crucial multi-agency partnership arrangements have continued to develop. These are overseen by a Partnership Board, to which a Children's Partnership Executive Group reports. More recently, a framework for Area-based Partnership Groups has been agreed and is already up and running in some areas. Joint Planning for children with the Primary Care Trusts has been evident in the Surrey Children's Service contribution for the first round of PCT "Local Health and Social Care Delivery Plans": this new formal partnership will provide a good basis for future joint

work on children's services locally. Finally, under a new Government initiative, Chief Executives of all local authorities have been required to lead on the development of a Local Preventative Strategy for Children and Young People at risk of Social Exclusion: a major stakeholders conference in June launched this process, which will be overseen by the Children and Young Peoples' Partnership Board, and work is now in hand to agree and clarify the County, Borough and District levels of the strategy. This is seen as an important policy drive for one of Surrey Children's Services key aims, which was to develop preventive strategies to reduce the need for targeted and specialist services.

Recruitment/retention of staff and workflow

Recruitment of social workers, particularly to Assessment Teams, has continued to be a real challenge, with some teams experiencing up to 50% vacancies and relying for protracted periods on Agency Workers. Many Agencies are now finding it hard to meet the demands of social work teams both nationally and locally. Steps to address this problem include: -

- i) Development of trainee scheme.
- ii) Increased skills mix in teams, and best use of the unqualified staff (e.g. Family Support Workers), that we are able to recruit.
- iii) Appointment of Development Manager (HR) specifically to address these issues.

In the light of staffing shortages in some teams, whilst referrals continue to come in, it has been necessary to review the arrangements for ensuring that work "flows" through the system, to avoid disproportionate pressures building up. To this end, a "Workflow Protocol" has been agreed and implemented: this provides clear expectations about which teams should be responsible for which cases, and protocols about the management of risk when demand exceeds capacity.

2. SERVICE PERFORMANCE

a. Child Protection

Child protection practice was judged by the Joint Review to be "good", under the auspices of a strong and effective Area Child Protection Committee. Countywide the number of children on the Child Protection Register has shown a significant rise over the past year from 341 in June 2002 to 422. Re-registrations have decreased from 18.3% in 2001/2002 to 10.0% (target 16.0%) in 2002/2003. Parental mental ill health, domestic violence and substance/alcohol misuse remain the major risk factors involved. All child protection cases are allocated and 99% of child protection cases are reviewed within the required timescales.

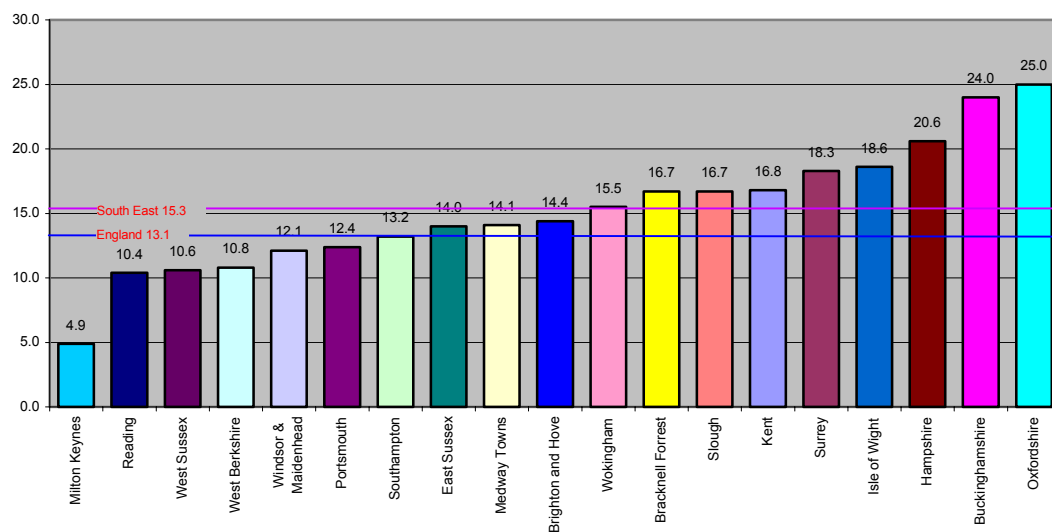
Performance is moving in the right direction. A balance needs to be struck between de-registrations and support as a high proportion of cases are in the neglect category. When cases are de-registered a supportive transitional package needs to be put in place.

Number of Children on the Register in the past year

	30th June 2002		31st December 2002		30th June 2003	
	Number	per 1000 population	Number	per 1000 population	Number	per 1000 population
The number of children on the Child Protection Register						
Elmbridge	32	4.0	58	7.2	76	9.4
Epsom and Ewell	34	8.6	28	7.1	29	7.3
Guildford	49	6.9	42	5.9	61	8.6
Mole Valley	18	3.9	21	4.6	29	6.3
Reigate and Banstead	68	8.7	51	6.6	46	5.9
Runnymede	4	0.9	12	2.8	39	9.1
Spelthorne	44	8.5	47	9.1	46	8.9
Surrey Heath	18	3.7	17	3.4	19	3.9
Tandridge	18	3.8	25	5.2	17	3.6
Waverley	26	3.9	26	3.9	23	3.5
Woking	30	5.3	33	5.8	37	6.5
Not Recorded						
Outside Surrey						
Surrey Total	341	5.4	360	5.7	422	6.7
Sources: Manual records						
Notes: (a) Rate per 1000 population calculated using the 2001 Census information. (b) Information also held on the SWIFT social care system and currently being validated.						

Surrey's Comparator Group for Re-registrations in 2001/2002

PAF A3: % children re-registered during the year on the child protection register



b. Looked After Children

Numbers of Surrey children in public care have increased from 842 in June 2002 to 875 in June 2003. The percentage of those children in family placements, excluding those placed with parents, stood at 76.6% on 31 March 2002: for those under the age of 10 years, the figure was 94.1%: this represents a further slight improvement on what was already a "good" performance. 98% of children in public care had a named social worker (31 March 2003), and 89% of statutory reviews were completed within the required timescales (6 months to 31 March 2003).

Source: Delivery and Improvement Statement, Performance Assessment of Social Services - Spring 2003

The Number of Children Looked After in the past year

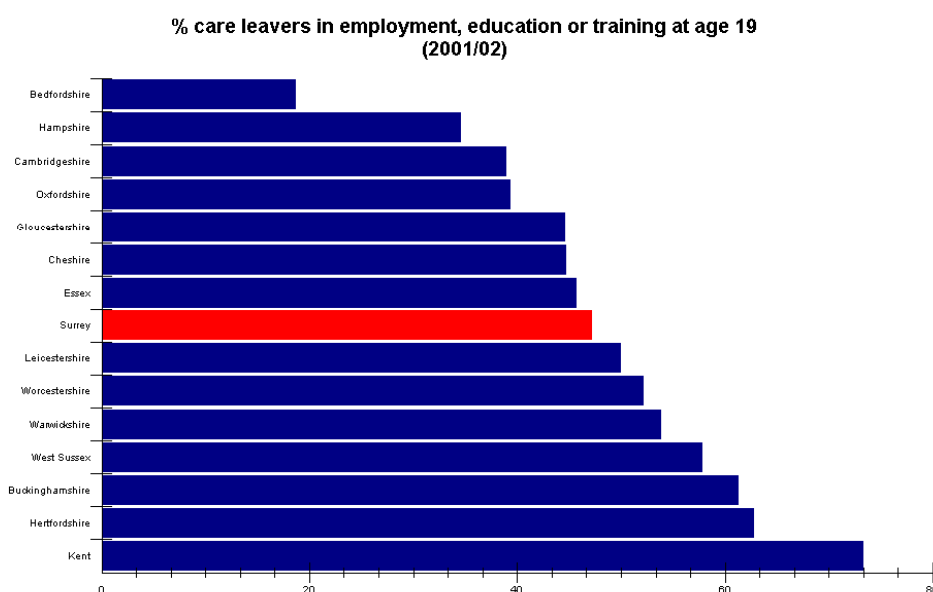
	30th June 2002		31st December 2002		30th June 2003	
	Number	per 1000 population	Number	per 1000 population	Number	per 1000 population
The number and rate per 1000 population of children looked after during the year to the heading date						
Elmbridge	60	7.5	63	7.8	79	9.8
Epsom and Ewell	41	10.3	44	11.1	44	11.1
Guildford	105	14.8	101	14.3	108	15.3
Mole Valley	51	11.1	52	11.4	57	12.5
Reigate and Banstead	133	17.1	138	17.7	141	18.1
Runnymede	90	21.1	88	20.6	64	15.0
Spelthorne	50	9.7	53	10.2	55	10.6
Surrey Heath	32	6.5	34	6.9	30	6.1
Tandridge	52	10.9	52	10.9	58	12.2
Waverley	51	7.7	52	7.9	53	8.0
Woking	89	15.7	82	14.4	92	16.2
Not Recorded	64		68		66	
Outside Surrey	24		24		28	
Total Workload	842	13.4	851	13.5	875	13.9
Sources: Data held on the SWIFT social care system and reported using Business Objects report CH_LAC1 amended to group by borou						
Notes: (a) Rate per 1000 population calculated using the 2001 Census information. (b) 'Not Recorded' includes cases with insufficient data to map to a borough/district and children with no main display address						

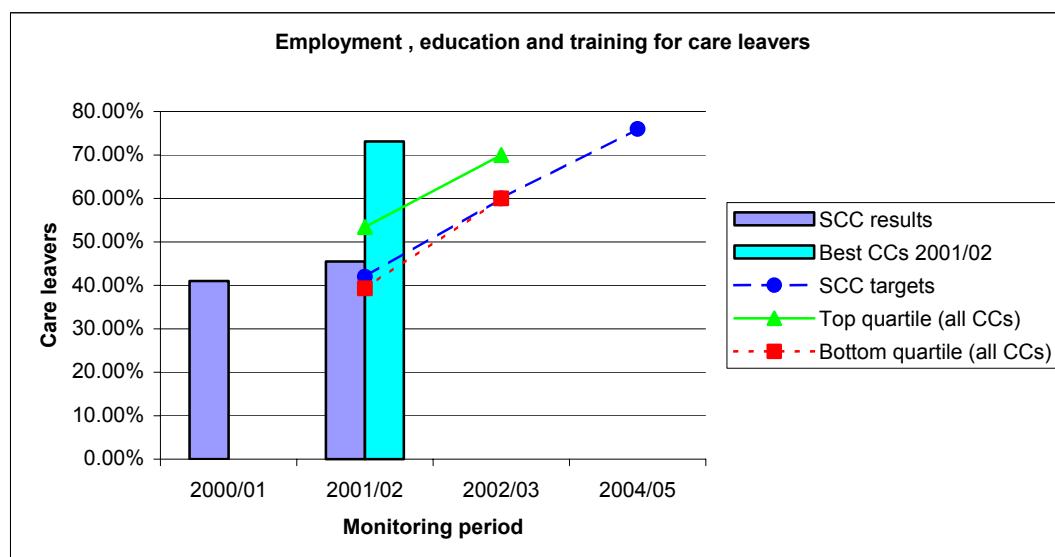
Outcomes for Looked After Children

Although permanent exclusions of looked after children are down from 1.3% to 1%, the proportion of looked after children achieving 5 or more passes at GCSE grades A-C remains significantly below target. Clearly this is a challenging target due to the special educational and behavioural problems of a high proportion of looked after children in a generally high achieving County. Steps being taken to improve this outcome include:

- i) Appointment of a development manager.
- ii) Continued improvement in the tracking systems used by the leaving care team.
- iii) Ensuring all children have access to a computer, support has now been provided via the IT grant making PC's available to foster homes and care leavers.
- iv) Ensuring that all children have a completed Personal Education Plan.

Measure				2001 Actual	2002 Actual	2003 Actual	2003 Target	2004 Target
The percentage of those young people who were looked after on 1st April in their 17th year (aged 16), who were engaged in education, training or employment at the age of 19.								
PAF A4	BV 161	QP 5.1.1	Number of young people leaving care engaged in education, training or employment		26 out of 55	32 out of 68		
			% in education, training or employment	67.0%	47.3%	47.1%	Below Target	60.0%
Sources: PAF A4/BV 161/QP 5.1.1 figures compiled from the annual OC3 return Notes: (a) Terminology for 'measure' references: 'PAF' = Performance Assessment Framework, 'BV' = Best Value, and 'QP' = 'Quality Protects' (b) Surrey's performance in 2001/02 was "acceptable" but possible room for improvement. Of the comparator group, only Warwickshire, West Sussex, Buckinghamshire, Hertfordshire and Kent achieved a better rating than this (all assessed as "very good"). If achieved, Surrey's 2002/03 target of 60% would place it in the "very good" band at 2001/02 levels.								





Youth Offending and Looked After Children

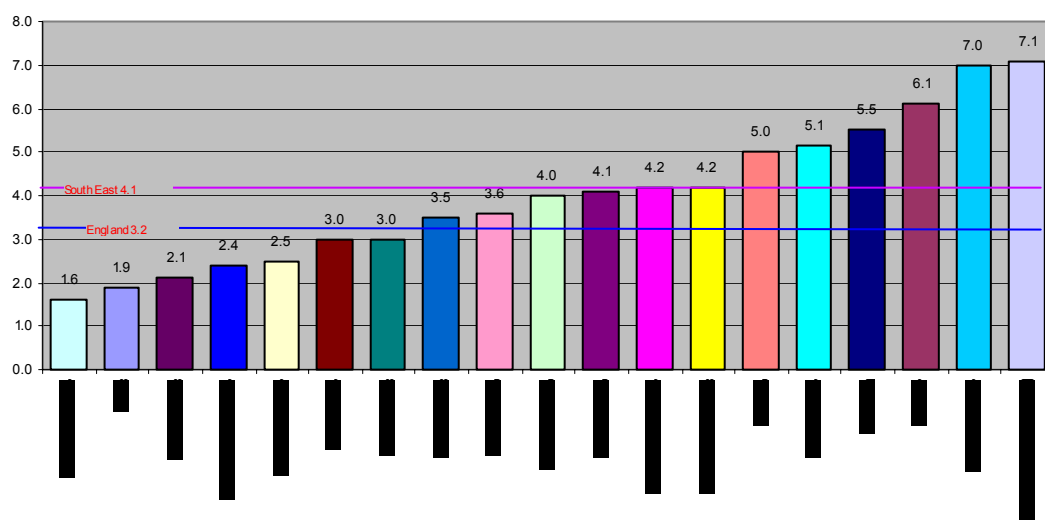
The rate of offending by children looked after is significantly above that of the general 10-17 population. This is predominately due to a combination of a relatively high threshold for entry into the looked after system and a very low offending rate amongst the general population. In terms of south east region comparison the offending rate by looked after children in Surrey is 9.4% against the average of 8.5% and for the general population the offending rate in Surrey is 1.5% against a regional average of 2.5%.

Surrey Youth Offending Team support the Children's Service in meeting Quality Protects targets through the introduction of restorative approaches to problem behaviour in residential settings. Actions being taken include:

- i) Re-establish dialogue with the Police on response strategies when officers are called to incidents at residential units.
- ii) Review with residential staff the threshold for involving the Police and to develop alternative strategies for sanction and reward.
- iii) As corporate parent, SCC to have a policy of increasing the use of restorative justice.
- iv) Appraise need and provide training for social workers and foster carers, including the use of restorative justice.
- v) Provide incentives for community homes based on PAF C18 performance.
- vi) Appoint experienced restorative social worker to the Young Offenders team to co-ordinate strategies.
- vii) Provide substance mis-use assessment to all children assessed at risk.
- viii) Provide intervention following reprimand.

	% children looked after continuously for 12 months	% all children	PAF C18 Ratio	% children looked after
Comparison with neighbouring shire authorities for the 10 - 17 population convicted or warned for offences during the previous 12 months (year ending 30th September 2002)				
Surrey	9.4%	1.5%	6.3	0.33%
West Sussex	7.5%	2.8%	2.7	0.40%
East Sussex	10.9%	2.8%	3.9	Combined with East Sussex
Buckinghamshire	7.9%	2.5%	3.2	No data
Hampshire	11.6%	4.0%	2.9	0.25%
Hertfordshire	8.7%	2.4%	3.6	0.38%
Kent	5.5%	3.3%	1.7	0.47%
Average	8.5%	2.5%	3.3	0.36%

PAF C18 : Final warnings and convictions of children looked after



c. Youth Justice

Outcome Band	2000 - % re-offending after 12 months	2000 - % re-offending after 24 months	2001 - % re-offending after 12 months
Pre-court disposals	25%	31%	25%
First tier penalties	43%	52%	45%
Community penalties	77%	82%	56%
Custodial penalties	57%	71%	75%

Surrey Youth Offending Team highlights for 2002 included: the launch of the Referral Order Scheme focussing on restorative justice and the involvement of the local community; setting up of the Remand Liaison Service for un-sentenced young people (aged 15-17) in Feltham's Young Offender Institution; establishment of a Substance Misuse Team with *Acorn*, a community based drug and alcohol service, to support young offenders who use or are at risk of misuse of drugs, alcohol or tobacco; and the introduction of new roles for Parental Working and a Victim Co-ordination.

Performance highlights for the year include:

- i) Re-offending after Custody at 75% and Final Warnings at 25% remained unchanged, after first tier penalties up 4.7%, and after community penalties down 39% (see above table).
- ii) Burglary offences were down 6.7% (target 8% by 2004) and vehicle crime down 8.3% (target 20% by 2004).
- iii) 91% (target 70% by 2004) of Final Warnings were supported by interventions. Restorative Justice processes were used in 68% (target 60% by 2004) of disposals.
- iv) 94% (target 70% by 2004) of victims were satisfied or very satisfied. 89% (target 70% by 2004) of parents completed parenting programmes, 75% (target 70% by 2004) were satisfied or very satisfied.
- v) 77% (target 90% by 2004) of pre-sentence reports for persistent young offenders were completed within 10 days, and 84% (target 90% by 2004) for all others within 15 days. 58.5% (target 100% by 2004) of Detention and Training Order plans were completed within 10 working days.
- vi) 69% (target 80% by 2004) of young offenders are in full time education, training or employment. 90% (target 100% by 2004) of known young offenders are assessed for substance misuse.

d. Early Years and Childcare

In line with National Policy, Surrey has targets to meet to increase childcare places. Issues in creating childcare places that are re-iterated across the county are; a lack of premises, poor salaries and therefore difficulty in

recruiting staff, and ensuring sufficient income to cover costs ie sustainability. The references to the Surrey average can be misleading as parents tend to want childcare either on their doorstep or on their route to work, but development is constrained by premises and to where the provider wishes to set up the childcare. Parents may therefore suggest that there is an inability to find sufficient childcare, whilst settings may be struggling for sufficient numbers to remain viable. The EYCS continue to advise potential providers on how and where to develop childcare across Surrey, however the strategic development of childcare is reliant on potential providers being receptive to the advice offered.